

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

*Rydym yn croesawu gohebiaeth yn Gymraeg.  
Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

*We welcome correspondence in Welsh. Please  
let us know if your language choice is Welsh.*



#### **Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147

Gofynnwch am / Ask for: Mark Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Friday, 19 January 2018

Dear Councillor,

#### **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Corporate Overview and Scrutiny Committee will be held in Committee Rooms 2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Thursday, 25 January 2018 at 09:30.**

#### **AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations).
3. Approval of Minutes 3 - 8  
To receive for approval the minutes of 15/11/2017.
4. Forward Work Programme Update 9 - 24
5. Corporate Plan 2018-2022 25 - 48

#### **Invitees:**

All Cabinet and CMB Members

6. Medium Term Financial Strategy 2018-19 to 2021-22 and Draft Budget Consultation Process 49 - 68
7. Urgent Items  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

**By receiving this Agenda Pack electronically you will save the Authority approx. £1.36 in printing costs**

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

JPD Blundell

N Clarke

J Gebbie

T Giffard

Councillors

CA Green

M Jones

RL Penhale-Thomas

B Sedgebeer

Councillors

RMI Shaw

JC Spanswick

T Thomas

CA Webster

# Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 15 NOVEMBER 2017

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE  
HELD IN COMMITTEE ROOMS 2/3 - CIVIC OFFICES ANGEL STREET BRIDGEND CF31  
4WB ON WEDNESDAY, 15 NOVEMBER 2017 AT 09:30

## Present

Councillor CA Green – Chairperson

JPD Blundell  
M Jones

N Clarke  
RL Penhale-  
Thomas

J Gebbie  
B Sedgebeer

T Giffard  
RMI Shaw

CA Webster

## Apologies for Absence

JC Spanswick

## Officers:

Julie Ellams  
Rachel Keepins

Democratic Services Officer - Committees  
Democratic Services Officer - Scrutiny

## Invitees:

Darren Mephram  
Martin Morgans  
Philip O'Brien  
Cllr HM Williams

Chief Executive  
Head of Performance and Partnership Services  
Project Officer - Digital Transformation  
Deputy Leader

## 23. DECLARATIONS OF INTEREST

None.

## 24. APPROVAL OF MINUTES

RESOLVED: That the Minutes of the meeting of the Corporate Overview and Scrutiny Committees of 6 September and 5 October 2017 be approved as a true and accurate record.

## 25. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the Overview and Scrutiny Forward Work Programme for 2017-18 for approval. She provided details on the items due to be considered at the Committee's meeting to be held on 14 December 2017 and sought confirmation of the information required for the subsequent scheduled meeting to be held on 25 January 2018. The Scrutiny Officer also submitted the list of responses to comments, recommendations and requests for additional information from the previous meeting. The report also contained a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

The Scrutiny Officer explained that the 2017-2018 Half Year Financial Performance and Half Year Corporate Plan Performance Report due to be considered on 14 December 2017 would probably not be ready for that meeting and might need to go to a later meeting because of the way the data was recorded and when it would be available. The City Deal due to be considered 21 February 2018 would be ready for the January meeting so could be brought forward.

The Scrutiny Officer reported that she had received requests from the Corporate Director- Social Services and Wellbeing for two pre decision reports to be considered, "Remodelling Older Persons Accommodation" and "Children's Social Care University Fees". These would replace "Empty Homes" on 8<sup>th</sup> January 2018 and "The Economic Prosperity of Bridgend County Borough" on 7<sup>th</sup> February 2018. Members requested further information regarding each request to see if they could be taken following the items already in the work programme. They were reluctant to delay consideration of "Empty Homes" in particular because of the amount of interest in this particular item.

A Member raised the item "Corporate Plan" due to be considered in January 2018 and suggested that a review of the delivery of the plan in 2016-17 including outcomes be included in the report so that Members could see how effective it had been and the impact on the following year.

A Member raised the Community Safety Partnership item to be considered in March 2018 and suggested that this should be an opportunity to look at Safeguarding. Bridgend had the fourth highest number of LAC in Wales and two Child Practice Reviews and he raised concerns about how these issues were being picked up. Concerns were raised about the exploitation of vulnerable adults also as part of the Community Safety Partnership. The Scrutiny Officer explained that the authority had not had a Community Safety Partnership Officer in place for the last 12 to 18 months. Other scrutiny committees were also looking at this area and it was important not to duplicate work. A Member suggested that this should be included in the risk register.

**RECOMMENDED:**

The Committee confirmed the items for their own FWP for the next couple of meetings and agreed to only have the finance report for the 14 December as the Committee had not yet had their workshop on scrutiny of performance reports. The Committee also requested that the Chief Executive be invited to attend for the Corporate Plan item. On their item on Community Safety Partnership, Members requested that they focus on safeguarding, particularly of vulnerable adults in communities.

In relation to the Subject Overview and Scrutiny Committee's FWP, the Committee confirmed the items for December to February and discussed the proposed amendments that had been put forward by the Corporate Director – Social Services via the Scrutiny Officer. The Committee requested that they receive further information as to the purpose of both these reports and where Scrutiny could add value as there was no real justification put forward at this time as to why these items would be more of a priority than those already scheduled.

26. DIGITAL TRANSFORMATION PROGRAMME

The Head of Performance and Partnerships presented his report updating Overview & Scrutiny on key developments with regards the progress for the delivery of the Digital Transformation Programme. He explained the background including internet usage in Bridgend, the one star rating from SOCITM, the procurement process in April 2016 and the review in April 2017. He outlined the Digital Strategy and Business Process Reengineering, potential benefits of "ITrent" for HR and the importance of the web site redesign. He anticipated that they would be in a ready state by 31<sup>st</sup> January 2018 but there would only be one opportunity to get it right so it was anticipated that "My Account" would be available to the general public from Spring.

Members thanked the Head of Performance and Partnerships for his presentation and asked if the group had looked at websites that other authorities had, in particular those

with a high SOCITM rating. The Head of Performance and Partnerships explained that the group had looked at other successful sites, both English and Welsh. Following the release of the new website there would be an accessibility review and if the website was made more complex the authority could fail. Any problems with planning could be because of the portal and he agreed to look into the matter.

A Member suggested using photographs on the website with a menu on the side. The Head of Performance and Partnerships explained that this style could result in accessibility issues particularly from a smartphone.

A Member commented that when it came to testing the website, valuable feedback would be gained from officers and external users. The Head of Performance and Partnerships explained that there was a Digital Board, staff from S8080 and a selection of citizens with whom there was continuous engagement, feedback and change. The development of "My Account" resulting in the upskilling of Customer Contact Officers would enable basic Council Tax and Housing Benefit questions to be answered at the first point of contact. The Council would provide a better service for citizens for both Face to Face and Telephony alongside the Digital channel. This would allow senior officers time to deal with the more complex issues.

A Member stressed the importance of continuing to have face to face services for those not digitally included. He also raised concerns that there were significant cuts in the provision of IT training courses preventing citizens from training to engage in the new technology. The Head of Performance and Partnerships explained that because of concerns relating to digital exclusion there was a need to maintain other channels. It was important to maintain training schemes going forward and libraries were well equipped. This was outside the project but needed to be addressed. The Deputy Leader stated that education was a priority from cradle to grave and it was important to have the right offer fit for purpose. Going forward it was a priority to increase the ability for residents to engage digitally.

The Chief Executive confirmed that this programme was not about switching off channels of communication but about meeting demand. Residents had a choice when it came to most services and it was important not to cut off residents and to make communicating with the authority as easy as possible.

A member referred to banks offering training to allow their customers to communicate with them digitally such as the Barclays Digital Eagles. The Chief Executive confirmed that some work had been carried out with the banks and credit unions.

A Member asked for clarification as to how savings identified in the report had been calculated. The Head of Performance and Partnerships explained that they had looked at the average cost of multiple roles and structures and this had been used as an indicative approach to where they would make savings by avoiding duplication.

A Member asked how long the temporary team would be in post and if savings were still being made. She was advised that alternative savings had been found because of the lateness of the programme. No team had been attached to the project with staff from other areas covering the work. The next consideration was how it would be staffed and how it would look with a structure to support the strategy moving forward.

A member referred to the duplication of work when it came to data collection and Welsh language legislation. The Head of Performance and Partnerships explained that language preference would be identified at the point of registration. There were no plans to "sell" data. How we interfaced with third parties was a piece of work that would be undertaken in future.

The Chief Executive explained that they had looked at other councils and made a conscious decision to follow this route. It was an organisational transformation and not just IT and additional help was only brought in when required. This was a developing organisation supported by new disciplines such as a new website. A similar journey was being taken with data as the authority became more data rich and worked out how to use the data to grow. There were challenges around customer service and communications with staff needing new disciplines to fit changing roles.

A Member asked if there had been any high profile failures. She was advised that Liverpool City Council, Somerset County Council and BT had all experienced failure for different reasons including the failure to make changes internally, outsourcing all transactions at the same time as personnel and political changes and not keeping staff on board with changes.

A Member asked if the savings identified in the table would be made when the targets were hit eg Council Tax payments made on line. The Head of Performance and Partnerships explained that there would be challenges around e-billing, the requirement for council tax reference number and joint accounts but savings could be made, dependent on uptake taking into consideration that 70% of Council Tax subscribers were on Direct Debit. When a customer contacted the authority help should be offered to help them sign up and activate their accounts. School admissions on line would be a huge win but there was no integration available currently however all services needed to be rolled out cautiously and promoted effectively.

A Member asked if there would be a big launch or a more gentle release. The Head of Performance and Partnerships explained that as soon as they were in a ready state they would start engaging with stakeholders to “peek” out any issues before going to the next level. The initial launch would be to internal stakeholders and then for general release in Spring.

A Member raised concerns regarding residents to the north of the county and issues with broadband making it difficult to engage digitally.

A Member raised concerns about residents with no IT capability and a decision made by a local social landlord only to deal with queries from residents via the web. There was no flexibility and this caused considerable distress and upset to one resident. The Deputy Leader agreed with this point and added that it was important to engage staff and listen to their comments. It was a real issue meeting demographic pressures with Bridgend having the highest growing population in Wales outside Cardiff. This would continue for the next fifteen years and it was for staff to manage the pressure going forward.

A Member commented that technology could help vulnerable people eg using skype for interviews and it was important to empower staff to consider and use alternatives. The Head of Performance and Partnerships explained that a review was taking place capturing “day in the life” activities which highlighted the pressure points and stresses for residents which would steer improvements to be made.

The Chief Executive commented that this was a bottom up, top down approach which encouraged challenge. Skype and iPads could be used to tackle isolation and Amazon and Alexa could help with social care. There was massive potential for technology.

A member asked if “Workwise data” previously gathered had been used. The Head of Performance and Partnerships explained that the data had to be married with the digital platform but it did have value and would be used to inform the process.

A member asked who would be providing E Forms for the authority. The Head of Performance and Partnerships explained that Agilisys platform based on Goss Technologies was being used. 89 forms had been identified on the current website and around 40 were currently being looked at. They were trying to avoid the user having to print and complete the form and return in the post. E forms were valuable in business process reengineering and developing a prescriptive process.

Members asked if when it came to ITrent enhancements, consideration could be given to collaboration to share the costs.

Members asked how confident the Head of Performance and Partnerships was in meeting the launch date of late spring. He explained that they had already completed two rounds of testing on the platform and fixes should be complete by the end of November. There would be another round of testing in mid-January with another month for dealing with any issues. Officers were working hard and focussing on meeting the deadlines.

The Chief Executive added that it was not all about digitalisation, there were other pressures such as the implications of Universal Credit which were outside the gift of the authority to control. A further risk was the Welsh language site where they were dependant on technical staff and it was not ready to launch. A decision might have to be made on whether to delay the launch of the welsh site, or delay the launch of both sites. The fine for breaching welsh language requirements would be £5000.

A Member asked if the language preference was known for a resident, would they still be sent information in both languages or only their language of choice. The Head of Performance and Partnerships confirmed this issue would be mitigated as part of the process.

A Member asked if the site would be registered for the Crystal Mark. She was advised that this could create more icons on the website leading to confusion so they would attempt to achieve the aims of the Crystal Mark without the registration.

Members asked if residents would be asked for feedback on the website. They were advised that there would be a dropdown menu asking for feedback.

A Member asked if in time it would be possible to pay for children's school meals via the system. The Head of Performance and Partnerships explained that a more holistic approach would be taken next time they went out for tender with any new solutions interfaced into "My Account".

The Committee praised the presentation and expressed confidence in the current officers who are taking forward the Digital Transformation project.

### **Recommendations**

1. The Committee recommend that any promotion or communication to the public of any changes relating to digitalisation needs to include reassurance to those who don't have access to IT that there will be other, non-digital, options remaining and assistance provided to them.
2. The Committee recommend that joint services with other LAs be explored as part of the Digital Transformation such as jointly buying in, and sharing information through, web-based software such as itrent.

3. The Committee recommend that work be undertaken in the near future to incorporate schools as part of Digital Transformation considering aspects such as online school admissions and also expanding the current cashless catering system to optimise the available functionality to incorporate any and all payments collected by schools such as those for school trips.
4. The Committee supported the involvement of partner organisations in the Transformation Programme however recommended that this be a phased approach and the Authority focus first on launching the system first before looking to include partners.
5. The Committee recommend that the Authority ensure that education of the new online services be a priority with focus on support being provided within Communities.
6. The Committee requested that some form of contingency plan be put in place for any future resourcing issues, with particular emphasis on lead officers in order to ensure the project deadlines and success are achieved.
7. The Committee acknowledged that in order for the project to succeed it required organisational change across the whole of the Local Authority. Members therefore recommend that Digital Transformation be considered a priority by all Corporate Directors and Cabinet Members to ensure that support is cascaded down and across all Directorates, departments and service areas.

The Committee requested that the item of Digital Transformation be revisited on the FWP approximately 3 months after its initial launch to enable some evidence to be provided to the Committee in relation to uptake and feedback.

27. URGENT ITEMS

None

The meeting closed at 11:57



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 JANUARY 2018

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of Report.

##### 1.1 To present:

- a) the items due to be considered at the Committee's meeting to be held on 21 February 2018 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 29 March 2018;
- b) a list of responses to comments, recommendations and requests for additional information from the previous meeting of the Corporate Overview and Scrutiny Committee;
- c) a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

#### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background.

- 3.1 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").

Feedback

- 3.3 All conclusions made at Overview and Scrutiny Committee meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.

- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response.
- 3.5 For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.

#### **4. Current situation / proposal.**

- 4.1 Attached at **Appendix B** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next two meetings to be held 21 February 2018 and 29 March 2018. It is for the Committee to determine any further detail to request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.
- 4.2 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.3 Attached at **Appendix C** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.
- 4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

#### **Corporate Parenting**

- 4.5 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.<sup>1</sup>
- 4.6 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.

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<sup>1</sup> Welsh Assembly Government and Welsh Local Government Association 'If this were my child... A councillor's guide to being a good corporate parent to children in care and care leavers', June 2009

- 4.7 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### Identification of Further Items

- 4.8 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

### **5. Effect upon Policy Framework & Procedure Rules.**

- 5.1 The work of the Corporate Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend.

### **6. Equality Impact Assessment**

- 6.1 There are no equality impacts arising directly from this report.

### **7. Financial Implications.**

- 7.1 The delivery of the Forward Work Programme will be met from within existing resources for Overview and Scrutiny support.

### **8. Recommendation.**

- 8.1 The Committee is recommended to:
- a) Approve the feedback from the previous meeting of this Committee and note the list of responses including any still outstanding attached at Appendix A;
  - b) Identify any additional information the Committee wish to receive in relation to their items scheduled for 21 February 2018 and 29 March 2018 including invitees they wish to attend;
  - c) Confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for March and April 2018 contained within Appendix C;
  - d) Identify six priority topics, utilising the table below, from items attached at Appendix C to allocate to the Subject Overview and Scrutiny Committees for their meetings in April and following the Annual Meeting in May;
  - e) Identify suitable items for Webcasting from both the COSCs and the SOSCs Forward Work Programmes.

<b>DATE OF MEETING</b>	<b>COMMITTEE</b>	<b>SUBJECT</b>
7 March 2018	SOSC 2	Dementia Care / Prevention and Wellbeing and Local Community Co-ordination?
12 March 2018	SOSC 1	School Modernisation Band B
21 March 2018	SOSC 3	Empty Housing/Property
16 April 2018	SOSC 1	Early Help and Social Care
17 April 2018	SOSC 2	Prevention and Wellbeing and Local Community Co-ordination / Dementia Care?
19 April 2018	SOSC 3	
Following Annual Meeting	SOSC 1	
Following Annual Meeting	SOSC 2	
Following Annual Meeting	SOSC 3	
Following Annual Meeting	SOSC 1	
Following Annual Meeting	SOSC 2	
Following Annual Meeting	SOSC 3	

**Andrew Jolley**  
**Corporate Director – Operational and Partnership Services**

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Civic Offices,  
Angel Street,  
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CF31 4WB

Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments
15-Nov-2017	Digital Transformation	The Committee praised the presentation and expressed confidence in the current officers who are taking forward the Digital Transformation project.	NA
		Recommendations	
		1. The Committee recommend that any promotion or communication to the public of any changes relating to digitalisation needs to include reassurance to those who don't have access to IT that there will be other, non-digital, options remaining and assistance provided to them.	Noted, all promotion activity we be focused on adding additional channels such as Digital to supporting the traditional channels such as Face to Face and telephony
		2. The Committee recommend that joint services with other LAs be explored as part of the Digital Transformation such as jointly buying in, and sharing information through, web-based software such as itrent.	In terms of "Line" of business applications such as "itrent" etc. Authorities are in different cycles in terms of contract dates and application vendors. Information is shared with other Authorities with regards core "Line" of business applications being used. There are difficulties with changing "Line" of Business applications as there is a significant cost of change due to the emmbedded nature of the applications and the required re-training. This highlights a need for a robust business case to align applications as and when contracts expire across authorities.
		3. The Committee recommend that work be undertaken in the near future to incorporate schools as part of Digital Transformation considering aspects such as online school admissions and also expanding the current cashless catering system to optimise the available functionality to incorporate any and all payments collected by schools such as those for school trips.	<p>The focus is currently on deliver the core components of "My Account":</p> <ul style="list-style-type: none"> <li>• Council Tax &amp; Benefits</li> <li>• Environmental Reporting</li> <li>• Bulky Waste Bookings</li> <li>• Pest Control Bookings</li> <li>• Registrars Bookings</li> <li>• eBilling</li> <li>• eForms</li> </ul> <p>As part of the Web Site review, schools admissions has been identified as an opportunity to drive user take up of "My Account" solutions are currently being evaluated to drive schools admissions via a digital channel. With regards Cashless Catering this is still an active contract, this will be reviewed to determine feasibility to extend the scope at the point of re-procurement.</p>
		4. The Committee supported the involvement of partner organisations in the Transformation Programme however recommended that this be a phased approach and the Authority focus first on launching the system first before looking to include partners.	The delivery of My Account is supported by Agilisys Digital, who were awarded the contract via a procurement exercise. The work associated with the Digital Strategy discovery is supported by Microsoft, no further partners will be involved for the interim period with the focus centred around "My Account" launch and the development of a corporate Digital Strategy.
		5. The Committee recommend that the Authority ensure that education of the new online services be a priority with focus on support being provided within Communities.	Engagement with the community programmes will be sought, to understand the feasibility of incorporating support / training for the new digital channel. In terms of digital competency currently 8 out of 10 adults within Bridgend County already regularly use the internet and nearly 100% of 16 – 34 year olds.
		6. The Committee requested that some form of contingency plan be put in place for any future resourcing issues, with particular emphasis on lead officers in order to ensure the project deadlines and success are achieved.	The current model is focusing on developing a team from within existing staff resourouces, as the "business process review" is carried out, champions will be identified within the service area to support the change process team. Resource implications will be monitored as the programme develops to ensure that the progress is not stymied due to resource shortages, where necessary recources will be bolstered to maintain continuity and success .
		7. The Committee acknowledged that in order for the project to succeed it required organisational change across the whole of the Local Authority. Members therefore recommend that Digital Transformation be considered a priority by all Corporate Directors and Cabinet Members to ensure that support is cascaded down and across all Directorates, departments and service areas.	As part of the Digital Discovery work, a review has been initiated that will incorporate Corporate Directors, Cabinet Members, Heads of Service and Group Managers. The review will involve a top down bottom up approach. The review will inform an overarching Digital Stratgey for the Council.
		The Committee requested that the item of Digital Transformation be revisited on the FWP approximately 3 months after its initial launch to enable some evidence to be provided to the Committee in relation to uptake and feedback.	Will be put forward to Corporate OVSC

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## Corporate Overview and Scrutiny Forward Work Programme

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Meeting Date	Item	Scrutiny Officer	Author	Further Information	Invitees
21-Feb-18	2017/2018 Quarter 3 Financial Performance			To review 2017-18 financial performance as at 31 December 2017	Cabinet and CMB; Interim Head of Finance.
	City Deal			Revisit the City Deal item to monitor its progression.  How are the Council proactively ensuring that we will benefit from the City Deal? What are Bridgend aiming to get out of the deal and when?	Leader; Deputy Leader; Darren Mepham, Chief Executive; Mark Shephard, Corporate Director Communities; Interim Head of Finance; Leader from Monmouthshire Council; Chair of City Deal Group.
29-Mar-18	Community Safety Partnership			To provide Members with an overview of Community Safety Partnership priorities and projects	Relevant Cabinet Member; Andrew Jolley, Corporate Director – Operational and Partnership Services; Community Safety Team Leader; Chair of City Deal Group Super Intendent Martin Jones.
	Business Plan 2017-2018			To comment on Directorate 2017-18 business plans including its actions, milestones and performance measures	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance Partnership and Transformation Manager.
30-Apr-18	Public Service Board			Updates from Public Service Board OVS Panel	
	Central South Consortium			Updates from CSC OVS Working Group	

	Social Services and Wellbeing Financial Plan			To possibly replace Community Safety Partnership BREP recommend that Scrutiny receive the Social Services Q1 Financial Plan as soon as possible detailing the proposals for how the Directorate are going to make the savings over the forthcoming year.	
	2017-2018 Quarter 4 Financial Performance			Trail day event. Members have requested that all Directors attend this session.	

Items for the future

Corporate Landlord

Contract Management



Scrutiny Forward Work Programme

Table A

The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings:

Date	Subject Committee	Item	Specific information to request	Rationale for prioritisation	Proposed date	Proposed rationale for timing from Officers	Suggested invitees	Prioritised by Committees	Webcast
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Page 18	07-Feb-18	SOSC 2	The Economic Prosperity of Bridgend County Borough	To include areas such as Economic Development, Worklessness Programmes, EU Funding for Skills. - Impact of BREXIT on EU Funding; - Impact of BREXIT on current Worklessness Programmes; - Statistics in relation to the Worklessness Programmes.		SOSC 3 - prioritised for next set of meetings 17/07/2017 13/09/2017 SOSC 1 - proposed waiting until the detail of the Revenue Support Grant are known before this item is considered. SOSC 2 - 18/09/2017		Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities; Satwant Pryce, Head of Regeneration, Development and Property Services; Jeff Peters, Projects and Business Approaches Team Leader; Lisa Jones, Regeneration Funding and Regional Engagement Team Leader Ian Jessop, Bridgend Business Forum; Simon Pirotte, Principal Bridgend College; Matthew Williams, Director of Engage Training and WBL.		SOSC 2 highlighted this item as suitable for webcasting.
	08-Feb-18	SOSC 1	School Standards Report 17-18	Annual school performance report from CSC	Annual school performance results form the basis of monitoring of schools which is a primary responsibility of Scrutiny.	Proposed to receive late January/early February once the school results have been formally published.		Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Mandy Paish, CSC Senior Challenge Advisor; Mike Glavin, Managing Director CSC		SOSC 2 highlighted this item as suitable for webcasting.
	12-Feb-18	SOSC 3	Town Centre Regeneration	To provide members with information on the following responsibilities of the Council and how these are managed and can be developed with reduced resources  <ul style="list-style-type: none"> <li>• Car parking review – When is the car parking review going to be undertaken? Charges for staff car parking at all sites - has this been reviewed? If this was taken forward what income would this generate?</li> <li>• Residents Parking - when residents permit parking going to be rolled out?</li> <li>• Inconsiderate parking in the Borough - where are the problem areas? What are we doing to tackle these issues? Are we prosecuting?</li> <li>• Parking outside schools - How are we tackling bad parking at schools? Update on the introduction of the mobile camera van that was purchased to tackle such issues. What areas has this van been at. How many fines have been issued to date?</li> <li>• Pedestrianisation - particularly in Bridgend Town Centre. Outcomes of the consultation to allow traffic into the town</li> <li>• Business Rates</li> <li>• Strategic Building Investment</li> <li>• Disabled facilities</li> </ul>		Prioritised by SOSC 3 17 July 2017 13 September 2017  Prioritised by SOSC 2 18 September 2017		Mark Shephard, Corporate Director Communities; Cllr Charles Smith, Cabinet Member - Education and Regeneration; Zak Shell, Head of Streetscene; Satwant Pryce, Head of Regeneration; Rhiannon Kingsley, Town Centre Manager; Possible Representative from BID Company; Clerks from each townCouncil in the Borough; Trader representation; Representative from a Disability organisation.		SOSC 2 highlighted this item as suitable for webcasting.
07-Mar-2018	SOSC 2	Prevention and Wellbeing and Local Community Coordination	To include information about the number of different initiatives that are available within the community as an alternative to statutory services.  LCC projects to be referenced under a heading for each area – Ogmogre, Llynfi and Garw Valleys – to ensure ease of reference to what projects are being carried out where.  To include information on the work being undertaken with the 3rd Sector.  What initiatives are available within the community?  What input is provided by AMBU and what is provided by Bridgend Council?		Proposed date March/April 2018		Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member - Social Services and Early Help Cllr Dhanisha Patel, Cabinet Member - Wellbeing and Future Generations; Jacqueline Davies, Head of Adult Social Care; Andrew Thomas, Group Manager – Prevention and Wellbeing.			
12-Mar-2018	SOSC 1	School Modernisation Band B	To advise committee on the development of the strategic outline plan for band b of the 21 <sup>st</sup> century schools modernisation programme	Scrutiny to inform the plans and refine the rationale for the development of the schools estate	Proposed by Officers - March 2018		Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Gaynor Thomas, Schools Programme Manager			

21-Mar-2018	SOSC 3	Empty Property	<p>How effective has this council been on bringing back into use empty properties over the last five years?</p> <p>Does this council have the appropriate policies and process in place to fully utilise the powers that we already have to tackle empty homes. For example - Empty Dwelling Management Orders and charging council tax premiums on long-term empty homes and second homes?</p> <p>What are the levels of empty homes across Bridgend?</p> <p>What is the potential loss of council tax receipts due to empty homes?</p> <p>Data on levels of empty properties and homes - how long they have been empty for and what contact has been made regarding them;</p> <p>Examples of case studies from Bridgend CBC;</p> <p>Good practice from across wales;</p> <p>Detail of Welsh Government policies;</p> <p>In relation to empty properties - could a breakdown of service provision be provided? To include contracts that we sub let out;</p> <p>Members queried how many section 215 have been used in relation to blight properties.</p>				<p>Andrew Jolley, Corporate Director Operational and Partnership Services</p> <p>Mark Shepherd, Corporate Director Communities</p> <p>Satwant Pryce, Head of Regeneration, Development &amp; Property</p> <p>Martin Morgans, Head of Performance and Partnership Services</p> <p>Cllr Dhanisha Patel</p> <p>Welsh Government contacts?</p> <p>Helen Pictou, SRS (VOG)</p> <p>Jennifer Ellis (RCT)</p>	SOSC 3 and SOSC 1 reprioritised this in Dec 2017 after it was rescheduled to accommodate other report	
16-Apr-2018	SOSC 1	Early Help and Social Care	<p>The process into how the following information will be presented will be confirmed following meetings with both Directorates Corporate Directors.</p> <ul style="list-style-type: none"> <li>• Up to date figures presenting the numbers of Looked After Children by Local Authority;</li> <li>• A breakdown of referral figures, to include statistics from local pre-school nurseries;</li> <li>• Outcome from the review undertaken by Institute of Public Care;</li> <li>• What services are being provided post 16, given that research indicates shows that children who have been looked after, have the increased probability that their children will also end up in the care system;</li> <li>• Outcomes from the following Residential Remodelling project work streams: <ul style="list-style-type: none"> <li>- For moving out-of-country residential placements to in-county</li> <li>- Upskilling of three internal foster carers to provide intensive, therapeutic step down placements.</li> <li>- Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process</li> </ul> </li> </ul> <p>To evidence how the two services are working together and the impact on the LAC population.</p>				<p>Susan Cooper Corporate Director Social Services and Wellbeing;</p> <p>Lindsay Harvey, Interim Corporate Director - Education and Family Support;</p> <p>Cllr Charles Smith, Cabinet Member for Education and Regeneration;</p> <p>Cllr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Nicola Echanis, Head of Education and Early Help.</p> <p>Laura Kinsey, Head of Children's Social Care;</p> <p>Mark Lewis,</p> <p>Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance</p>	SOSC 1	
17-Apr-2018	SOSC 2	Dementia Care	<ul style="list-style-type: none"> <li>• Accurate and up to date figures on the people diagnosed with dementia in Bridgend County Borough for comparison with the number of people predicted to be living with dementia;</li> <li>• Information from the Local GP Dementia Register which highlights prevalence of dementia by area throughout the borough and type of dementia. If possible, Members wish that this data be elaborated upon to include age, and whether the numbers show if diagnosis was received prior to moving into the borough;</li> <li>• Update on the review of joint intentions with health and the third sector and include information regarding the production of a dementia strategy and delivery plan - stating milestones, target dates and responsible officers.</li> <li>• Update on existing discussions with nursing care providers in relation to the development of nursing residential care places for people with dementia;</li> <li>• Facts and figures on people with dementia living in Cardiff as well as Neath Port Talbot and Swansea for comparison to Bridgend.</li> <li>• Comparisons with other LAs such as Maesteg and the Vale on dementia awareness training to consider how successful the Authority has been in making Bridgend Dementia friendly.</li> </ul>			Proposed change from Directorate from 7 March as will take time to get the detailed information as it is not owned by the LA and needs to be gathered from Health etc.	<p>Susan Cooper Corporate Director Social Services and Wellbeing;</p> <p>Cllr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Jacqueline Davies, Head of Adult Social Care;</p> <p>Representative from Age Concern Wales;</p> <p>Representative from ABMU - Dermot Nolan? ;</p> <p>Representative from Bavo.</p>		Corporate highlighted this item as suitable for webcasting.

Table B

The following items were deemed important for future prioritisation:

Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested invitees	Webcast
<b>Safeguarding</b>	<p>To include Safeguarding activity in both Children and Adult Services.</p> <p>To also cover:</p> <ul style="list-style-type: none"> <li>Regional Safeguarding Boards</li> <li>Bridgend Corporate Safeguarding Policy</li> <li>CSE</li> <li>DOLS</li> </ul> <p>Report to provide statistical data in relation to service demands and evidence how quickly and effectively the services are acting to those needs.</p> <p>To evidence how the two services are working together and the impact on the LAC population.</p> <p>To receive the outcome of the in depth analysis which was currently being undertaken within the Council.</p> <p>To include information on Advocacy for Children and Adults:</p> <ul style="list-style-type: none"> <li>The outcome from the Advocacy Pilot Scheme</li> <li>The current system</li> <li>Social Services &amp; Wellbeing Act</li> <li>Regional Children Services advocacy</li> <li>Adult Services – Golden Thread Project</li> </ul>	Members stressed that this subject must be considered by Scrutiny on their FWP as is a huge responsibility of the Authority and Scrutiny must ensure the work being undertaken to protect some of the most vulnerable people is effective and achieving outcomes.	Pilot for Advocacy ends April. Therefore proposed date May/June 2018.	<p>Susan Cooper Corporate Director Social Services and Wellbeing;</p> <p>Cllr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Jacqueline Davies, Head of Adult Social Care;</p> <p>Laura Kinsey, Head of Children's Social Care;</p> <p>Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance</p> <p>Richard Thomas, Strategic Planning and Commissioning Officer</p>	SOSC2 Jan 18
<b>ALN Reform</b>	<p>When the Bill has been further progressed, report to include consideration of the following points:</p> <p>a) How the Authority and Schools are engaging with parents over the changes to the Bill?</p> <p>b) What the finalised process is for assessments and who is responsible for leading with them?</p> <p>c) What involvement/responsibilities do Educational Psychologists have under the Bill?</p> <p>d) Has the Bill led to an increase in tribunals and what impact has this had? This is set against the context of the recent announcement by the Lifelong Learning Minister that instead of saving £4.8m over four years the Bill could potentially cost £8.2m due to an expected increase in the number of cases of dispute resolution.</p> <p>e) Given that the Bill focuses on the involvement of young people and their parents, what support is available for those involved in court disputes?</p> <p>f) Outcomes from the Supported Internship programme.</p> <p>g) Support for those with ALN into employment.</p> <p>h) Staffing - Protection and support for staff, ALNCO support, workloads and capacity.</p> <p>i) Pupil-teacher ratios and class sizes and impact of Bill on capacity of teachers to support pupils with ALN</p> <p>j) How is the implementation of the Bill being monitored; what quality assurance frameworks are there and what accountability for local authorities, consortiums and schools?</p>	Needs revisiting to monitor implementation of the Bill and if needs are being met as well as impact on future budgets	Proposed by SOSC 1 to be revisited in next years FWP	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support;</p> <p>Cllr Charles Smith, Cabinet Member for Education and Regeneration;</p> <p>Nicola Echanis, Head of Education and Early Help.</p> <p>Michelle Hatcher, Group Manager Inclusion and School Improvement</p> <p>Third Sector Representatives</p>	SOSC 2 highlighted this item as suitable for webcasting.
<b>Annual Recommendations/feedback Update to each SOSC</b>	Update on all feedback that required follow up and recommendations - Cabinet and Officer ones		Proposed for March 2018 to inform next years FWP planning	None	

<b>Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services.</b>	The Committee requested that they receive an <b>information report</b> detailing the progress of the plan and update Members whether or not the actions have addressed the issues raised by the Inspectorate.		Going to Corporate Parenting on 24 Jan - Scrutiny Officers to pick up and send to Committee				
<b>Emergency Housing</b>	Is the current emergency housing provided by BCBC meeting the needs of the service users? Is the current provision a good use of public resources? Should an alternative provision be made to ensure families, in particular children, achieve their potential. Service user numbers Service user demographic –ages, disabilities, gender Outcomes Challenges faced daily by families using provision –health, dentist, mental health, schools <i>*Members have requested a possible site visit</i>	members asked for this item to be prioritised by the Corporate Committee to address the homelessness across the county which has increased and can be seen by the increased number of people sleeping in tents.			Andrew Jolley, Corporate Director – Operational and Partnership Services; Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member - Wellbeing and Future Generations;	SOSC3 SOSC 1	
<b>Budgetary Impacts of Parc Prison</b>	How much core funding does BCBC receive to deal with the impact of a prison being located within its boundary? What is the true cost of servicing this need? Is there a different impact due to Parc Prison being privately run as opposed to being run by the Prison Service?		Proposed by Directorate for May-June 2018	Ongoing discussions with WG over financial position -more appropriate to receive later in year	Susan Cooper, Corporate Director Social Services and Wellbeing Jacqueline Davies, Head of Adult Social Care Cllr P White, Cabinet Member Services and Early Help		
<b>Waste Services Contract</b>	Members would like the report to include an update on the following: The impact of the recently recruited senior managers associated with the Bridgend contract and front line operative staff. Was recruitment successful? Have all Members now been given full inductions and training Information on the updates to the CRC centre including the instalment of the polystyrene baler and webcam so residents are able to monitor the traffic flow at the site. Change of days for the communal collections - Has this happened? Has the service shown improvements since the change? Impact of the new collection vehicles. Have they made collection rounds more efficient? Outcome of the review of BCBC in house Street Scene enforcement activity Longer term trend of flytipping. What are the figures of flytipping in the Borough? Have they improved? Domestic or business?	Members requested that this item is prioritised by the Corporate Committee for June 2018 so they can monitor the contract and ensure that improvements to the delivery of the service are made. Members requested that this item remain until significant improvements are made and the service is at a satisfactory level for residents.	SOSC 3 proposed revisit item in June 2018		Mark Shepherd, Corporate Director Communities; Cllr Hywel Williams, Deputy Leader; Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Streetscene; Maz Akhtar, Regional Manager Kier Julian Tranter, Managing Director Kier Claire Pring, Kier	Prioritised by SOSC 3 on Jan 2018 for the first round of meetings following the Annual Meeting	

**Remodelling Fostering Project** Further project as part of the Remodelling Children's Social Services Project

**The following items for briefing sessions or pre-Council briefing**

Item	Specific Information to request
Overview of Direct Payment Scheme	To update Members on the Direct Payments Process.
Social Services Commissioning Strategy	To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: <ul style="list-style-type: none"> <li>• Regional Annual Plan</li> <li>• Bridgend Social Services Commissioning Strategy</li> </ul>

Western Bay Regional Report	Update on situation and way forward with WB and Regional Working?
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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 JANUARY 2018

#### REPORT OF THE CHIEF EXECUTIVE

#### CORPORATE PLAN 2018-2022

#### 1. PURPOSE OF REPORT

- 1.1 To present the Council's Corporate Plan 2018-2022 (Appendix A) for the Committee to consider.

#### 2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The proposed Corporate Plan sets out the Council's priorities for 2018-2022 and defines the Council's commitments for 2018-19. These priorities, once approved, will be the Council's well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and improvement objectives under the Local government (Wales) Measure 2009.

#### 3. BACKGROUND

- 3.1 The Council's current corporate plan covers 2016-2020. It sets out three corporate priorities based on extensive public consultation known as 'Shaping Bridgend's Future', undertaken in 2015:

- Supporting a successful economy
- Helping people to become more self-reliant
- Smarter use of resources

- 3.2 Following the county borough council elections in May 2017, there is a need to refresh the current Corporate Plan to reflect the political priorities of the Administration.

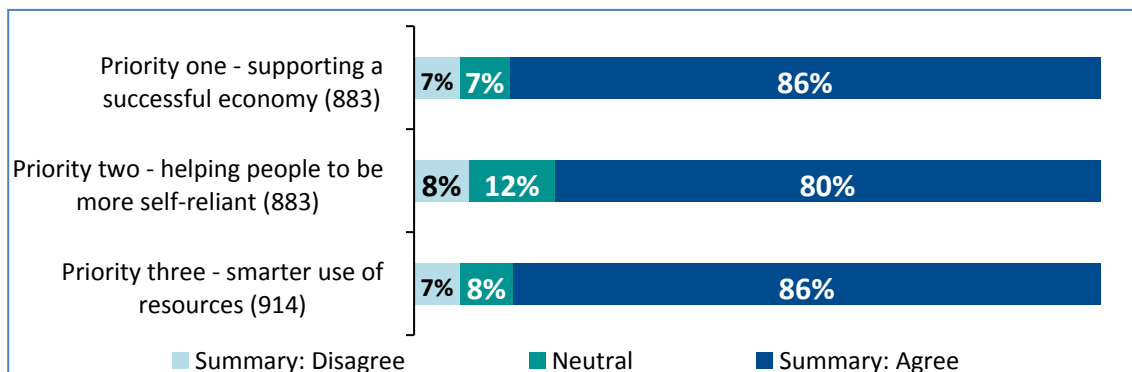
#### 4. CURRENT SITUATION / PROPOSAL

- 4.1 The proposed corporate plan builds upon the current corporate plan. It is intended to be bold and ambitious, based on previous achievements, and re-affirms the current three corporate priorities for the forthcoming four years and establishes how success will be measured over that period.
- 4.2 The success measures for each aim have been identified to ensure they link closely to the commitments. Targets have been set for one year for each indicator. Some new indicators have been developed. For those new measures, wherever possible, indicative targets have been set.
- 4.3 Financial information will be incorporated into the plan when the Council's budgets are set.

- 4.4 The Committee’s comments form an important part of the development of the Plan and are due to be considered by Cabinet on 13 February 2018 and for Council to approve on 28 February 2018. The plan must be published by 31 March 2018 to meet statutory requirements.
- 4.5 Once approved, the plan will replace the current Corporate Plan. Delivery of the plan will be monitored through the Corporate Performance Assessment (CPA) process, through directorate management team meetings and through this Committee.
- 4.6 The plan will be supported by the Medium-Term Financial Strategy (MTFS), directorate business plans and service plans.
- 4.7 The plan’s priorities and commitments will be reviewed annually to take into account changing circumstances and progress made and to ensure that the requirements of Local Government (Wales) Measure 2009 and the Wellbeing of Future Generations (Wales) Act 2015 are met.

**Consultation**

- 4.8 While determining the current priorities for the Corporate Plan 2016-2020, the Council undertook an extensive public consultation known as ‘Shaping Bridgend’s Future’ in 2015. The consultation received 1,819 responses from a combination of the consultation survey, 15 engagement events held across the county borough, social media interactions and by using the authority’s Citizens’ Panel. The response rate (13 per 1000) is considered in statistical terms to be a valid sample size.
- 4.9 Respondents to the survey were asked to identify to what extent they agreed or disagreed that the Council should focus on the three priorities. The results showed a strong agreement with the chosen priorities as set out below.



- 4.10 A similar consultation exercise was also carried out with employees and the result mirrored those from members of the public with each priority receiving over 80% agreement.
- 4.11 Since the publication of the plan, the Council and its partners have undertaken a couple of major consultation exercises, namely,
  - The Well-being Assessment under the Wellbeing of Future Generations (Wales) Act 2015, and

- The Population Assessment under the Social Services and Well-being (Wales) Act, 2014.
- 4.12 Key findings from both the Well-being Assessment and the Population Assessment suggest that these priorities reflect citizens' priorities and are the right ones for the Council to focus on in the next four years. For instance, the Wellbeing Assessment has found that employment (*having a job*) and a decent income are central to economic well-being, and that there should be better opportunities for business startups, more support for young people and their educational attainment and a stronger focus on employable skills for people of all ages.
- 4.13 Respondents to the Population Assessment said that there should be better information, advice and assistance with more services to support individuals and their families being delivered locally and that communities should become more resilient.
- 4.14 For the third priority, that is, making better use of our resources, respondents suggested that the Council should streamline offices and processes whilst developing internal expertise; work more efficiently, cost effectively and commercially; and develop partnerships with the public, third sector or other authorities to run services/facilities.
- 4.15 The corporate plan includes commitments that will progress the identified priorities.

***Well-being Objectives and Improvement Objectives***

- 4.16 The Council has a duty to set well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and to set improvement objectives under the local Government (Wales) Measure 2009.
- 4.17 The three priorities, once approved, will be the Council's wellbeing objectives under the Act and improvement objectives under the Measure. The Well-being Statement, required by the Act, is embedded into the plan. The commitments are the steps the Council will take to deliver the integrated improvement and wellbeing objectives. The plan also sets out how these objectives make a contribution to the seven national wellbeing goals.

**5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES**

- 5.1 The Council's Corporate Plan forms part of the Policy Framework.

**6. EQUALITY IMPACT ASSESSMENT**

- 6.1 A full equality impact assessment (EIA) was undertaken when the current Corporate Plan was developed. Consideration was given to the potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups. An additional EIA screening was undertaken when the plan was refreshed for 2018-2022, which suggested that another full EIA was not necessary. Separate EIAs will be

undertaken when proposals for carrying out the plan are developed and implemented.

**7. FINANCIAL IMPLICATIONS**

7.1 None in this report.

**8. RECOMMENDATION**

8.1 That the Committee consider and support the renewed Corporate Plan 2018-2022 for 2018-19 for onward consideration at Cabinet and Council.

**Darren Mepham, Chief Executive**

**Contact Officer:** Yuan F Shen

Telephone: 01656- 643224; email: [yuan.shen@bridgend.gov.uk](mailto:yuan.shen@bridgend.gov.uk)

**Background Documents - None**

# Bridgend County Borough Council Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



## Corporate Plan 2018—2022

One Council Working together to Improve Lives

# Introduction

Welcome to the Council's new corporate plan for 2018-22. This is a bold and ambitious plan based on previous achievements and what our citizens and communities have told us is most important to them. It sets out the long-term outcomes we want to achieve for our borough and people who we are privileged to serve, a place where people love to live, work, study, visit and do business, where people are qualified with skills they need to improve their life chances, enjoy good health and independence, and be able to receive locally tailored services when they need them the most.

The Council continues to face many constraints and challenges, not least the increasing demands on our services against the background of a shrinking budget and economic uncertainty. In the next four years we will need to make further savings but we are determined to focus on what we have pledged to do in this corporate plan while protecting our most vulnerable citizens and essential services. We will continue to invest in the future of our communities to make them more sustainable, thriving and vibrant whilst meeting the needs of today.

The plan reaffirms three priorities which underpin our long term ambition for the county borough:

- Supporting a successful economy
- Helping people to become more self-reliant
- Smarter use of resources.

**Our vision** remains clear and simple – always to act as **'One Council working together to improve lives'**.

**Our Values** represent what the Council stands for and influence how we work:

- Fair - taking into account everyone's needs and situation
- Ambitious - always trying to improve what we do and aiming for excellence
- Citizen-focused - remembering that we are here to serve our local communities
- Efficient - delivering services that are value for money

**Our Principles** highlight the importance of working in partnership with our citizens, communities and other organisations to develop and deliver services to meet local needs. They are:

- Wherever possible the Council will support communities and people to create their own solutions and reduce dependency on the Council.
- The Council will focus diminishing resources on communities and individuals with the greatest need.
- The Council will use good information from service users and communities to inform its decisions.
- The Council will encourage and develop capacity amongst the third sector to identify and respond to local needs.
- The Council will not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.
- The Council will work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.
- The Council will transform the organisation and many of its services and in so doing will deliver financial budget reductions as well as improvements.

We recognise that our most important partnerships when shaping strategies and making decisions on significant changes to services are our service users and their communities.

### **Our well-being objectives**

Our three priorities are our wellbeing objectives under the Well-being of Future Generations (Wales) Act 2015, which sets out seven national goals for Wales and a sustainable development principle that is underpinned by the five ways of working. Further details on the Act are included in Appendix 2 of this plan. By realising our priorities we will contribute to the seven goals.

### **Safeguarding and other important services**

The corporate plan sets out the key areas on which we will focus but there are many other core and statutory services that we will continue to deliver, such as safeguarding our most vulnerable adults and children. Our work as a planning authority, maintaining highways and public transport, refuse collection, street cleaning, revenues and benefits, public protection, and sports, arts and libraries through our partners HALO and Awen will also continue. We will also focus on raising skills and educational attainment in order to make the most of new opportunities that the City Deal will bring.

### **How we will deliver this plan**

- Our Council's Transformation Programme, which aims to bring key changes to services, will help realise this plan.
- Strong financial management. This plan is supported by our Medium Term Financial Strategy to ensure that we make the most of our shrinking resources.
- Strong performance management so that we can allocate our resources effectively and deliver the best possible services for our citizens.
- Business planning and service planning to ensure that the priorities in this plan are delivered.

We will report on progress through our Annual Report. Our previous annual reports are available on [www.bridgend.gov.uk](http://www.bridgend.gov.uk). We will review and refresh this plan annually.

### **Your comments**

We continue to welcome your comments on this plan. Your feedback will be taken into consideration in the course of the annual review and is always welcome.

You can give it through our website: [www.bridgend.gov.uk](http://www.bridgend.gov.uk); through Twitter: @BridgendCBC; via email to [improvement@bridgend.gov.uk](mailto:improvement@bridgend.gov.uk); or in writing to Corporate Performance Team, Bridgend County Borough Council, Civic Offices, Angel Street, Bridgend CF31 4WB.



Councillor Huw David  
Leader of the Council



Darren Mephram  
Chief Executive

## Priority One: Supporting a Successful Economy

This means we will take steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

### Our aims

- To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the county borough
- To create conditions for growth and enterprise
- To create successful town centres

### Why this is important

Our citizens have told us that a local vibrant economy is one of their top priorities. We want to build a County where people have more opportunities to secure a meaningful job, develop a career and improve their family income and circumstances.

We know that higher levels of prosperity boost health and wellbeing and create more resilient communities that need fewer services. For long term resilience, our town centres and businesses need to be profitable, to generate wealth, provide better jobs, attract investment, improve skills and encourage visitors.

We believe that education remains the most important lever for improving the life chances and resilience of young people. Our future long-term prosperity depends on the skills and knowledge of our communities.

The Council is working towards a low-carbon economy through our low carbon heat schemes in Bridgend Town and in the Llynfi Valley, and we are preparing to deliver the next phase of the Bridgend Town project.

### Our Key Programmes

- **City Deal** – this is a capital programme that the Council and its neighbouring South East Wales Councils have secured from the UK and Welsh Government. The £1.28 billion Cardiff Capital Region programme will deliver a range of programmes which will increase connectivity, improvement physical and digital infrastructure as well as regional business governance over the next 10-15 years. The Deal is projected to deliver 25,000 extra jobs across the region.
- **Strategic Review of Post 16 Education and Training** - a strategic review to evaluate education provision and curriculum delivery with Bridgend county borough to ensure that there are clear options available to provide the best possible opportunities for learners in the county borough.
- **Successful Economy Programme** - key regeneration and local development schemes. These include the Vibrant and Viable scheme with external funding of £9.6 million, which is redeveloping the Rhiw Car Park in Bridgend and creating affordable housing in the heart of the town centre by converting vacant space over shops into accommodation. In addition, we will maximise the opportunities from other regeneration funding strategies and programmes, including delivering real change in the valleys through the Valleys Taskforce and seek funding for transformative projects such as the redevelopment of Maesteg Town Hall.
- **Alignment of the Welsh Government Tackling Poverty Grants** – we will streamline those grants, focusing on alleviating child poverty through early intervention through Flying Start, Families First, Supporting People and Communities First Legacy Funding.

### This Priority contributes to Wellbeing Goals:

A prosperous Wales; A resilient Wales; A healthier Wales; A more equal Wales; A Wales of cohesive communities; A Wales of vibrant culture and thriving Welsh language; A globally responsible Wales

**Who will help us?** Housing Associations and Private Landlords; Bridgend Business Forum; City Deal partners; Bridgend College and training providers; schools; Careers Wales; Job Centre Plus



## What steps will we take to achieve these aims?

**Aim - To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough**

- Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages.
- Work with the Welsh Government Valley Task Force to maximise opportunities for investment in our valleys to increase economic prosperity. (The Valleys Taskforce is a Welsh Government initiative that aims to deliver economic change in the South Wales Valleys by creating good quality jobs and helping people access skills).
- Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities.
- Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children.
- Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve learner outcomes for other vulnerable groups including looked after children and young carers.
- Progress the development of strategies to assist young people who are more able and talented than their peers to help them reach their full potential.
- Complete the review into the curriculum and schools estates for primary, secondary and Post-16 education and begin consultation on the proposals, where required. This includes supporting both the rollout of the digital competence framework in our schools and the development of the coding skills of our young people.

**Aim - To create conditions for growth and enterprise**

- Deliver the Porthcawl Resort Investment Focus Programme (e.g. the Cosy Corner developments and the Rest Bay café development) to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural, sporting and business events.
- Contribute to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area.
- Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2018-2019 and promote the area for investment.
- Continue to progress the development of low carbon Heat Schemes in Llynfi Valley Caerau and Bridgend Town, and develop a feasibility study for the innovative Heat Scheme to draw on a natural underground heat source to heat homes.
- Refresh the Local Development Plan (LDP)

**Aim - To create successful town centres**

- Invest in our town centres to enhance existing facilities and provide new facilities. This includes transforming Maesteg Town Hall into an arts and cultural hub and redevelopment schemes in Porthcawl and Bridgend.

## Priority 1: How will we know we are successful?

Aim – To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of working age population that is in employment	69.5%	Increase on 16-17 Year End Actual	Increase on 17 -18 actual	The overall trend is down in the past few years. To reverse trend to is a positive outcome. This is a population outcome indicator which is not suitable for specific target setting and is influenced by many factors beyond our control.
The percentage of economically active 16 - 64 year olds	73.2%	not yet available	73.2%	The overall trend is down in the last few years. To bring the trend to a halt is a positive outcome. This is a population outcome indicator which is influenced by many factors beyond our control.
The total number of apprentices employed across the organisation	New indicator	15	17	Based on 10% improvement
The rate (%) of apprenticeships taken by looked after children	New indicator	Set baseline	To be confirmed	Target going forward to be based on baseline established actual 2017 - 18
The percentage of children living in households where no one is working	19.4% ( Dec 2015)	To reduce the 16 -17 figure	To reduce the 17 -18 figure	This is a population outcome indicator which is recorded 2 – 3 years in arrears.
The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics	1.55	2.80%	1.5%	Our successful strategy has been highly effective in reducing NEETs. Bridgend made the second largest improvement in Wales in 2016-2017 year and we are now 0.5% below the Wales average which we hope to maintain in 2018-2019.
The percentage of all care leavers who are in education, training or employment at a)12 months and b)24 months after leaving care	a)45.2% b)50%	a)70% b)70%	a)70% b)70%	Target set to improve performance and maintain that improvement

The percentage of 16 - 64 year olds without qualifications	n/a	New Indicator	Less than 2017 return not yet available	Indicator added for 2018-19 and target to be set to show evidence of continued improvement. The figures have been declining (since 2014 when it was 14% to 2016 when it was 10.7%).(SOURCE: NOMIS)
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## Education Measures

(Figures for educational achievement relate to the previous academic year)

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The size of the gap in educational attainments between pupils 15+ entitled to free school meals and those who are not (measured by Level 2 inclusive indicator)	32.5%	30.1%	TBC	Target set by Central South Consortium (CSC) Unavailable until early 2018.
The percentage of pupils year 11, in schools maintained by the local authority, who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics	61.7%	63.2%	TBC	Target set by Central South Consortium (CSC ) Unavailable until early 2018.  Note: changed from 'aged 15' to 'year 11' Indicator reference: EDU017/PAM006
The percentage of schools meeting the Learning & Skills Measure in terms of the subject offer at Key Stage 4 & Post 16	New indicator	100%	100%	Target retained at 100% as all schools are currently compliant.
The percentage of pupils at A level achieving Level 3 threshold	98%	99%	99%	We have made a small improvement in performance this year and our target for 2017-2018 reflects our desire to improve.
The percentage of pupils achieving 3 A*-A grades at A level	5.7%	10%	5.8%	Our target confirms the improving position for those pupils with the potential to achieve three A*-A grades at A level achieving them.

### Aim – To create conditions for growth and enterprise

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
Total annual expenditure by tourists	£306.62m	2% increase on 16-17 actual	2% Increase on 17-18 Year End Actual	The strategy is working, and we have programmes in place; we therefore continue to expect an increase in the value of tourism.
The number of business start ups	535	Not yet available	536	Target set to monitor change. The figure for new businesses opening in Bridgend has risen from 475 in 2013 to 535 in 2017.
The number of active business	4045	Not yet available	4046	Target set to monitor change. The figure for businesses active in Bridgend has risen from 3700 in 2010 to 4045 in 2017.
The percentage occupancy of council owned starter units	N/A	N/A	90%	This is a new indicator. The 2017-18 baseline data is expected to be about 5-10% voids, hence, 90% is a challenging but realistic target.
The number of homes benefitting from the low – carbon and renewable energy heat schemes	N/A	N/A	Nil	This is a four year programme which is at its initial stage in 2018. One hundred (100) homes are targeted to be benefited from the Caerau Heat network by 2022.

### Aim – To create successful town centres

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The number of visitors to town centres - footfall for : a) Bridgend b) Porthcawl	N/A	a) 6,000,000 b) 4,300,000	a) 3% increase against 17-18 actual b) 0% change against 17-18 actual	Targets for 2018-19 based on the cameras retained under the new footfall contract for each town.

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The number of vacant premises in town centres a) Bridgend b) Maesteg c) Porthcawl	N/A	a)55 b)19 c)17	Hold the line against 17 - 18 actuals in all 3 towns	Maintaining target would be an achievement in the face of changing, irreversible patterns in retail in town centres, and until such time that new policy is introduced to contract the town centre boundary.
The number of residential units in Bridgend town centre, that have had: a)Planning application approved b)Work completed	New indicator	a)30 b)14	a)20 b)20	Reflects the Council's strategy for diversifying uses in town centres
The financial value of externally funded town centre regeneration projects underway/in development	New indicator	£16m	£15m	Target set based on planned projects 2018-22 but subject to external funding decisions.

## Priority Two: Helping people to be more self-reliant

This means we will work with our partners, including the people who use our services and carers, to take early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services, support individuals and communities to build resilience, and enable them to develop solutions to meet needs and enjoy independent life as much as they can.

### Our aims

- To give people more choice and control over what support they receive by providing early access to advice and information
- To reduce demand by investing in targeted early help and intervention programmes
- To support carers in maintaining their roles
- To support the third sector, town and community councils and community groups to meet local needs

### Why this is important

Providing the right information, advice and assistance at an early stage can help people and their families stay together. We know that both adults and children benefit from a secure supportive family environment. By supporting individuals and families to thrive makes it less likely that their situation will deteriorate and that they will become dependent on Council services.

This approach is important not only for those requiring social care support but also for those requiring a whole range of other Council services. It is sustainable economically and promotes positive social and personal outcomes. We are committed to providing good information, advice and assistance to the residents of Bridgend so that they are better equipped to manage situations themselves and the Council services can concentrate on those in greatest need. Eighty percent of respondents to our survey told us we should focus on helping people to become more self-reliant and that we should prioritise services for older people, disabled people and children.

By building on our track record of working with the third sector, the not-for-profit and private sector, we can support communities to develop their own approaches to local issues and meet people's needs within the community.

### Key Programmes

- **Remodelling Social Care:**
  - We will continue with this large programme of recommissioning adult home care, developing extra care and information and advice services for people and their carers.
  - Working with partners we are implementing a Multi-Agency Safeguarding Hub as a single point of contact for all safeguarding concerns.
  - We are looking at our existing models of residential care for children and young people and respite care for children with disabilities in order to make them more targeted and more effective.
- **Community Asset Transfer** - transferring assets to communities to manage sustainably while making the most of the assets we retain.

### This Priority contributes to Wellbeing Goals:

A resilient Wales; A healthier Wales; A more equal Wales; A Wales of cohesive communities; A Wales of vibrant culture and thriving Welsh language.

### Who will help us?

People in receipt of services, carers and their families, citizens of Bridgend; regional partners; Public Service Board partners; the third sector and private sectors.

## What steps will we take to achieve these aims?

Aim - To give people more choice and control over what support they receive by providing early access to advice and information

- Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.
- Continue to involve service users, carers and communities in developing and commissioning services.

Aim - To reduce demand by investing in targeted early help and intervention programmes

- Support the development of a new generation of community health and wellbeing centres for our residents with health partners.
- Establish a new model of residential and supported living provision, seeking to better meet the individual needs of looked after children, care leavers and young adults, up to and beyond the age of 18, who are experiencing accommodation issues.
- Finalise a transition service model to help disabled children move smoothly into adulthood.
- Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation.
- Work with owners of empty properties to turn empty properties into homes to help ease the housing shortage
- Increase engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families.
- By following our 'One Council' principle, ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.

Aim - To support carers in maintaining their roles

- Work with partners and schools to support carers, including young carers, by providing the right information, advice and assistance where relevant.
- Recruit and retain carers across the range of fostering services.

Aim - To support the third sector, town and community councils and community groups to meet local needs

- Work with partners and the third sector to strengthen communities and identify the best way of providing services locally.
- Enable community groups and the third sector to have more voice and control over community assets.

## Priority 2: How will we know we are successful?

**Aim – To give people more choice and control over what support they receive by providing early access to advice and information**

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Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year	New indicator	a) 40% b) 60%	a) 50% b) 70%	This measures the proportion of people who approach us seeking advice and assistance who, through this help, are prevented from escalating into further services.
The percentage of people who are satisfied with the care and support they received a) Children aged 7-17 years and b) Adults aged 18 years+	New indicator	a) 65% b) 65%	a) 80% b) 80%	Targets based on end of year 16/17 data.
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible	n/a	200	400	Target is based on current performance. it is recognised that numbers will plateau.
The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support	New indicator	a) 60% b) 60%	a) 62% b) 60%	In the main, the people coming through the service have more complex needs so reduced packages will become more challenging.

**Aim – To reduce demand by investing in targeted early help and intervention programmes**

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of children supported to remain living within their family	New indicator	65%	65%	Relevant child populations are stabilising and not declining. The target remains challenging, but unchanged.



Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year	New indicator	80%	85%	The Service is developing new service models to prevent children from becoming looked after. Whilst this work is undertaken, there is a risk that additional demand will be placed on Connecting Families to respond to new service criteria, which in turn may impact future performance. Therefore the target has been set to reflect this risk.
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome	67%	60%	70%	We aim to increase the success rate year on year. The 10% increase reflects this.
The percentage of looked after children on 31 March who have had three or more placements during the year	n/a	12%	12%	The target is based on current and past performance and knowledge of the LAC population which is stabilising but not declining.
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age of 16/17	New indicator	100%	100%	It is important that at least by the age of 16/17, young people should have a transition plan in place: hence the target is 100%.
The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a legal responsibility to secure suitable accommodation	n/a	14.07%	12.85%	The Welsh Government Transitional homeless prevention funding will reduce, and subsequently end, so the target has been set to reflect this whilst still improving on the previous target.
The percentage of care leavers who have experienced homelessness during the year	14%	<15%	<13%	The Council's priority is to prevent homelessness. The target is based on Q2 data
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	2.2%	7.86%	7.86%	We have a programme in place to deliver this commitment and achieve to this target
The number of new homes created as a result of bringing empty properties back into use	n/a	New indicator	To Be Confirmed	Target going forward to be based on baseline established actual 2017 - 18
The percentage of people who feel they are able to live more independently as a result of receiving an DFG in their home	New indicator	75%	75%	Based on existing studies undertaken on the effectiveness of housing adaptations.

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The average length of time older people (aged 65 or over) are supported in residential care homes	New indicator	1000 days	900 days	This is an improving target. People continue to be supported to remain independent at home for longer, therefore, the time spent in care homes is less.

#### Aim – To support carers in maintaining their roles

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	n/a	96.0%	97%	Improvement target.
The percentage of identified young carers with an up-to-date care and support plan in place	New indicator	Set baseline	90%	Improvement target based on current percentage of carers assessments for young carers that led to a care and support plan.

#### Aim – To support the third sector, town and community councils and community groups to meet local needs

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year	New indicator	365	370	The definition states that this applied only to those with a care package / in managed care. The target is based on Q2 2017- 18 data and shows an improvement
The number of Council owned assets transferred to the community for running	New indicator	5	2	Whilst asset transfer to community remains Council policy, the council is currently reviewing and rationalising the process in order to promote the level of engagement and better meet external circumstances, consequentially lowering the target for 2018-19.

## Priority Three: Smarter use of resources

This means we will ensure that all its resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

### Our Aims

- To achieve the budget reductions identified in the Medium Term Financial Strategy;
- To improve the efficiency of and access to services by redesigning our systems and processes;
- To make the most of our physical assets, including school buildings;
- To develop the culture and skills required to meet the needs of a changing organisation
- To make the most of our spend on goods and services

### Why this is important

The Council has made reductions from its budget of £36million over the last four years and we are expecting to make further reductions of some £32 million over the next four years. This year we are proposing to find almost 75% of the planned budget reduction for the year by making smarter use of resources, and thus minimising impact on valued services. It is harder each year to make ongoing budget reductions, but we continue to change the way we work and the way we provide services, managing with less resources, ensuring we make smarter use of our buildings, our people and our spending.

Once again we held a public consultation asking for suggestions of how the Council could save money in the future. We were pleased that there was a 3.4% increase in participation, with a total of 2,619 responses received. The outcome of the consultation showed that 75% of respondents think that further efficiencies are possible within leisure and cultural services but did not want us to reduce the current service level to achieve this. Fifty percent (1,309 respondents) agreed they were willing to accept higher charges for some services, such as sports pitches, libraries and pest control.

Fifty percent of respondents agreed that the current approach for transforming social services was the right approach, recognising that it would take time to achieve. There were some 32% of respondents who agreed with the approach but felt that savings needed to be made somehow in order to avoid further cuts elsewhere. By contrast, some 21% of respondents wished to see the protection of services for the care of the elderly and disabled.

We continue to take account of citizens' views, when prioritising our limited resources. However, there is a limit to capacity reduction year on year, and we cannot compromise our ability to fulfil our statutory duties. Whilst the long term future funding of Local Authorities remains challenging, we are continuing to work in delivering and reshaping some services to ensure Bridgend is able to rise to these challenges.

### Key Programmes

- **Digital Transformation Programme** – changing the way we operate to enable customers to access information, advice and services on line.
- **Rationalising the Council's estate** – disposing of assets, transferring assets to communities to manage while making the most of the assets we retain.
- **Schools' Modernisation Programme** – investing in a sustainable education system in school buildings that reduces cost and their carbon footprint

This Priority contributes to Wellbeing Goals:

A prosperous Wales; A resilient Wales; A healthier Wales; A more equal Wales; A Wales of cohesive communities.

### Who will help us?

Employees; Schools; Contractors; Trade Unions.

## What steps will we take to achieve these aims?

Aim - To achieve the budget reductions identified in the Medium Term Financial Strategy

- Implement the planned budget reductions identified in the 2018-19 budget.

Aim - To improve the efficiency of and access to services by redesigning our systems and processes

- Continue our digital transformation program to increase the number of citizens using our online system to manage their council tax and housing benefit accounts and to deliver financial savings.
- Automate most common internal processes to reduce transaction costs and streamline processes.

Aim - To make the most of our physical assets, including school buildings

- Provide sufficient school places in the right area and in new and improved schools by delivering the 21st century schools' modernisation programme.
- Rationalise further the Council's administrative estate to ensure the Council operates from fewer core offices and reduces the number of leased properties for which we currently pay rent, by March 2019.
- Develop a more commercial approach to Council assets and services.
- Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate.
- Market the part of the Waterton site due to be partially vacated for housing development under the Parc Afon Ewenni scheme.
- Implement energy and carbon reduction measures and promote good practice in all our public buildings
- Review capital expenditure to ensure alignment with corporate objectives.

Aim - To develop the culture and skills required to meet the needs of a changing organisation

- Support managers to lead staff through organisational change.
- Provide the learning and development opportunities for staff to meet future service needs.
- Improve and promoting mechanisms that increase responses to consultations.

Aim - To make the most of our spend on goods and services

- Review procurement processes and procedures to ensure best value is achieved through eProcurement and utilising national and regional arrangements.

### Priority 3: How will we know we are successful?

Aim - To achieve the budget reductions identified in the Medium Term Financial Strategy

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of budget reductions achieved		100%	100%	We continue to set budgetary reductions with the aim of meeting this aspirational target

Aim -To improve the efficiency of and access to services by redesigning our systems and processes

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of Council Tax customers accessing on line service through 'my account'		30%	30%	Original target remains prior to the service being launched and take-up monitored.

Aim - To make the most of our physical assets, including school buildings

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of surplus capacity of school places in a) primary schools b) secondary schools	a) 5% b) 19%	a) 6% b) 20%	TBC	To ensure that the demand for places can be met. Our long-term aim is to reduce surplus capacity at secondary level to around 10%.
Realisation of capital receipts target		£1.5million	£4million	Target based on projected completion of sales
The percentage change in carbon emissions in the non-domestic public building stock on previous year		3%	Maintain 2017-18 year end return	Target retained at actual 2017-18 level is challenging against current resources
Additional income generated from the Council's non-operational property portfolio	New indicator	£25k pa added income	£25k pa added income	Target retained at actual 2017-18 level is challenging against current resources

### Aim – To develop the culture and skills required to meet the needs of a changing organisation

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	10.7	8.5	8.5 (TBC)	Target retained at the current level is challenging against current performance.
The percentage of employees completing e-learning modules		45%	45%	Based on anticipated number of employees required to complete mandatory training modules
The number of managers receiving training to improve their people management skills (including absence management)	235	200	150	Based on anticipated level of training required given that these courses have been available for a number of years and significant numbers of employees have already been trained
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter)		5% increase on previous year	5% increase on previous year	The activity in the Council in any given year will heavily increase growth, e.g. the introduction of a new Waste Contract [adverse responses] or the hosting of an event, e.g. the Urdd [positive responses]

### Aim - To make the most of our spend on goods and services

Success Indicators	Actual 2016-17	Target 2017-18	Target 2018-19	Rationale for target
The percentage of tenders above EU threshold compliant with the Public Contract Regulations 2015 that are compliant	New indicator	100%	100%	Less than 100% compliance would risk reduced efficiency

## Appendix 1 - The budget to support our priorities

To be included when budgets are confirmed.

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## Appendix 2 - The Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generation (Wales) Act 2015 has been put in place to make sure that public bodies are doing all they can to contribute to the improvement of the social, economic, environmental and cultural well-being of Wales.

The Act introduces seven long-term well-being goals, puts in place a sustainable development principle, and defines 5 ways of working that public bodies will need to think about to show they have applied the sustainable development principle. The diagram below shows how the seven national goals, the sustainable development and the five ways of working work together.



The Council is committed to the well-being goals and the sustainable development principle, making sure that when we make decisions we take into account the impact they could have on people living their lives in Wales in the future.



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE RESOURCES & IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

25 JANUARY 2018

#### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### MEDIUM TERM FINANCIAL STRATEGY 2018-19 to 2021-22 AND DRAFT BUDGET CONSULTATION PROCESS

### 1. Purpose of the Report

1.1 The purpose of the report is to present the Committee with:

- a) the final report of the Budget Research and Evaluation Panel (BREP) attached at Appendix A;
- b) the responses from all the Subject Overview & Scrutiny Committees in relation to Cabinet's draft budget proposals, attached at Appendix B.

### 2. Connection to the Corporate Improvement Objectives / Other Corporate Priorities

2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

### 3. Background

3.1 At the meeting held on 7 August 2012, the Corporate Resources & Improvement Overview and Scrutiny Committee approved the approach for the proposed 2013/14 Budget Consultation Research and Evaluation Panel (BREP).

3.2 In considering the challenges associated with continued budget reductions, Members of the 2013/14 BREP recognised the need for a 'whole Council' response to be adopted in managing anticipated cuts to services against a backdrop of increasing demand, public sector reform and the challenging financial outlook.

3.3 The 2013/14 Panel therefore recommended that a Standing BREP be established to engage members on budget proposals as well as to enable members to feed in community intelligence gained from their representative role and to engage in shaping future service provision. This recommendation was endorsed by both the Corporate Resources and Improvement Overview & Scrutiny Committee and Cabinet as part of the 2013/14 draft budget consultation process.

- 3.4 Under the new Scrutiny Committee structure the Corporate Overview and Scrutiny Committee (COSC) has the overall responsibility for budget monitoring throughout the year. As such it was agreed at a meeting of Council in September 2017 that it would continue this role and appoint BREP from within its Members of the COSC.
- 3.5 The purpose of the Budget Research and Evaluation Panel was subsequently agreed as the following:
- To achieve consensus on the direction of the budget over the life of the medium term financial strategy.
  - To achieve a detailed overview and assessment of the budget proposals where the expertise and knowledge of each Committee contributes to a Corporate understanding and appreciation of the draft budget proposals;
  - To assist the Council to develop a budget for the forthcoming year that aims to meet the needs of the communities of Bridgend County Borough;
  - To facilitate firmer understanding of the budget setting process and the draft proposals in order to assist the Committees in making informed comments, constructive challenge or recommendations to Cabinet as part of the budget consultation process.
- 3.6 Each Subject Overview and Scrutiny Committee (SOSC) would continue to receive an individual set of Directorate Budget proposals to scrutinise in December, as has previously been the case. The comments and recommendations from each Committee would then be consolidated along with the BREP's comments into one report which would be presented to Cabinet.

#### **4. Current Situation/Proposal**

- 4.1 The BREP has met on seven separate occasions and examined by means of semi-structured interviews with Directors and Officers the Budget Strategy for the Council as a whole.
- 4.2 Detailed information was requested from Officers to inform discussions regarding the rationale behind the early draft proposals, their impact and how they linked to the Corporate priorities.
- 4.3 The BREP also invited the Cabinet Member – Resources/Deputy Leader to attend each meeting to be part of the BREP process.
- 4.4 The Corporate Overview & Scrutiny Committee is asked to consider the findings of the Budget Research and Evaluation Panel attached at Appendix A and determine whether the recommendations should be forwarded to Cabinet along with the consolidated responses from all four Overview and Scrutiny Committees at Appendix B as part of the budget consultation process.

#### **5. Effects on the Policy Framework and Procedure Rules**

5.1 This item relates to the role of Overview & Scrutiny Committees as consultees in respect of the budget setting process.

## **6. Equalities Impact**

6.1 The report received by Cabinet on 28 November 2017 on the Medium Term Financial Strategy 2018-19 to 2021-22 states that the proposals contained within the report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.

6.2 The Cabinet report further stated that an Equality Impact Assessment will be carried out and included within the Final MTFS in February 2018.

## **7. Financial Implications**

7.1 The report relates to the budget setting process and the financial implications associated with that.

## **8. Recommendations**

The Committee is asked to determine whether it wishes to submit the recommendations outlined at Appendix A and B to Cabinet as part of the budget consultation process, subject to any modifications and amendments that the Committee decides are appropriate.

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## **Background Documents:**

Bridgend County Borough Council Constitution  
Part II of the Local Government Act 2000: Executive Arrangements

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## **Report of the Budget Research and Evaluation Panel 2017**

- 1.1 The Budget Research and Evaluation Panel (BREP) has considered the draft budget proposals for the year 2018-19.
- 1.2 The work of the BREP helps to ensure financial transparency and accountability with regard to the draft budget proposals and the draft Corporate Priorities. This ensures that elected Members have the opportunity to help to develop and shape Council policies on the delivery of services, which is particularly important at a time of increasing demand for services, public sector reform and the challenging financial outlook.
- 1.3 The BREP acknowledge the financial challenges facing the authority and the need to make substantial savings over the term of the MTFs and therefore stress the importance of BREP and Scrutiny taking an active role in monitoring the savings in the context of a 'One Council' approach.
- 1.4 The BREP are concerned that year on year the opportunities to identify additional savings to offset shortfalls in planned savings become fewer and less sustainable. Therefore it is increasingly vital that budget savings are delivered as planned.
- 1.5 Whilst the BREP understand and agree that statutory services are required, Members highlighted that the Authority and each Directorate should still consider how to undertake those statutory services more efficiently.
- 1.6 The Panel also commented on the way Directorates appeared isolated, working in silos and also of the need for evidence of communication between Directorates as well as throughout them in order to meet the needs of future demand on services and budget.

### **Recommendation 1**

**The Panel recommend that Corporate Leadership is enhanced to bring Directorates together and ensure collaboration within and across all Directorates. Members further proposed that future quarterly reviews through Corporate Performance Assessments look to incorporate Scrutiny representation.**

## **2 Draft Budget Proposals**

### **Home to School Transport 2017/18**

- 2.1 The Panel briefly discussed the findings and responses from last year's BREP process with particular concern over the Learner Transport savings and the fact that there are far too many buses that continue to be empty part way through the year. The Corporate Director – Education and Family Support updated the Committee explaining that in Spring and Summer terms 2017-2018 the school transport team will run a pilot to support the enforcement of bus passes on home to school transport contracts. As part of this pilot, the Authority would also investigate opportunities to track the use of our school bus services by individual pupils.

## **Recommendation 2**

**The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the use of vehicles such as those used for day centres.**

### **Recommendation for Scrutiny**

**Whilst understanding the risks, Members welcomed the school transport pilot and suggested that the pilot and its outcomes are considered by Scrutiny as part of their Forward Work Programme.**

## **Communities**

### **Collaboration with Town and Community Councils (TCCs)**

- 2.2 In its initial discussions the Panel determined to revisit the item on TCCs to consider how the Local Authority (LA) is collaborating and communicating with TCCs in a bid to maintain community services that are at risk of future budget cuts. This included the Panel receiving an update on last year's BREP recommendations on this item to consider the ongoing work. The Panel expressed concern that Members themselves were reporting issues in that they are in some instances offering to take on assets and services from the LA, but the LA don't seem to be receptive.
- 2.3 Further concerns were expressed by the Panel regarding the fact that TCCs do not have the staff or resources to necessarily take on various services that the LA currently provides. Examples of need were given that linked to HR functions which TCC do not have access to, including Health and Safety and training.
- 2.4 Nevertheless, the Panel commented on the fact that there is a pool of approximately £2m available within the TCC community which could potentially be utilised for addressing local issues that currently fall within the Communities Directorate. Caution should simply be taken to ensure that enough support is provided and there is not too much over reliance on TCCs.

## **Recommendation 3**

**The Panel recommend that there needs to be a cultural shift in the way the LA works with TCC with clear strategic leadership backed by Cabinet Support. As part of achieving the Corporate Priority 'Supporting a Successful Economy', there needs to be emphasis on maintaining neighbourhood services to help ensure attractiveness for future investment.**

## **Recommendation 4**

**The Panel recommend that to ensure effective collaborative working between the LA and TCCs there needs to be a dedicated officer to drive it from the LA, similar to the role that is in place for CATs. The Panel propose also introducing Service Level Agreements between both parties to ensure the required support is in place.**

#### **Recommendation 5**

**The Panel recommend that the TCCs agenda an item for their retrospective town or community council to pursue whether or not there is appetite for creating a role to act as a strategic co-ordinator between LA and TCC. Members highlighted the need to include what the role would cover and what positive outcomes this post would create.**

#### **Recommendation 6**

**It is recommend that Cabinet support the proposal to provide match funding for a strategic co-ordinator role between TCCs and the LA, to take forward joint working following clarification of sufficient uptake by TCCs.**

- 2.5 The Panel discussed the possibility of following the similar approach that is used by schools where they can buy in services from the LA. Members proposed that comparable processes could be introduced for services required by local communities through TCCs where they could buy these in from the LA.

#### **Recommendation 7**

**The Panel recommend that a scoping exercise be undertaken to explore the possibility of TCCs buying in various services from the LA. This exercise needs to take into account the cost of TCCs buying directly from the LA compared with TCCs employing their own staff which would incorporate on costs including training and health and safety.**

#### **Recommendation to TCC Forum and Charter Working Group**

**Members highlighted the need to encourage TCCs to work more collaboratively with other TCCs and with the LA to enhance their viability to maintain services that otherwise may not continue to be funded by the LA. The Panel also suggested that procuring services jointly could ensure increased value for money for their residents. Members therefore recommended that these comments be presented to the TCC Forum and the Charter Working Group to assist with their ongoing review of the Charter.**

- 2.6 In general discussions over the subject of Community Asset Transfers the Panel commented that the current lists of available assets being provided to TCCs were often out of date or inaccurate. The Panel also commented that a lack of interest by some TCCs and community groups in taking over assets such as parks or playing fields could be impacted by the absence of a definitive deadline.

#### **Recommendation 8**

**The Panel recommend that TCCs be provided with an accurate, up to date detailed list of available assets before their precepts are set in November/December and ensure the list is maintained regularly to illustrate when assets are no longer available.**

### **Recommendation 9**

**Members recommend that a definitive deadline be provided in relation to the Community Asset Transfer process outlining when the Council would no longer support the Asset or service.**

### **Working with Partner Organisations**

- 2.7 During the Panel's meetings there was much discussion associated with a range of topics, on collaborative working and working with partner organisations. One of the main themes coming out of this work was that joint working with the Police Authority was not as advanced as that for other organisations such as Health. Some examples of this was the joint working that has been established in Community Hubs, which as yet, has no link with the Police.
- 2.8 Further concerns were expressed over the roles of both the LA and the Police and the fact that the public perception of this was not always positive as it was not always clear. Evidence provided, for example suggested that there is significant variation in the roles of PCSOs, both within the South Wales region and also with their counterparts in England and the rest of Wales.
- 2.9 Examples of where Members thought that improved collaborative working could assist was in relation to parking fines, fly tipping and issues with unadopted lanes or roads, all of which vary between LAs in terms of what is a LA and Police responsibility.
- 2.10 The Panel questioned whether improved collaborative working with the Police, and PCSOs possibly being given more power, (as is the case in other LAs), could assist in savings or cost avoidance in particular areas.

### **Recommendation 10**

**The Panel recommend a review be undertaken to consider how other LAs within Wales work with the police in relation to community policing. Members propose that the LA look to adopt similar processes as the likes of Cardiff and Neath Port Talbot in relation to the roles and responsibilities between the Authority and the Police and also how they respond to instances such as lane clearance in un-adopted areas.**

### **Recommendation to Scrutiny**

**The Panel highlighted the need to work more closely with the Police and therefore proposed that a Research and Evaluation Panel be established to look at Policing of the borough on a local level. Members proposed the following points and areas to go to the Research and Evaluation Panel for consideration as part of their ongoing investigative work:**

- a) Clarify the roles of the Police, PCSO's and LAs to to inform all Members, members of the public, Inspectors and PCSOs;
- b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;



- c) **How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.**
- d) **The need for a joint plan between Police and the LA;**
- e) **How the Police assist the LA in relation to safeguarding vulnerable adults and children.**

### **Valleys Task Force**

- 2.11 The Panel received a brief update on what the LA are expecting to achieve from investment into the Valleys Task Force so that there is clear direction and clear outcomes.  
Officers reported that this was a Welsh Government initiative which had gone out to consultation with Maesteg. A final strategy document and Ministerial announcement are expected shortly, however until the final strategy and funding package is approved by Welsh Government, it is not possible to state what projects and programmes Bridgend could expect to take forward.
- 2.12 Members highlighted the need to ensure that the funds gained by the Valleys Task Force are over and above what could already be achieved without.

### **Social Services and Wellbeing Directorate**

- 2.13 Concerns were expressed by the Panel over the fact that the Social Services Directorate, with a budget of £64m, were only proposing a £350,000 budget saving for 2018-19. Through discussions with the Head of Finance it was explained that although the Social Services Directorate had small budget savings being brought forward, they would still have to make up the overspend from 2017-18 which was currently projected to be around £1.9m.
- 2.14 Through further exploration of this with the Corporate Director – Social Services and Wellbeing provided detail of various projects and pieces of work that were being undertaken that are aiming to produce savings in the next 12-18 months. These included Residential Remodelling within both Children’s and Adults Services, work into Early Help relating to the Institute of Public Care ‘Pathways’ review, the ‘Baby in Mind’ and ‘Reflect’ projects, the launch of the Multi Agency Safeguarding Hub (MASH) and work in relation to the Foster Care Service.
- 2.15 The Panel raised concern that Bridgend had always experienced significantly high numbers of Looked After Children (LAC) when compared to other Local Authorities in Wales, even those Local Authorities with similar social deprivation. Members acknowledged the work that was being undertaken for those receiving in depth services however they expressed concern over the early preventative work in relation to both adults and children, with particular concern in children services. The Panel were advised that over the last six months there had been a spike in the numbers of LAC in other LAs across Wales, however, Bridgend figures had remained steady. The Corporate Director – Social Services also explained that the Authority had a number of cases where there were repeated pregnancies where each child had been

taken into care. Unfortunately early help had been slow to respond to this need but this was now being looked at under such projects as 'Baby in Mind' and 'Reflect'.

- 2.16 Many of these cases also involved teenage pregnancies which had always been relatively high in Bridgend. It was reported that the Authority had recruited 2 foster families for young mums and their babies which had been trialled in other LAs.

#### **Recommendation 11**

**The Panel recommend that the projected overspend for Social Services for 2017-18 that will roll over for 2018-19 should be made clearer in the final budget report to Council and Cabinet so that it is fully understood that that their current projected budget savings for 2018-19 actually equate to around £2.2m, not the £350,000 it appears from the individual budget proposals.**

- 2.17 The Panel also discussed the impact of the £70 per week cap for care for Adults. This had caused more people to ask for more respite which was having to be counteracted by considering how suitable the eligibility criteria were.
- 2.18 In discussion relating to a financial plan for Social Services, the Panel were advised that this was still being drafted and was still short of the target. The Panel acknowledged that this was corporate issue and needed the appropriate corporate support.

#### **Recommendations for Scrutiny**

**The Panel recommend that Scrutiny receive data relating to the Early Help and Safeguarding Board's joint dataset referred to by the Corporate Director – Social Services, which will evidence how the work being undertaken in relation to Early Help has impacted directly on social services.**

**The Panel recommend that Scrutiny receive the Social Services Q1 Financial Plan as soon as possible detailing the proposals for how the Directorate are going to make the savings over the forthcoming year. The Panel requested that the Chief Executive also attend this meeting to present a corporate perspective.**

#### **Further Information for Scrutiny**

- 2.19 Detail of where the Authority stands in terms of numbers of teenage pregnancies compared with the rest of Wales and what is being done to educate and support young people;
- 2.20 Detail of the FTE for the 51 employees that have left the authority in the last 12-18 months from the Social Services Directorate and where these have come from, i.e. what staffing level.

#### **Education**

- 2.21 The Panel invited the Corporate Director – Education and Family Support to a Panel meeting to discuss the impact of the 1% budget proposal that was included in the budget savings for 2017-18. The Corporate Director – Education and Family Support reported that there had been no significant redundancies as a result of the budget saving.
- 2.22 As part of these discussions the Panel also heard evidence of the impact of increasing costs for pupils with Additional Learning Needs, with three stages involved ranging from school involvement to Occupational Health providing support to pupils. The Panel highlighted concerns that these associated costs would likely increase again due to the impact of the ALN Bill and the onus on schools to undertake Individual Development Plans (IDPs).
- 2.23 The Panel also questioned what arrangements schools were putting place where they had deficit budgets. Members were advised that each school experiencing a deficit budget had to put a plan in place that indicated how they were going to get out of the red within a 3 year period. These plans were monitored by the Directorate on a monthly basis. The Panel were also informed that it was not unusual for new schools to experience deficits in their first few years due to surplus places that will eventually be full after a period of time.

#### **Recommendation 12**

**The Panel recommend introducing stronger support and Governor training that is streamlines to focus on priorities to assist Governors with effectively managing and scrutinising their schools budget.**

- 2.24 Points were also raised in relation to legal costs that schools now had to pay to hire independent legal support as and when required. The Corporate Director – Education and Family Support however advised the Panel that plans were in place to review the legal support for schools to look at bringing the service in house. The idea was to employ two lawyers, specialising in employment and education which would be funded from the schools budget at a fraction of the cost of what they currently pay for outsourced support.
- 2.25 In relation to Local Development Plans, the Panel raised concerns that the LA were not working closely enough and with Developers in terms of educational need for new housing developments and Developers were not looking in enough detail at the local catchment areas and school places. The Panel also discussed the LDP formula which calculates how much a developer will pay towards a school.

#### **Recommendation 13**

**Members raised concerns that the figures provided by the Education Directorate for Section 106 agreements were often identified at the lowest levels. The LDP focussed on primary school provision with less on secondary, Special and Welsh schools. The Panel therefore recommend that Education, Social Services and Health work more closely with the Planning department to develop the Local Development**

**Plan to ensure involvement in the whole process and to provide more influence on its content. This is to include consideration of all ages and all types of education, for example, access to Welsh and Special schools.**

- 2.26 On the subject of income generation the Panel discussed the need for schools to increase the focus on raising income through avenues such as the renting out of their facilities out of school hours. Whilst some schools within the County Borough were very successful in doing this, others were not so effective.

#### **Recommendation 14**

**The Panel recommend that schools are encouraged to look at all aspects for savings and income generation such as halls and sports facilities etc, with detail of this included in their school plans. This will not only assist local communities but will also help minimise the impact of potential future budget savings possibly being introduced for schools in forthcoming years.**

#### **Recommendation 15**

**With reference to income generation from schools facilities, Members recommend that a standardised fee programme is introduced and provided to head teachers as a guideline to proposed fees. This needs to take into account the charges of other local facilities within the County Borough to ensure they are competitive.**

#### **Recommendation to Schools**

**It is recommended that schools take account of the ongoing maintenance costs of their facilities when considering income generation and that the two are linked in school maintenance plans. This will ensure schools are taking into account long term planning for future replacement of such things as pitch surfaces.**

- 2.27 The Panel discussed aspects of the LAs school music provision, querying the varying provision and associated costs.

#### **Recommendation 16**

**Following discussion over the Schools Music Service and with reference to possible future budget pressures within schools, the Panel recommend that as the Music Service is a select service, that its allocated funding be removed in favour of retaining key school staff. The Panel further proposed that the funding be subsidised by the child's parents, by way of means testing.**

**The Panel further recommend that when the above proposal is considered the following points are taken into account:**

- **What level of music service provision is mandatory;**
- **What service provision is each school providing;**
- **How many pupils are currently paying for music provision**

- **Equality Impact Assessment.**

### **Growth Proposals**

2.28 The Panel requested clarification of the growth proposal for the Festival of Learning, to which they were advised that this would be a week-long event, with the aim to:

- promote inclusive learning from basic to further education;
- revitalise learning in families and communities;
- facilitate learning for and in the workplace;
- extend the use of modern learning technologies; and
- enhance quality and excellence in learning.

The event would feature:

- a programme of workshops held in every school in Bridgend;
- taster events involving Bridgend College and local employers;
- a symposium involving local education providers, school governors, regional and national partners, local employers and elected members;
- a one-day event celebrating learners' work; and
- an online brochure capturing the outcomes (informed by case studies prepared by participant schools) of the week.

2.29 Members were also advised that the £65,000 one-off spend was the worst case scenario and most of the cost was associated with providing teaching cover and transport so that teachers could actually attend.

The Panel initially questioned whether this should be funded by the Consortium and whether this investment contradicted the proposed cut to funding for the Consortium. Members also expressed concerns that the event was a lot of money that could be spent on other aspects such as supporting disadvantaged children in their attainment.

### **Recommendation 17**

**The Panel recommend that in order for the Festival of Learning event to be funded, it must evidence clear measureable outcomes towards raising education standards. The Panel further recommend that Scrutiny receive detail of this for information as well as specifics of what the teachers will provide at the event to offer more of an understanding of the structure and content of the event.**

### **Recommendation 18**

**The Panel recommend that the Directorate pursue sponsorship from local businesses and Bridgend College to fund the Festival of Learning. The Panel recommend that schools select a broad range of pupil representation to partake in the event to ensure there is a variety of views being incorporated.**

### **Operational and Partnership Services (OPS)**

2.30 When considering the OPS Directorate, the Panel commented on the fact that it was evident that this Directorate was consistently planning long term;

underspends in the budget now, were part of preparations for future budget cuts likely for the Directorate. The Panel discussed the need for more Transformational Leadership across the Authority in order to create a culture change to meet future budget pressures.

#### **Recommendation 19**

**The Panel applaud the leadership approach and innovation being introduced within the OPS Directorate but recognise and recommend the need to be vigilant to that fact that further cuts in this area can have a significant impact on frontline services across the LA.**

#### **Recommendation 20**

**The Panel recognise that it is sometimes more straight forward to introduce change in some Directorates than others, however recommend that there needs to be more Transformational Leadership and culture change across the LA. Thus ensuring that long term, realistic planning and change is clearly conveyed and understood by staff at all levels and that future needs, both budgetary and service, can be met.**

### **Further General Comments and Recommendations**

#### **Recommendation to Corporate Overview and Scrutiny**

##### **Collaboration**

- 2.31 The Panel recommend that the subject of Collaboration Working be put forward to the Corporate Overview and Scrutiny Committee for inclusion in their forward work programme to:
1. Establish an understanding of the collaboration work that is being undertaken within the LA, including projects such as City Deal and Valleys Task Force;
  2. Receive an update on the accountability arrangements that is in place of collaboration work/joint services;
  3. Consider how collaboration work has assisted in achieving value for money and contributed to the Authorities overall budget savings;
  4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs;
  5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC;
  6. Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement;
  7. Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.
  8. Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates?

#### **Recommendations to Democratic Services Committee**

### **Member Referrals**

2.32 Following a discussion in relation to Member referrals, the Panel requested that the following queries and recommendations be referred to the Democratic Services Committee for consideration:

- The Panel specified that Member responses to referrals differ between Directorates– some respond much quicker than others and also provide a written response outlining a timeframe for resolution. What Directorates are compliant with timelines?
- Are Member referrals monitored for dissatisfaction?
- How do other LAs deal with Member Referrals?

**With this in mind, the Panel recommend that all referrals are allocated a resolution timeline and detailing what action will be taken and that this be fed back to Members on completion.**

**It is further recommended that an annual report be provided to Members detailing an analysis of the themes originating from Member Referrals to improve their knowledge and daily understanding of the needs and priorities of the public including future budget setting needs.**

## **3 Presentation of Budget to the Public and Budget Consultation Process**

3.1 The Panel discussed the presentation of the Budget report and commented on the fact that it was not transparent and did not provide enough detail of the impact of the budget proposals. Members expressed the view that the report does not show how the current budget is being spent or how exactly savings are going to be made

### **Recommendation 21**

**The Panel recommend that a review be undertaken of how the budget is presented to ensure that Members and the public are able to fully understand the implications of the proposals being put forward. The Panel further propose that this review include the input of Members and consider how the budget is presented in other LAs.**

## **4 Future role of the Budget Research and Evaluation Panel**

4.1 The BREP consider that the work of the Panel is a vital and important mechanism for budget setting and monitoring to ensure an objective, democratic approach from the start of the budget setting process.

4.2 The Panel however commented that this process for Scrutiny needs to start a lot earlier with meetings leading up to the budget setting process in order to discuss with Cabinet early proposals and assist with their development.

- 4.3 The Panel proposed the possibility of a more detailed approach similar to that of other LAs where the budget is considered line by line.
- 4.4 The Panel also requested that Corporate Directors are invited to either the introductory or concluding meeting and that where Corporate Directors are asked for specific information on individual topics throughout the BREP process a presentation be provided detailing the current and future plan.
- 4.5 The Panel concluded that subsequent to the presentation of Scrutiny's recommendations to Cabinet and an initial response being received, this be followed up by a report in early April to provide the Corporate Overview Scrutiny Committee with an update on the budget recommendations. They further requested that the Chief Executive and Leader be invited to attend this meeting.



## **Comments from Individual Overview and Scrutiny Committees 2017-18**

### **1 Subject Overview and Scrutiny Committee 1**

#### **Education and Family Support Directorate**

- 1.1 The Committee recommend that in order for Members to support the Festival of Learning proposed budget growth there needs to be clear objectives and outcomes in order to see what is going to be achieved from this one-off investment.
- 1.2 The Committee recommend that the Authority lobby Welsh Government to consider longer term budget planning to enable Local Authorities to better plan for the future and have security of funding for projects and priorities.
- 1.3 The Committee recommend that the Authority ensure that strong links are made between any future investment for schools and the current and future Local Development Plan with closer working relationships with all those involved. This is in line with the requirements of the Wellbeing and Future Generations (Wales) Act in terms of how decisions taken now should be taking account of the longer term impact on future generations.
- 1.4 The Committee recommend that early and serious consideration be given to the proposals for future Education cuts of a 1% efficiency saving from 2019-20 onwards including evidence of potential impact and how schools and the Local Authority can plan to minimise this impact on schools, staff and most importantly on pupil performance.

### **2 Subject Overview and Scrutiny Committee 2**

#### **Social Services and Wellbeing Directorate**

- 2.1 Due to the issues in achieving income generation due to the Welsh Government cap of £70 per week for non-residential care, the Committee recommend that Cabinet lobby Welsh Government to consider the possibility of introducing a means tested cap that takes into account people who are able to pay supplementary monies."

### **3 Subject Overview and Scrutiny Committee 3**

#### **Communities**

- 3.1 In relation to the budget reductions proposals put forward for 18-19 for the Communities Directorate, the Committee fundamentally do not agree with them in their entirety and recommend that the Social Services and Education Directorates who have the two highest budgets in the Authority be looked at instead to make up these savings.
- 3.2 The Committee expressed concerns over the proposals for the removal of subsidised bus services (COM 27), particularly given the fact that bus companies themselves are cutting their own routes and that the Authority's

own proposals for service cuts have not yet gone out for public consultation. The Committee therefore recommend:

- a) Prior to any decision being made on the routes being cut, Cabinet also receive information on what routes bus companies themselves are cutting in order to understand the overall impact of the combined route reductions;
- b) That no decision is made regarding the proposed budget cuts to the service until public consultation has been completed;
- c) The Committee also requested that Scrutiny get the opportunity to receive an item on the proposals and the outcome of Consultation for the removal of subsidised bus services as a pre-decision item before going to Cabinet.

- 3.3 In relation to COM1, the Committee recognise the work being undertaken to look at various options for public conveniences such as the comfort scheme and the possibility of Town and Community Councils taking these on. However given the focus of this Authority to improve our towns and encourage the public back into them, together with the view that public toilets are an essential necessity, the Committee recommend that no cuts are made to public conveniences within the Local Authority.
- 3.4 The Committee made comment on the management savings being put forward by the Communities Directorate and the fact that these are not reflected in other Directorates. In light of sharing the burden of the budget cuts, the Committee recommend that other Directorates also look towards management efficiency savings.
- 3.5 The Committee recommend that instead of disposing of the councils land and selling it off, the Authority look at the potential for revenue through development. One suggestion was the need for increased properties for small businesses in the County Borough. Members also recommend considering what land development and income generation other Local Authorities have achieved to determine what areas have been successful.
- 3.6 The Committee recommend that the £40,000 reduction proposed for third sector support for with Community Asset Transfer (CAT) be removed given the impact this will have on achieving the savings required from CATs.
- 3.7 The Committee did not support the discretionary growth items of £500,000 for schools to replace the Welsh Government reduction in the Education Improvement Grant and the £65,000 proposed for the week long 'Festival of Learning'. At a time of austerity and serious budget cuts the Committee views that these budget growths should not be supported and the money could be better spent elsewhere in the Authority. Should the 'Festival of Learning' continue to take place, the Committee recommend that it be held in school holiday time so as to reduce the costs for providing teacher cover.
- 3.8 The Committee recommend that the Authority explore further whether there are greater opportunities for collaborative working for Community Services in order to achieve savings and at the same time improve these services.

- 3.9 The Committee recommend that the Authority consider the services provided by the Association for Public Service Excellence (APSE) to possibly assist in longer term planning and sustainability of Community Services.
- 3.10 The Committee expressed concern that the Authority continues to look to the Communities Directorate for further budget savings that are disproportional to those of other Directorates. The example given was that for 2018-19 the Communities Directorate is being asked for a 6% cut of its own budget whilst other Directorates, which hold around 2/3 of the Councils total budget are only being asked to make between 0.5 and 0.6% savings out of their own budget. Members understand this is due to the fact that the services within the Communities Directorate are not deemed as Council priorities, however the Committee also questioned as to whether the Authority was taking into account what the priorities were for the public. With this in mind the Committee recommend that the Authority reconsider its corporate priorities to take account of the 'public element' and realign Community Services as a Corporate priority.
- 3.11 Whilst not wishing to make cuts to Education and Schools and likewise Social Services, the Committee believe that with such large budgets there have to be efficiency savings within these Directorates that could assist with sharing the burden of the Authority's budget cuts. It is therefore recommended that where the Committee have concerns around cuts within the Communities budget, such as those mentioned above such as public conveniences and CATs, the Authority instead look to these other Directorates to make up these savings proposed.

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