

# 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  
Gofynnwch am / Ask for: Mark Anthony Galvin

Ein cyf / Our ref:  
Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 31 August 2017

Dear Councillor,

#### **COUNCIL**

A meeting of the Council will be held in the Council Chamber, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Wednesday, 6 September 2017 at 3.00 pm.**

#### **AGENDA**

1. Apologies for absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest from Members/Officers in accordance with the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 5 - 22  
To receive the minutes of a meeting of Council of 26 July 2017
4. To receive announcements from:  
(i) Mayor (or person presiding)  
(ii) Members of the Cabinet  
(iii) Chief Executive
5. To receive the report of the Leader
6. Social Services Annual Report 2016/17 23 - 70
7. Annual Treasury Management Outturn Report 2016-17 71 - 90
8. Achieving The Welsh Local Government Association (WLGA) Charter For Member Support & Development 91 - 156
9. Overview and Scrutiny Annual Report 2016-17 157 - 182
10. Overview and Scrutiny - Budget Research and Evaluation Panel 183 - 186

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| 11. | <u>Appointment of the Chief Executive's Appraisal Panel</u>  | 187 - 190 |
| 12. | <u>Information Reports for Noting</u>  | 191 - 200 |
| 13. | <u>Disclosure and Barring Service Checks for Elected Members</u>   | 201 - 206 |
| 14. | <u>To receive the following Question to the Cabinet Member for Wellbeing and Future Generations &amp; Response from the Cabinet Member</u> | 207 - 210 |

**Question from Councillor C Webster to the Cabinet Member Wellbeing & Future Generations**

“What communication have Cabinet Members had with BCBC officers, Halo and Awen with regard to the provision of disabled access to the facilities and services they provide”?

15. Notice of Motion Proposed by Councillor DBF White

This Council, requests that the Leader write to the Secretaries of State and the relevant Welsh Government Cabinet Secretary outlining our concerns over the decision made by the UK Government not to proceed with full electrification of the South West Wales line between Cardiff and Swansea; and to call on the UK Secretary of State for Transport, to immediately reverse this decision.

This Council unequivocally condemns the announcement on the day that the UK Parliament went into summer recess without consultation not to proceed with electrification of the rail line to Swansea. This decision will have a significant long term economic and environmental consequences for Bridgend. It is a betrayal of the people of Bridgend. This Council restates that it believes that Bridgend requires modern regional transport infrastructure investment to ensure the future prosperity of the region.

We note with dismay that since the announcement not to proceed with electrification to Swansea, that the UK Government has stated its support for a £30bn Cross rail 2 project. This demonstrates the London centric thinking of the UK Government.

We also note the UK Government has announced that it is to ban petrol and diesel vehicles in the UK from 2040. We believe this ban should extend to locomotives and that diesel trains should also be banned, and renewable energy schemes should be progressed as a matter of urgency, so that the electric vehicles of the future are powered by clean renewable energy.

16. Notice of Motion Proposed by Councillor DG Howells

This Council calls upon the UK Government to remove the cap on public sector pay and to make financial resources available to fully fund nationally agreed pay awards.

17. 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.

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

S Aspey  
SE Baldwin  
TH Beedle  
JPD Blundell  
NA Burnett  
MC Clarke  
N Clarke  
RJ Collins  
HJ David  
P Davies  
PA Davies  
SK Dendy  
DK Edwards  
J Gebbie  
T Giffard  
RM Granville  
CA Green  
DG Howells

Councillors

A Hussain  
RM James  
B Jones  
M Jones  
MJ Kearn  
DRW Lewis  
JE Lewis  
JR McCarthy  
DG Owen  
D Patel  
RL Penhale-Thomas  
AA Pucella  
JC Radcliffe  
KL Rowlands  
B Sedgebeer  
RMI Shaw  
CE Smith  
SG Smith

Councillors

JC Spanswick  
RME Stirman  
G Thomas  
T Thomas  
JH Tildesley MBE  
E Venables  
SR Vidal  
MC Voisey  
LM Walters  
KJ Watts  
CA Webster  
DBF White  
PJ White  
A Williams  
AJ Williams  
HM Williams  
JE Williams  
RE Young

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COUNCIL - WEDNESDAY, 26 JULY 2017

MINUTES OF A MEETING OF THE COUNCIL HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 26 JULY 2017 AT 3.00 PM

Present

Councillor PA Davies – Chairperson

S Aspey	SE Baldwin	TH Beedle	JPD Blundell
HJ David	P Davies	SK Dendy	DK Edwards
J Gebbie	T Giffard	RM Granville	CA Green
DG Howells	A Hussain	RM James	B Jones
M Jones	MJ Kearns	DRW Lewis	JE Lewis
JR McCarthy	D Patel	AA Pucella	JC Radcliffe
KL Rowlands	RMI Shaw	CE Smith	SG Smith
JC Spanswick	RME Stirman	G Thomas	T Thomas
JH Tildesley MBE	SR Vidal	MC Voisey	LM Walters
KJ Watts	DBF White	PJ White	A Williams
AJ Williams	JE Williams	RE Young	

Apologies for Absence

NA Burnett, MC Clarke, N Clarke, RJ Collins, RL Penhale-Thomas, B Sedgebeer, E Venables, CA Webster and HM Williams

Officers:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Jackie Davies	Head of Adult Social Care
Lindsay Harvey	Corporate Director Education and Family Support
Andrew Jolley	Corporate Director Operational & Partnership Services
Gary Jones	Head of Democratic Services
Laura Kinsey	Head of Children's Social Care
Darren Mepham	Chief Executive
Anne Rawling	CSSIW Inspector
Andrew Rees	Senior Democratic Services Officer - Committees
Mark Shephard	Corporate Director - Communities

36. DECLARATIONS OF INTEREST

The following Declaration of Interest was made:

Councillor JC Spanswick - declared a prejudicial Interest in agenda item 8 – Appointment of Registered Representatives to the Overview and Scrutiny Subject Committees as a named representative in the report is a family member. Councillor Spanswick withdrew from the meeting during consideration of this item.

37. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of Council of 28 June 2017 were approved as a true and accurate record.

38. TO RECEIVE ANNOUNCEMENTS FROM:

The Mayor

The Mayor announced that many of the outdoor engagements she had attended with her Consort such as the Bridgend Show which took on the Pencoed campus had coincided with the recent good weather, where they had met some of the exhibitors and attendees.

The Mayor was delighted to have attended a wonderful performance of “Les Miserables” by the pupils of Bryntirion Comprehensive School where she had the opportunity of meeting the cast and crew afterwards. She stated that the production was mesmerizing and every person involved should be proud of such a professional performance. Similarly, Pencoed Comprehensive’s production of “Chicago” was impressive in its high quality and she extended her congratulations to the staff and pupils for all their dedication and hard work.

The Mayor also announced that she had been kindly invited by Councillor Janice Lewis to the Heol y Mymydd Community Garden Society Open Day. Councillor Lewis and the Society gave the Mayor and Consort a very warm welcome. There was an amazing community spirit which was clear for all to see, and a lovely mix of ages learning and sharing experiences, with the allotments being so tidy and full of healthy growth.

The Mayor announced with pleasure that Bridgend has produced another champion, with Aled Davies MBE putting Bridgend on the map again with his gold medal in the Paralympics and setting the world record as the first man in his particular classification of shot put to pass the 17m mark. She stated that the County Borough is proud of this young man and a formal letter of congratulations was being sent on behalf of the County Borough, from the Mayoral office.

The Mayor was pleased to announce her chosen charities for this year will be Bridgend Youth Theatre; Breast Cancer Care – Princess of Wales Hospital and the Alzheimer’s Society Bridgend. She stated that over the coming months there will be plenty of opportunity to support her fundraising and the events will be put into Members’ calendars.

The Mayor thanked Councillor Malcolm James and the Ramblers who stood in at the final moment when entertainers booked for the Charity Strawberry Tea were unable to attend. All who attended enjoyed every minute of the performance and she thanked Councillor James for coming to the rescue and for providing the event with such fun.

Cabinet Member Communities

The Cabinet Member Communities was delighted to see six local sites included among this year’s Green Flag awards from Keep Wales Tidy. The Green Flag scheme recognises the best public parks and open spaces, and this year’s winners featured Maesteg Welfare Park, Bryngarw Country Park and Wilderness Lakes in Porthcawl. Caerau Market Garden and the Wilderness Allotment Association also picked up Green Flag community awards, while Coychurch Crematorium won its Green Flag for the eighth year in a row. Thanks are due to the staff, volunteer groups and individuals who work tirelessly to maintain these sites to such high standards. Their Green Flag success is a fitting tribute to their on-going efforts.

The Cabinet Member Communities announced that a bid was recently submitted to the Welsh Government to fund road safety improvements along the A48 between Laleston and Waterton. While that bid was unsuccessful, work was underway to ensure that the designs will be in place so there are no further delays once alternative funding has been confirmed.

The proposed improvements include a 50mph speed limit, new pedestrian refuges at key points along the route, resurfaced footpaths, extended footway links, new signage and road markings, and more. He stated that the report found that although the route 'generally benefits from good forward visibility with an average carriageway width of 10metres', there were 32 collisions between 2011 and 2015. While the accidents accounted for an above-average casualty severity ratio, collision rates were less than the national average for corresponding types of road. The study found that nine of the 32 collisions occurred at night while six took place during wet weather. Alcohol, driver error and illegal manoeuvres also figured in the data. He hoped to bring positive news on this very soon.

The Cabinet Member Communities also announced in his role as Armed Forces Champion of an event to commemorate Corporal James Llewellyn Davies who was killed in action on the Western Front in the Battle of Passchendaele during the first World War. Corporal Davies was born and brought up in Nantymoel and is the only resident of the County Borough to have been awarded the Victoria Cross. The event will be marked by the laying of a commemorative paving stone and will take place on 30 July 2017 in Nantymoel, all are welcome to attend.

#### Cabinet Member Social Services and Early Help

The Cabinet Member Social Services and Early Help announced on behalf of the Deputy Leader that the annual electoral canvass was underway to confirm that information held on the electoral register for each property is correct. Any residents who provided their email address in the last canvass are being advised to look out for an email, which will present itself as coming from 'Elecreg on behalf of Bridgend County Borough Council', and will have the subject title 'Bridgend CBC – Electoral Registration 2017'. He advised Members of asked by constituents to advise that this is a genuine and important email, and not spam or a scam. He stated that the main postal canvass is also getting underway to ensure that the details we have for each household are correct.

The Cabinet Member Social Services and Early Help also announced that the next training session for rota visiting will be held on 31 July in the Council Chamber between 12:30pm – 1.30pm. He urged all Members to make every effort to attend and take part in the next session as only three Members had attended the most recent session.

#### Cabinet Member Wellbeing and Future Generations

The Cabinet Member Wellbeing and Future Generations announced that the school summer holidays have started and as usual the Council is supporting a wide range of free initiatives to keep local children happy, healthy and active. Park Lives is offering free activity sessions at several local parks including zumba, bubble football, free running classes, family tai chi, mini gladiators and more, while Active 4 Life sessions will mix sports with games, arts and other creative activities. The Welsh Government's free swimming sessions will be running alongside bilingual activities such as snorkelling and water polo. Communities First are providing health and learning events, Urdd Gobaith Cymru have organised several Welsh-language sports camps for youngsters and further fun Welsh activities are being offered by Menter Bro Ogwr. Awen are running the summer reading challenge at local libraries which will culminate with a book tower building event at Newbridge Fields, and are also offering reading, lego, film, coding and storytime clubs. The Grand Pavilion and Maesteg Town Hall are hosting puppet shows, panto auditions and more, and Bryngarw Country Park will feature outdoor theatre performances of popular books such as 'Billionaire Boy', 'The Wind in the Willows' and 'Alice Through the Looking Glass'. She urged Members to let their constituents know about the events and full details are available on the 'school's out' pages on the Council's website.

The Cabinet Member Wellbeing and Future Generations also announced that a video has been uploaded to the Council's website which features Cefn Glas teenager Jodie Coupland describing how the Get On Track programme helped her turn her life around. Run by the Dame Kelly Holmes Trust and supported locally by Bridgend County Borough Council, the programme uses world-class athletes to help young people aged 16 to 25 to develop their skills and find work. Jodie was mentored by Wales women's rugby international Philippa Tuttiett, who recently travelled to the Senedd to talk about what a difference it has made to her life. She now works for Halo Leisure and mentors other young people. The Cabinet Member Wellbeing and Future Generations congratulated Jodie and everyone who has helped deliver the programme. More details can be found in the new edition of the BridgeMembers newsletter, and she hoped that Members would also view the video to see for themselves what an impact Get On Track is having.

#### Cabinet Member Education and Regeneration

The Cabinet Member Education and Regeneration was delighted to see school inspectors from Estyn remove Coleg Cymunedol Y Dderwen from 'special measures'. He stated that when the school was inspected in October 2015, inspectors identified a number of urgent actions. In order to improve the effectiveness of leadership at all levels and ensure clear direction, high expectations and accountability, the Council had arranged for Nick Brain, Head teacher of Bryntirion Comprehensive, to provide executive leadership at Coleg Cymunedol Y Dderwen. Less than two years later, a follow-up inspection has concluded that the school has delivered significant improvements across all of Estyn's recommendations. He informed Council that this was fantastic news and marked a significant first step forward in ensuring that the school has a strong foundation on which it can build and deliver further improvements. He stated that Estyn's confidence in Coleg Cymunedol Y Dderwen's progress was a clear indication of the positive ways in which the teachers, staff, governors, parents and students at the school have engaged with the process, and a further sign of their commitment and dedication towards providing pupils with the very best levels of education.

The Cabinet Member Education and Regeneration also congratulated three other local schools on some recent successes. Cefn Glas Infants had seen Keep Wales tidy renew their platinum eco award and healthy schools status, while Garth Primary have won three awards in the Welsh National Enterprise Troopers scheme with an idea based on recycling old crayons and using them to make new ones shaped like letters. Meanwhile, Porthcawl Primary has won the Wales category of the 'Achievement For All' award scheme – a national initiative that recognises and celebrates the achievements of children, young people, leaders and teachers.

The Cabinet Member Education and Regeneration announced that the iconic Jennings Building on Porthcawl Seafront was now home to a new restaurant, pizzeria and a coffee bar. All three are open for business, and it was wonderful to see how the Grade II-listed structure has been invested with a new lease of life. As part of a £2.5m project by Wales-based developers ABA Holdings with support from Bridgend County Borough Council, Finance Wales, the Heritage Lottery Fund and Cadw, the upper level also featured 13 live-in units with workspaces and loft bedrooms that will create a community of people living and working on site. He stated that this was great news for Porthcawl, and a landmark development that will attract locals and visitors alike.

#### Chief Executive

The Chief Executive referred to his announcement made at the previous meeting of Council where he gave an update on fire safety across the Borough including the



Council's response to the Grenfell tower fire. He stated that at that time there were a number of properties where the Council was undertaking investigation and some Members raised queries about some additional properties throughout the County Borough.

He informed Council that the priority of government has been to ensure testing is undertaken for certain types of premises where aluminium composite material cladding (ACM) is in place. It had been the Council's priority at properties with residential accommodation. The Council has 11 properties that fall into this category but none are 18 metres or more in height. Additionally none have any cladding.

Most importantly, the Chief Executive confirmed that in all cases these properties have fire risk assessments in place that have been completed over the past 12 months and regular testing of alarms and evacuation drills, with the exception of the Coychurch Crematorium supervisor's house which is vacant. The tallest building in council ownership is the Civic Offices and there is no cladding, again current fire risk assessment, evacuation and drill procedures are in place. He stated that 48 of the Council's schools do have cladding installed but none of these are above 18 metres and none are residential. Again all schools have up to date fire risk assessments and weekly testing of alarms and termly fire evacuation drills. He stated that the only other properties identified so far as having ACM cladding are the Pyle Life Centre which is neither residential or above 18 metres and Pyle Enterprise Centre. In both of these cases this is a different type of ACM to that used in Grenfell Tower.

The Chief Executive informed Council that outside of the estate, the Council has also looked into the Caerau Regeneration schemes which are all fully compliant with building regulations. With regard to buildings over 18 metres, the Bottle bank building in Porthcawl and the Rhiw development are both compliant with the building regulations. He stated that the Job Centre Plus building has crown immunity but the Council's Building Control function and the fire service have checked from the outside and do not believe it poses a risk but assurances are being sought from the DWP.

The Chief Executive informed Council there is still work to be completed on evaluating some of the industrial estate sites and some libraries and community centres but again these are buildings of typically one storey and not used for residential purposes and so are considered low risk.

He stated that he would shortly be winding up the task and finish group pending any further developments at a national level and once the remaining outstanding checks on remaining low risk buildings have been completed.

The Chief Executive announced that Members would no doubt have seen the recent statement from Mark Drakeford, the Cabinet Secretary for Finance and Local Government, in which he discussed local government reform.

The AM set out three areas that he intends to focus on, namely the form and function of town and community councils, changes to the local government electoral system with a lower voting age of 16, and mandatory regional collaboration between councils.

Each of these will have significance for this County Borough and its communities but he firstly focused on the mandatory regional working. He stated that the Cabinet Secretary had indicated a direction of travel whereby the pace of collaboration would be accelerated by Welsh Government mandating specific services or groups of services to be delivered on a prescribed geographical "footprint".

For a long time, this Council had been making the point that Bridgend County Borough is unusual in that it operates looking both east and west at the same time. The Council undertakes collaborative work with the health board through the Western Bay partnership, while in the opposite direction it has collaborations in place on education, regulatory services and the Cardiff City Deal.

He stated that while the Council is regarded as an effective and valued partner on all of these fronts, looking in two directions is inherently unsustainable. It makes it more difficult to truly integrate working across the economy, health, education and so on. This specific anomaly had been acknowledged by the Cabinet Secretary in the White Paper that was published earlier in the year.

The Welsh Government's preferred solution is for the Bridgend locality of the ABMU health board to become part of the Cwm Taf Health Board. This would mean that for the first time in many years, all of the Council's services and collaborations would be lined up with a consistent group of partners.

The Cabinet Secretary is proposing further dialogue over the coming months on these proposals, but his statement suggests that the work on social services and health integration across the communities of Bridgend County Borough will continue.

Most of the Council's operational relationships are within the Bridgend locality with GPs, community health and the Princess of Wales hospital. While this would carry on, the Council's partners would become RCT and Merthyr Tydfil Councils, third sector partners operating in Bridgend County Borough and the Cwm Taf Health Board.

This clearly involves a lot of work. He believed there is a need to focus on bringing the Western Bay 'culture' to the new partners, and also consider whether there are any key aspects in which the Council could work with former Western Bay partners and the Cwm Taf partners in a similar way to what South Wales Police are doing.

For services like strategic transport, economic development and planning, the Cabinet Secretary's announcement confirms our existing commitment to developing meaningful sharing or collaboration across the City Deal area.

However, his announcement may well result in a greater impetus for this, and will almost certainly cast a wider net for a range of services that could be brought together on a similar basis, for example, by building further on the existing school improvement collaboration, or continuing to explore the sharing of support services.

Before any potential re-alignment or local government reform can take place, a great deal of formal consultation will be necessary as well as further work to fully understand the consequences of such a move.

He stated that the Cabinet Secretary's proposals clearly have major implications, but they also present many positive opportunities, and there would be engagement as fully as possible in shaping these further. This includes the other proposals relating to changes to the electoral system including how councillors are elected and council decisions are made and the "root and branch" review of town and community councils that the Cabinet Secretary has referred to.

The Chief Executive informed Council that the Minister anticipates making a further statement in the autumn, when there will be more clarity on how any move would affect the Council's current working partnerships, and a greater insight into what shape future reorganisation might take.

39. TO RECEIVE THE REPORT OF THE LEADER

The Leader announced that the proposal for Bridgend by the Cabinet Secretary for Local Government and Finance offers an opportunity to forge a stronger partnership with RCT, Merthyr and a new and close relationship with Cwm Taf Health Board. The change if it happens, would not take place overnight and the Council will of course continue to work closely with Swansea, Neath Port Talbot and ABMU. The Cwm Taf partnership is very excited by the proposal of the Council working together across the region in the future on health, social services and wellbeing.

A Member of Council requested an assurance that proposals for a new partnership with the Cwm Taf Health Board would not see the downgrading of services being delivered by the Princess of Wales Hospital. The Leader stated that the Cabinet Secretary was very clear that the proposal was not about the downgrading of services being delivered by the Princess of Wales Hospital and Consultants at the hospital were very pleased with the new proposals. The Leader gave an assurance that he would keep Group Leaders of the proposals as they develop in detail.

He also informed Members that in the last week, the Welsh Government Ministerial Taskforce for the South Wales Valleys published a high-level action plan called 'Our Valleys, Our Future'. This aimed to focus efforts and resources across all levels of government in order to deliver real and lasting positive change, and close the employment gap between the valleys and the rest of Wales by creating new, secure jobs.

He stated that as the County Borough was not included among the list of strategic hubs, he had requested and held an urgent meeting with the Lifelong Learning and Welsh Language Minister, Alun Davies AM, and Huw Irranca-Davies AM. He was pleased to be able to inform Members that as a result, the Minister had given assurances that when the detailed action plan is published, it will feature specific proposals to meet the needs of communities in the Llynfi, Garw and Ogmore valleys. As such, the Leader had asked officers to prioritise work with Welsh Government officials throughout the summer to develop proposals that will support our valleys. He hoped to be able to bring more news on this soon.

The Leader announced that he was very disappointed to receive a letter from the Secretary of State for Transport and Secretary of State for Wales confirming that the UK Government had scrapped plans to electrify the Great Western Railway line between Cardiff and Swansea. Instead, new 'bi-mode' trains that swap between diesel and electric and extra seats on rush hour services would be operated on the line. He stated that the line would not have the same kind of modern railway technology that nearly all European counterparts and competitors already have in place and there was concern that this decision will deter national and international businesses from investing in Wales any further down the line than Cardiff.

A Member of Council shared his disappointment at the scrapping of plans to electrify the railway line from Cardiff to Swansea and asked whether the decision would impact on the proposal for increased frequency of services on the Tondy loop to Maesteg. The Leader informed the Member that he would get back to the Member concerned whether it would impact on the proposal for increased frequency of services to Maesteg.

A Member referred to the proposed abolition of tolls for the Severn Bridge and expressed concern that the Welsh Government had yet to approve a route for the M4 relief road around Newport which was causing delays to road freight. The Leader considered that it was equally important for the rail line to be electrified to enable more

freight to be carried by rail. He stated that he would contact the Welsh Government to establish the progress being made with the M4 relief road around Newport, but was aware that the matter was subject to inquiry.

He informed Members that the disappointment turned to anger when the Secretary of State for Transport had this week pledged to consider support for Crossrail 2, yet another project for London, this time a multibillion north-south rail line running across the capital between Hertfordshire and Surrey. In response to this, the Cabinet Secretary for Economy and Infrastructure Ken Skates has written to the Secretary of State to demand that Wales still receives the £700m earmarked for electrification so it can be invested in local rail projects.

He informed Members that Council Leaders from across South and West Wales across the political party divide are united in calling for the UK government to honour its long standing commitment to the people of Wales.

He stated that the situation would be watched closely, but whatever lay ahead, he assured Members that Bridgend would do all it can to get the modern rail service that local people deserve and need.

The Leader announced that sporting legends like Nick Faldo have arrived in Wales, for the most prestigious event in the European Seniors Tour, The Senior Open Championship, will begin at Royal Porthcawl Golf Club tomorrow. He stated that the event which took place at Porthcawl in 2014, the first time in Wales, drew universal praise and acclaim from the golfing world and the area was showcased to a global audience of millions. Last time 43,000 visitors flocked to the town and over £2 million was brought into the local economy. He stated that this is a major event which helps to put the County Borough and a world class destination on the map, and hoped the event would be just as successful this time around.

The Leader announced The Mayor announced that the annual anniversary service to mark the Parc Slip disaster would be taking place on 26 August 2017. A full day of events is planned at the Parc Slip Nature Reserve to mark the 125<sup>th</sup> anniversary of the disaster.

40. SOCIAL SERVICES ANNUAL REPORT 2016/17

The Corporate Director Social Services and Wellbeing presented her Annual report for 2016/17 for approval and requested that Council note the judgements reached locally about social care services in Bridgend. She stated that this was the eighth Annual Report of the Director of Social Services and was based on the Authority's self-assessment of the performance and delivery of social services.

The Corporate Director Social Services and Wellbeing informed Council that from October 2016, the Care and Social Services Inspectorate Wales (CSSIW) changed the way they inspect children's and adult social services. The new framework will ensure that authorities are inspected using the wellbeing outcomes of the Act. This placed an emphasis on hearing the views and voices of people and their carers who need care and support. She stated that Authorities were advised that the new framework could be tested in this transitional year and Bridgend, like most other authorities, had adopted this approach for the 2016/17 report.

The Corporate Director Social Services and Wellbeing presented a summary of performance in Adult Social Care, whereby 4923 adults had been supported in the community; the number of people who received a Telecare package had increased from 2643 in the previous year to 2921 in the current year. Demand for services in Adult Social Care had continued to increase in 2016/17 with 7623 referrals received, being an

increase of 136 in the previous year. The number of people supported in residential / nursing care had reduced from 1493 to 986. The number of people who received a reablement service had increased from 388 in the previous year to 394. The service had supported 420 people at home through the Better at Home service which enabled people to be discharged from hospital and not kept in hospital for a package of care.

The Corporate Director Social Services and Wellbeing presented a summary of performance in Children's Social Care, whereby 6134 new contacts had been received during the year, while the number of children and families the service was involved with had led to an increase in demand of 42%. The number of children that required a child protection intervention had decreased to 689, which were 75 less than in the previous year and the number of children on the child protection register at the end of the year was 175. The number of looked after children as at the end of March 2017 was 390.

The Corporate Director Social Services and Wellbeing highlighted the key parts of the annual report template and the 6 quality standards which must be answered. In addition, the Social Services and Wellbeing (Wales) Act 2014 and National Welsh Community Care Information System (WCCIS) were implemented. The Population Assessment across the region which will inform future service planning and commissioning was completed. Key drivers for the year were the Social Services and Wellbeing (Wales) Act 2014; Western Bay; Medium Term Financial Strategy and WCCIS. The Corporate Director Social Services and Wellbeing highlighted the key actions for the Directorate in 2017/18.

A Member of Council whilst commending the Directorate for its performance expressed concern at performance being variable and in the UK context commented on the timeliness of support from partners which had led to a number of high profile public inquiries. The Member also expressed concern at the potential for a failure in communication or something being missed between the daytime service and the emergency duty team. The Corporate Director Social Services and Wellbeing commented that the Multi Agency Safeguarding Hub (MASH) would be going live in 3 - 4 months, which will bring a number of agencies together, sharing information and making collaborative decisions. She stated that the Directorate has a sound infrastructure in place and has a sound relationship with the police. The Head of Children's Social Care that the development of the MASH will have a compliment of full time staff to carry out assessments and referrals. She stated that the Inspector had observed good multi agency work and a well-established Safeguarding Board.

Ann Rawling, representing the CSSIW stated that she had met the Head of Children's Social Care to discuss the Action Plan and found evidence of very positive joint working not only within the Council but with partner agencies. This was evidenced by the development of the MASH. She stated that the CSSIW constructively challenges processes within the Directorate and many of the areas identified by the Inspectorate were already the subject of review by the Directorate. The Leader stated that the implementation by the authority of the WCCIS had greatly assisted communication between agencies and where there were risks to a child, swift action had been taken by the authority to safeguard the child.

The Cabinet Member Social Services & Early Help thanked the Corporate Director, Heads of Service and the whole team in the Directorate for producing the Annual Report which is a good reference document. He also commented that multi-agency and preventative work is at the forefront of the Directorate's focus.

A Member of Council asked what support was given to carers and for respite and the impact caring responsibility could have on young carers' education. The Corporate Director Social Services and Wellbeing informed Council that there is a young carers

group in being and each young carer is issued with a card to show to teachers at school who will understand that they may have difficulty in meeting homework deadlines. Young carers cards would now be rolled out to young carers across the Western Bay region in Neath Port Talbot and Swansea Councils. She also informed Council that a young carers conference is held annually. The Head of Adult Social Care informed Council that there is respite in place for carers and that the Act gives carers an entitlement to respite. She stated that support services would be developed over the next 6 months. There is also a Carers Development officer whose remit is to actively support carers. The Corporate Director Social Services and Wellbeing informed Council that it is a priority of the Directorate to support carers.

A Member of Council how was the population assessment done. The Corporate Director Social Services and Wellbeing informed Council that the population assessment was done across the region using 3 work streams in which officers produced evidence against work stream. She stated there had been a number of performance management surveys and a series of public meetings over a 6 – 9 month period across region. The work on the population assessment would result in a Bridgend plan and there would also be a commissioning plan in place over the coming months.

A Member of Council commented that demand for social services continued to be high and asked whether the MTFs could cope with the demand. The Corporate Director Social Services and Wellbeing commented that it had been difficult to meet the requirements of the MTFs and that the Directorate had started this financial year with £2.3m less than the previous year's budget. She stated there is a strategy in place to meet the requirements of the MTFs. The Directorate in the previous year had broken even with its spending and that it would be difficult to repeat that situation. She stated that the Directorate had to pursue a strategy of doing things differently and through service transformation.

A Member of Council congratulated the Directorate for its implementation of the When I am Ready scheme and for its role in safeguarding all vulnerable people.

RESOLVED: That consideration of the Annual Report be deferred to the next meeting of Council due to the unavailability of certain documents electronically to Members.

41. OUTCOMES OF THE TIMINGS OF MEETINGS SURVEY

The Corporate Director Operational and Partnership Services reported on the outcomes of the timings of meetings survey of Council and its Committee meetings and sought approval to use the data from the survey to set the timing of meetings from 1 September 2017.

He informed Council that the responses to the survey had been considered, including a significant number of comments which identified specific timings and which had been taken into account as part of the timing of meetings proposals. The responses had been considered in respect of the revised calendar of meetings and proposals had been identified.

He also reported that prior to the survey; a request had been made to change the days on which Licensing Sub-Committees are held which had been discussed with officers.

A Member of Council was disappointed at the findings of the survey as the timings of meetings could inhibit members of the public from standing as Councillors in the future. The Member also stated that consideration should be given to developing proposals to increase the use of webcasting of meetings, particularly Overview and Scrutiny

Committee meetings. The Corporate Director Operational and Partnership Services informed Council that programme for the webcasting of meetings would need to be developed within the existing number of contracted hours with the webcast supplier.

**RESOLVED:** That Council:

- (1) Noted the outcome of the timings of meetings survey as detailed in Appendix 1 of the report;
- (2) Approved the proposed Programme of Meetings as shown in Appendix 2 of the report, which had been compiled from the survey and developed using the rationale outlined in paragraph 4 of the report.

42. **APPOINTMENT OF REGISTERED REPRESENTATIVES TO THE OVERVIEW AND SCRUTINY SUBJECT COMMITTEES**

The Corporate Director Operational and Partnership Services sought approval of the appointment of Registered Representatives for Education items considered by the Overview and Scrutiny Committee for a maximum term of four years.

**RESOLVED:** That the report be noted and Council approved the following individuals as Registered Representative for Education items considered by the Overview and Scrutiny Committee for a maximum term of four years:

- (1) Mr William Bond as Special School Parent Governor Representative;
- (2) Mr Ciaron Jackson as Primary School Parent Governor Representative.

43. **TO RECEIVE THE FOLLOWING QUESTION TO THE CABINET MEMBER FOR EDUCATION AND REGENERATION**

**Question from Councillor Alex Williams to the Cabinet Member Education and Regeneration**

*“Will the Cabinet Member for Education and Regeneration outline Bridgend County Borough Council’s view on the Welsh Government’s proposals to change the School Organisation Code”?*

**Response from the Cabinet Member Education and Regeneration**

The School Organisation Code, which came into force in October 2013, underpins the provision introduced by the School Standards and Organisation (Wales) Act 2013. The Code, which is the statutory process with regards to school organisation changes, has been applied to all proposals since that time.

Certain sections of the original Code were not considered sufficiently explicit which resulted in clarifications being sought from Welsh Government in relation to a number of elements prescribed within the document.

Council officers across Wales have had an opportunity to contribute to the amended Code and Welsh Government have taken their views on board and incorporated changes to reflect those clarifications within the draft revised document.

There are some proposed changes contained within the Code, one of which is in respect of surplus school places. Proposers are asked to manage excessive surplus places; however this does not automatically mean closing schools.

The Code encourages proposers to look at other options available to them and their schools, for example clustering, collaboration or federation with other schools and making use of the existing building as a community resource. They are also encouraged to rationalise school space by co-locating services within the school to offset costs.

Also, there is a change proposed in respect of a presumption against rural schools. The aim is to ensure that decisions are taken to close rural schools only after all alternatives to closure have been conscientiously considered. This will require proposers to follow a more detailed set of procedures and requirements in formulating a rural school closure proposal and in consulting on and reaching a decision as to whether to implement a rural school closure proposal.

Welsh Government has produced a list of rural schools which has been included within the draft revision of the Code. While there are no schools within Bridgend currently identified within Welsh Government's list of rural schools, we will have to consider whether there are any schools within the borough which should be given this status and ensure this is conveyed within the Council's response.

The revised document appears to give clarity and is more explicit and this is welcomed. Officers are in the process of formulating a response to Welsh Government's consultation which closes on 30 September 2017.

Councillor A Williams asked a supplementary question in that what criteria would be used for schools with capacity issues and would Heol Y Cyw Primary School be saved from closure.

The Cabinet Member Education and Regeneration commented that there were no schools within the County Borough listed as rural as defined by the Welsh Government. The Corporate Director Education and Family Support informed Council that the School Organisation Code was live until 30 September 2017 and there would be parental engagement on the Welsh Government's proposals.

44. TO RECEIVE THE FOLLOWING QUESTION TO THE CABINET MEMBER FOR COMMUNITIES

**Question from Councillor A Hussain to the Cabinet Member Communities**

*"In the BCBC Public Toilet Review Consultation report dated March 2015, its conclusion states that "Aberkenfig, Pricetown and Blackmill all received lower level of support, however, further research into the closest public facilities in these areas would be desirable". It is now 2 years since this review, could the Cabinet Member for Communities advise what action he has taken to-date and if nothing has been done so far, can he tell us what he is going to do?"*

**Response from the Cabinet Member Communities**

The public toilets in Aberkenfig, Pricetown and Blackmill were permanently closed as part of proposals included in the Medium Term Financial Strategy agreed by Council. The relevant Town and Community Councils were written to at that time asking if they were interested in taking over the responsibility for operating, cleaning and maintaining the toilets. None at that time felt that they were in a position to do so.



There are currently no plans in place to re-open these facilities. However, the Council is still open to entering into discussions with Town and Community Councils on the possibility of transferring the facilities as part of the Council's Community Asset Transfer Programme [CAT]. The Council also runs an approved 'Comfort Scheme' that allows local businesses to make their toilets available to the public and in return they receive an annual payment from the Council. At this time no appropriate local businesses in the locations referred to in the question have applied to be part of the Comfort Scheme.

Councillor Hussain asked a supplementary question as to whether there had been savings derived following the closure of toilets and would there be facilities available in the Pricetown area temporarily during the Victoria Cross commemoration this weekend.

The Cabinet Member Communities stated that it had been necessary to close the facilities due to budgetary pressures at the time, which had now worsened. He stated that the running of public toilets could be considered as part of a Community Asset Transfer, although there had been no such approaches received from Town and Community Councils as yet. The Cabinet Member Communities stated there would be no facilities available in the Pricetown area temporarily during the Victoria Cross commemoration this weekend. The Cabinet Member Education and Regeneration informed Council that Cornelly Community Council had kept public toilets open at the Kenfig Nature Reserve and that discussions were taking place with the indoor market partner for a solution at the Rhiw.

The Corporate Director Communities informed Council that the strategy for public toilets was reliant on Town and Community Councils being able to take over the running of the facilities and he them and businesses to do so.

A Member of Council expressed concern that some public toilets had been demolished without giving Town and Community Councils the option of a Community Asset Transfer. The Corporate Director Communities informed Council that there were certain circumstances due to the condition of the building that the Council was left with no alternative but to demolish the facility.

45. TO RECEIVE THE FOLLOWING QUESTION TO THE CABINET MEMBER FOR WELLBEING & FUTURE GENERATIONS

RESOLVED: That consideration of the question and response be deferred to the next meeting of Council.

46. TO RECEIVE THE FOLLOWING QUESTION TO THE CABINET MEMBER FOR SOCIAL SERVICES & EARLY HELP

**Question from Councillor J Radcliffe to the Cabinet Member Social Services & Early Help**

*"Can the Cabinet Member for Social Services provide an update on changes to the complaints procedure and how complaints are handled following publication of the Public Services Ombudsman's report of December 2016 regarding the savings of looked after children?"*

**Response from the Cabinet Member Social Services & Early Help**

Regulation 11, of the Social Services Complaints Procedure (Wales) Regulations 2014 states:

“A complaint to a local authority may be made about the exercise of its social services functions including—

- (a) the discharge by a local authority of any of its social services functions or a failure to discharge any of those functions;
- (b) the provision of services by another person or body in accordance with arrangements made by the local authority in the discharge of those functions;
- (c) the provision of services by the local authority in pursuance of arrangements made by that local authority under section 33 of the National Health Service (Wales) Act 2006 in relation to the functions of an NHS body (within the meaning of that section).

The Welsh Government: *A Guide to handling complaints and representations by Local Authority Social Services* (August 2014), states ...”This guidance covers all complaints and representations to a local authority about the exercise of its social services functions”.

In relation to social service functions, the guidance defines a complaint as:

- An expression of dissatisfaction of concern;
- Either written or spoken.....;
- Made by one or more members of the public;
- About a public service provider’s action or lack of action; or
- About the standard of service provided.

Our usual process is:

1. A complaint is received. We assess whether the complaint falls under “a social services function” (as per guidance above) and we assess whether it is subject to any other ongoing investigation which may take precedence over the complaints process – ie POVA/CP/criminal etc. We do this based on knowledge and understanding of the complaints process and in liaison with the person who has knowledge of the case - Team Manager/Group Manager.
2. Dependent on the nature of the complaint, a decision is made on whether it should be investigated formally under Stage 1 or whether, due to its nature it would be appropriate to address as a service issue and resolve informally (outside of the statutory complaints procedure).
3. Either way, an investigation is always undertaken by a lead officer – this is normally the team manager – for both formal Stage 1 and service issues.
4. For Stage 1 investigations, written responses are provided within statutory timescales (total for meetings, investigation and written response is 15 working days). For service issues, written responses aren’t always provided as they can often be easily resolved via telephone communication.

In the case described below, as there was no formal policy in place governing the amount of “pocket money” that should be put away by foster carers for a child in their care, there was no requirement for this service to be provided. It was therefore deemed that the matter did not fall under a social services function. The complaint was therefore considered to not fall under the remit of Social Services Representations and Complaints Process. However, as can be seen from the detail below, the format of the complaints process was still followed.

In his report, entitled *The Investigation of a Complaint by Mr N against Bridgend County Borough Council* (22<sup>nd</sup> November 2016), the Ombudsman concluded that:-

**Point 50: ‘ From a complaints perspective, it seems to me that the Council took too narrow a view when it concluded that Mr N’s case was not one that fell within its social services complaints procedure. I have concerns that the way the Council dealt with and responded to Mr N’s complaint meant that his voice as a LAC was not properly heard. As a consequence the Council lost the opportunity to learn lessons’.**

The Ombudsman Recommended that:-

**(b): ‘The Council should review this case from a complaint handling perspective and share with the Ombudsman’s office any lessons learned’.**

The Ombudsman report was presented to Corporate Parenting on 18<sup>th</sup> January 2017.

On the basis of the information provided, the complaint was considered not to fall under the remit of Social Services Representations and Complaints Procedure but the decision was taken to address the matter as a service issue rather than as a Stage 1 complaint.

This decision was explained in writing to Mr N who was also advised at that time of the availability of an advocate to assist him, if he wished.

The Authority takes all complaints very seriously, and the process adopted to address service issues is very similar to that undertaken for a Stage 1 complaint under the Social Services and Representations process. Once the complaint had been investigated, a written response was provided to Mr N.

All service issues addressed via the Social Services Complaints Section are recorded in the same manner as a formal Stage 1 complaint to ensure that any trends can be picked up and that these are appropriately reported to senior management and included in the Complaints Annual Report.

The Ombudsman’s findings and recommendation in respect of how this complaint was handled was accepted by the Council.

The changes we have implemented as a result of this are:

- We now ensure that we check and seek advice from legal regarding any complaints received where there is any ambiguity or doubt about whether the complaint fits under the definition “..... the exercise of its social services functions”. The process for investigation remains the same.
- In addition to the regular reports to Group Managers, we now also provide regular reports to the senior management team of the Directorate detailing current complaints (formal and service issues) with an update of required actions. These reports include any ombudsman investigations.

Councillor Radcliffe asked a supplementary question in response to the Ombudsman’s findings that the Council had been dismissive of the findings.

The Cabinet Member Social Services and Early Help commented that the Council had not been dismissive of the complaint and Ombudsman’s findings and staff are more than aware of the complaints procedure.

A Member of Council asked whether there is an Annual Report of Complaints. The Cabinet Member Social Services and Early Help confirmed that there is an Annual Report of Complaints.

47. **TO RECEIVE THE FOLLOWING QUESTION TO THE CABINET MEMBER FOR EDUCATION AND REGENERATION**

**Question from Councillor T Thomas to the Cabinet Member Education and Regeneration**

*“What is the Cabinet Member for Education and Regeneration doing to narrow the literacy, numeracy and general attainment levels for children in receipt of free school meals”?*

**Response from the Cabinet Member Education and Regeneration**

The Programme for Government identifies the importance of closing the attainment gap for poorer pupils and makes a clear commitment to ensure that every child gets the best start in life through an extended Pupil Development Grant (formerly known as the Pupil Deprivation Grant).

The Cabinet Secretary for Education has pledged that the Pupil Development Grant (PDG) will continue for the remainder of this Assembly term. This long-term commitment will enable schools to make sustainable decisions on investment that help identify and address barriers to learning.

The PDG for the financial year 2017–2018 is as follows:

- for each child aged 5 to 15 years old who is eligible for free school meals (eFSM), as reported in the January 2016 Pupil Level Annual School Census (PLASC) return, the school will receive £1150;
- each child who is looked after (LAC) as reported in the April 2016 Children in Need Census, the regional consortium will receive £1150 (this will subsequently be allocated via the relevant local authority on a needs basis); and
- for each child aged 3 to 4 years old in the Foundation Phase maintained and non-maintained settings, an allocation of £600 will be made.

The strategy to tackle deprivation across Central South Consortium (CSC) region encourages all schools to support their disadvantaged pupils in their individual contexts. Best practice sharing in the spirit of a self-improving school system is intrinsic to this.

Regional consortia identify this as one of their main priorities. The CSC Business Plan for 2017–2018 identifies improving the outcomes of the most vulnerable and underperforming groups in the region, working in partnership with local authorities and community partners.

Schools should:

- understand the nature of deprivation in their context and accurately track the performance of eFSM pupils;
- have a clear rationale for how they deploy their PDG effectively;
- outline how they will use this accurately in their school’s development plans; and
- publish how they will spend their PDG to other stakeholders (ie through the school’s website).

CSC will:

- ensure schools plan effectively, and that they allocate the PDG in a clear manner to raise the attainment of eFSM pupils;
- ensure schools monitor and evaluate the impact of their strategies;
- challenge schools to set stretching targets; and
- broker support from the strategic team and hub schools or other schools where schools are having little or no impact on the performance of eFSM pupils.

All challenge advisers have undertaken work this year to ensure all Bridgend schools have planned, monitored and evaluated strategically to ensure schools are improving the attainment of their eFSM pupils.

Councillor T Thomas asked whether arrangements had been in place to prevent child hunger during the school summer holidays. The Leader confirmed that such arrangements had been put in place as part of the summer play scheme.

A Member of Council asked whether the gap in attainment between pupils in receipt of free school meals and pupils not in receipt of free school meals was narrowing. The Cabinet Member Education and Regeneration commented that the attainment rate has increased for all pupils. The Corporate Director Education and Family Support confirmed that was the case although there had been a slight dip in performance in the last year but officers were working on narrowing that gap.

48. URGENT ITEMS

There were no urgent items.

The meeting closed at 5.12 pm

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

6 SEPTEMBER 2017

#### REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

##### SOCIAL SERVICES ANNUAL REPORT 2016/17

##### **1.0 Purpose of Report**

- 1.1 To request Council approval of the Director of Social Services Annual Report 2016/17, following the presentation to Council on 26<sup>th</sup> July 2017.
- 1.2 This is the eighth Annual Report of the Director of Social Services and is based on the Authority's self-assessment of the performance and delivery of social services. The report is attached at **Appendix 1**.

##### **2.0 Connection to Corporate Improvement Plan/Other Corporate Priority**

- 2.1 This report links to the following Council's priorities:
  - Helping people to be more self-reliant;
  - Smarter use of resources.

##### **3.0 Background**

- 3.1 From October 2016, the Care and Social Services Inspectorate Wales (CSSIW) changed the way they inspect children's and adult social services.
- 3.2 Following the implementation of the Social Services and Wellbeing (Wales) Act 2014, CSSIW have developed a new framework which will ensure that authorities are inspected using the wellbeing outcomes of the Act. This places an emphasis on hearing the views and voices of people and their carers who need care and support.
- 3.3 The CSSIW framework provides the foundations of the Council's duty to report on the whole circle of care from commissioning, contracting, assessment, care management to service provision.
- 3.4 The methodology for the core programme for local authority inspection is built around the quality standards for local authority social services, issued under the code of practice, to measure social services' performance. These standards, in turn, reflect the national outcomes framework. The approach to inspection, engagement and performance review is similarly focused on outcomes, with an emphasis on engaging with people to learn about their experiences and listen to their views.
- 3.5 Guidance has been produced which includes a reporting template and page limit guidance to increase consistency of reporting across Wales.

- 3.6 Whilst the requirement exists for Directors of Social Services to produce a report every year, the requirement to change to the new framework is not until 2017/18. Authorities, however, were advised that the new framework could be tested in this transitional year and Bridgend, like most other authorities, has adopted this approach for the 2016/17 report.
- 3.7 The Director of Social Services Annual Report 2016/17 was presented to Council on 26<sup>th</sup> July 2017 and the Corporate Director of Social Services and Wellbeing provided a presentation to Members. Members had the opportunity of a question and answer session on the key elements of the report. It was resolved that consideration of the Annual Report be deferred to the next meeting of Council due to the unavailability of certain documents electronically to Members.

#### **4.0 Current Situation/proposal**

- 4.1 The Social Services and Wellbeing (Wales) Act 2014, places strong emphasis on promoting the wellbeing of people who need care and support and carers who need support. The aim of this report is to provide the Council and people living in Bridgend County Borough with an overview of social care. It aims to highlight the progress made during the year and to identify priorities for 2017/18.
- 4.2 The preparation of the report involved an analysis, based on evidence, of the services that are provided. Due to this being a transitional year and the fact that the report was being written right in the middle of the Council elections, it was not possible to take it into the joint overview and scrutiny meeting as in previous years. However, staff across the services have contributed to the development of this report and there is much evidence within it of feedback from people who use social services. In future years, the plan is to do wider engagement on the report and that will include input from Cabinet Members and Overview and Scrutiny Committees.
- 4.3 The report provides an overview of Bridgend, and summarises the main achievements in 2016/17 and priorities for social services in 2017/18. The analysis draws on performance data for each service area in both adult and children's social care, as well as feedback from service users, carers, staff and partners. Hyperlinked to the report are various reports and documents to support the information contained in the report. There is also a glossary of terms.
- 4.4 The guidance for the report includes a template and sets out the sections in relation to the national quality standards for wellbeing. They are:
- Working with people to define and co-produce personal wellbeing outcomes that people want to achieve;
  - Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing;
  - Taking steps to protect and safeguard people from abuse, neglect or harm;
  - Encouraging and supporting people to learn, develop and participate in society;



- Supporting people to safely develop and maintain healthy domestic, family and personal relationships;
- Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs.

The report has sections on all of the above with hyperlinks (as the guidance suggests) to a vast array of reports and documents to evidence progress.

- 4.5 The report demonstrates that services are generally effective in meeting the needs of people who require the support of social care. The report identifies that the services are improving overall, although areas have been identified where improvement is needed and these are identified in the priorities for 2017/18.

### **CSSIW Annual Performance Review 2016/17**

- 4.6 As part of the CSSIW annual review of performance for 2016/17, quarterly review meetings were held with the Director of Social Services and the two Heads of Service. CSSIW also visited several service areas, joined specific meetings and completed short reviews on adult safeguarding and carers plus a significant inspection of children's services. The outcome is set out in the CSSIW annual performance letter and is attached at **Appendix 2**.

- 4.7 On the 20th July 2017, Subject Overview and Scrutiny Committee 2 received a report on the inspection of Children's Services and associated action plan. As part of the inspection, which took place in January/February 2017, the Inspectors looked closely at the quality of outcomes achieved for children in need of help, care and support or protection. The findings showed that Bridgend is working hard to implement the Act and had achieved a lot during a time of significant change. They also reported that some of the practice they had seen varied and that more needs to be done in the areas of decision making, risk assessment, quality assurance and multi-agency engagement.

### **Priorities for 2017/18**

- 4.8 The priorities for improvement in 2017/18 reflect the analysis of performance and try to address the increasingly challenging context: financial, demographic and level of need.
- 4.9 There are some whole service priorities and then more specific priorities for Adult Social Care and Children's Social Care. They are broken down below:

#### Whole Service Priorities:

- Work more closely with people who use services, carers and the wider population and communities to make sure that they have a say in the type of services that are developed;
- Consult on a new strategy for Direct Payments so that more people will be able to access a direct payment and therefore will be able to access more flexible support to help them be more independent;
- Develop the DEWIS wellbeing database further and launch this to the public of Bridgend in 2017;

- Roll out the quality assurance framework across Social Services and make sure that all staff are working to an agreed and recognised standard;
- Work with the Third Sector in order to develop a strategy which will set out how the Council and Third Sector will work together to promote and support prevention and wellbeing approaches;
- Invest in carers support and use every opportunity for funding to make sure that the right services are available to them;
- Implement new advocacy services in both adult and children's services so that children, young people and adults are able to have a stronger voice in terms of what matters to them and therefore become more independent;
- Train more staff in new ways of working so that they can focus on what matters to people; this is called outcome focussed assessment and care planning;
- Further develop support services within local communities and work with the Third sector to develop a range of community support options;
- Work more closely with colleagues in housing to create more housing options and solutions for people in need;
- Make sure that pre-apprenticeship schemes for young care leavers are created so that they will have the support they need to get ready to join an apprenticeship scheme.

In Adult Social Care, the main priorities are to:

- Improve the way information, advice and assistance is provided to the public and improve the support available to people by further developing the Common Access Point (CAP);
- Work with partners in health to develop quicker responses to people living in the community who are likely to need help often. This is known as anticipatory care;
- Increase the number of local community co-ordinators to support the development of resilient communities in which people can remain independent for longer;
- Support the residents and their families in existing Care Homes to prepare for the transition into the new Extra Care Schemes;
- Complete the review of the secure estate to make sure that resources are targeted at the right people;
- Continue to develop prevention and wellbeing approaches so that people are supported to live more fulfilled lives in their own homes and communities and prevent the need for them to come into a managed care environment.

In Children's Social Care, the key priorities for 2017/18 can be summarised as:

- Implement the Action Plan in relation to the inspection of Children's Services;
- Open a new 52 week residential provision for disabled children and young people so that they can remain living close to their families within the County Borough of Bridgend;
- Put systems in place to better meet the needs of young people in transition from childhood into adulthood;
- Consult with children, young people and their families on a new model for residential care provision;
- Work with partners and with schools to better support carers and young carers;

- Recruit more foster carers by undertaking a range of different advertising campaigns;
- Continue to safely reduce the number of looked after children by making sure that effective help is provided as early as possible and that the service works with children, young people and their families to review their situation;
- Make sure there is better information about Bridgend's looked after children population so that the early help services needed to prevent children becoming looked after are better planned;
- Implement the planned Multi Agency Safeguarding Hub (MASH) with partners in the police, the health board, probation and other directorates in the Council;
- Implement the revised respite service for children with disabilities so that children and their families can still receive the respite they need as well as Bridgend being able to offer more flexible support to a greater number of families.

## **5.0 Effect upon Policy Framework and Procedure Rules**

5.1 There is no impact on the Policy Framework and Procedure Rules.

## **6. Equality impact Assessment**

6.1 There are no equality implications in this report.

## **7. Financial Implications**

7.1 Whilst there are no direct financial implications, the report highlights service areas which are facing financial pressures due to supporting people with complex needs and the changing demographics of the population of Bridgend County Borough.

## **8. Recommendation**

8.1 It is recommended that Council approve the Director of Social Services Annual Report for 2016/17.

## **9. Contact officer**

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 Corporate Director, Social Services and Wellbeing  
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 Email: susan.cooper@bridgend.gov.uk

## **10 Background Documents**

None

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# **DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2016-17**


17<sup>th</sup> July 2017

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## 1. Introduction

This is the 2016-17 Annual Report about how the Council's Social Services are delivered for people across the County Borough of Bridgend. Social Services have a huge impact on people's lives and it is important that we review the way we do things to make sure that we get it right. It is also crucial that we listen to the children, young people and adults that we support to make sure that we are working properly together and that the things we do make a positive difference to people's lives. We can't do this on our own and so need to work closely with partners.

The challenges we have to face are great as demand continues to grow but we have fewer resources to use. We need to think and act differently and we must work more closely with individuals, families and partner agencies.



I need support  
to do the things  
I need and  
want to do

New legislation called the 'Social Services and Wellbeing Act' (this will be referred to as 'The Act') is about how Social Services and our partners should operate. This Act was introduced in April 2016 and has been the main driver of change, the importance of wellbeing is at the centre of what it says. The Act has meant a difference to the way we deliver support and services to the people of the County Borough of Bridgend and the last year has been a time of transition. The main changes are;

- Making sure that we provide good quality advice, information and assistance to the people of Bridgend
- Supporting and enabling people to make their own choices and to be more independent
- Making sure that people are given voice and control to achieve what they want in life and that they are able to express the outcomes that they want for themselves
- Recognising that carers also have support needs and that these should be given equal importance
- Finding different ways to support people that will involve local communities

We have to make sure that we can do all of the above whilst also keeping children, young people and adults safe from harm.

The Council has made a good start in making the Act work in Bridgend however we also recognise that there is a lot to do and that we are on a journey of improvement. Bridgend Social Services is also part of the Western Bay Health and Social Care Regional Collaboration. The Collaboration is committed to providing high quality services that protect children, young people and adults from harm, that promote independence and deliver positive outcomes for people. Bridgend is working closely with Neath Port Talbot, City and Council of Swansea and Abertawe Bro Morgannwg University Health Board (ABMU) as statutory partners across the region.

Find out more about Western Bay here: <https://www.youtube.com/watch?v=y5KLiulqwKE>

[Western Bay Health and Social Care Programme Annual Report 2016/2017](#)

This report describes what we have done in the last year, how effective this was and what is still left to do. It also sets out the big priorities for 2017-18. The report cannot

evidence everything that has happened or cover everything that needs to happen so it focusses on the bigger areas and includes links within the report to help you find out more.

The report has been set out to cover six wellbeing quality standards which Welsh Government has asked us to cover. Some of the areas we are working on are featured more than once in this report and this is because they relate to several quality standards and are important priorities for us. It has been written in a way that can be read and easily understood by a range of audiences but most importantly by the people who are affected by the support and services that we provide.

## **2. Director's Summary of Performance**

At the end of the financial year, every Council in Wales has to publish a report about its performance in order to evidence how the Council has met its priorities. This has to include a range of different information and includes financial details. Below is a short summary of some of the achievements from Social Services and some information about our performance. The last section covers the big priorities we have identified are important for 2017-18.

### **ACHIEVEMENTS**

Cross Directorate:

- In 2015-16, we set up a project team to prepare for and oversee the introduction of the Social Services and Wellbeing Act. During 2016-17, over 1000 staff (from within the Directorate, from across the Council and from partner organisations e.g. ABMU) attended a number of training events as part of the preparation for new ways of working;
- We introduced a new national Welsh Community Care Information System to enable health and social care services to work more closely together to better support people. As part of this, a significant number of new forms and business processes were introduced. We were the first Council across the whole of Wales to do this. You could read the cabinet report [here](#).

Children's Social Care

- We have been working with our partners, especially the South Wales Police, to develop a Multi- Agency Safeguarding Hub (MASH) and this will be the first point of contact for referrals into the service and will also provide the Information, Advice and Assistance service as set out in the Act. There is still more work to do and so this remains a priority for 2017-18. The MASH Project Initiation Document is linked [here](#) for further information.
- We approved our first household as part of the establishment of a parent and child fostering service;
- We finalised the review of our short breaks service for children with disabilities, agreeing a new model of service delivery.



## Adult Social Care

- We appointed two more Local Community Coordinators and a Community Hub development officer who are supporting people who are vulnerable through disability, age, ill health or adverse life events to live as independently as possible in their communities. This approach helps people to draw support from their communities by working to increase both the capacity of individuals and of communities. Local Community Co-ordination (LCC) works as a single, local point of contact supporting people in their community;
- We opened a second 'closer to home' supported living home which has enabled four young people to move back to Bridgend from out of area placements;
- As part of a regional approach with ABMU Health Board, over the last year we have rolled out anticipatory care planning in our three network areas, as well as our teams for dementia, learning disabilities and people with complex conditions. This enables the multidisciplinary teams to develop co-produced plans with people and their family and carers, which in the event of urgent or unexpected situations, enable a contingency plan to be put in place to avoid unnecessary admission to hospital or long-term care. This work has been developed on a multiagency basis and has included collaboration with the third sector, Welsh Ambulance Service Trust, 111 and out-of-hours services;
- We have extended the range of community groups to include social groups, special interest groups, skill development and healthy living groups. There are also five new groups for people with Autistic Spectrum Disorder (ASD) and their families and various activities are developing at the community hubs including adult community learning and information and advice sessions;
- We supported 420 people at home through the Better at Home service which enables people to be discharged from hospital and not wait in hospital for a package of care;
- We developed the Later Life physical activity programme for older people (inclusive of those attending day care and in residential care settings) which is intended to build the physical capabilities of older people, reduce frailty and prevent falls within a fun group setting.

## PERFORMANCE

### Children's Social Care

- The number of children and families that we were involved with increased from 2500 in 2015-16 to 3546 in 2016-17. This means that we were involved with 1046 more people (or an extra 42% in demand). A big part of this increase is because of the way we now have to do assessments as a result of the Act. We recognise that this is still early on in the implementation stage and processes may change.

My social worker gives us all the information that we need

- We received 6134 new contacts during the year
- There were 689 children that needed a child protection intervention and this is 75 less than the previous year
- The number of children on the child protection register at the end of the year was 175
- The number of looked after children as at the end of March 2017 was 390. The safe reduction of children looked after remains a priority for the Council

Adult Social Care

- Demand for services in Adult Social Care has continued to increase during 2016-17. The service has received 7,623 referrals, an increase of 136 (1.8%) in referrals on the previous year.
- During 2016-17 in Adult Social Care, 4923 people were supported; of these, 30% were between 18 and 64 and 70% were over 65.
- Local Community Co-ordinators have supported 167 people to access opportunities in their local communities, for example, the development of a community cinema and a rambling club.

Mum is no longer capable of doing anything for herself

People have told us that they want to stay independently in their own homes for as long as possible. Some key indicators that we use to measure success in this area include:

	2015-16	2016-17
The number of people who received a reablement service (includes reablement at home and residential reablement)	388	394
The number of people who received a Telecare package during the year	2643	2921
Number of people were supported in long term care (residential)	700	683

My mother lives in her own home and wishes to remain there

He lives with his twin brother who also has a learning disability and both are trying with help from others to live independently. So far - so good

What did we say we do in 2016-17? How did we perform?

The following key priorities were identified for Social Services for 2016-17:

- Develop appropriate mechanisms to enable the Council to provide good information, advice and assistance to the public;  
*Work has been completed in both Children's and Adult Social Care to make sure that there is one point of contact for people who require our help. This initial point of contact involves a number of different professionals. As a result of this new "model" we are able to provide better advice and information and we can more quickly guide people into the right service to meet their needs. It is still early on in this new way of working and there is more to do to make sure the new model is working.*
- Involve service users, carers and communities in developing and commissioning services;  
*In response to the Social Services and Wellbeing Act, we undertook a wide-reaching consultation exercise in order to collect a range of information about people who use our social care services. This has been used to inform the development of a Population Assessment, published in April 2017. This Population Assessment will now form the foundation of a Social Services and Wellbeing Commissioning Plan, being developed in 2017-18;  
These are the links to the [Population Assessment summary](#) and the Social Services and Wellbeing [Commissioning tool](#).  
In Children's Social Care, we engaged with families, carers and young people themselves to help shape the new model for overnight Short Breaks for disabled children;  
In Adult Social Care, families were involved in the selection process for a provider to deliver a housing support scheme for people with a learning disability.*
- Work with partners and schools to support carers by providing the right information, advice and assistance where relevant;  
*We work with Bridgend Carers centre to provide information, advice and assistance to Carers through a variety of ways. There is ongoing work with schools in Bridgend to raise awareness of Young Carers and we have developed resources specifically for Young Carers to provide them with information and support.*
- Enable community groups and the Third Sector to have more voice and control over community assets;  
*We have been working closely with the Third Sector so we can produce a joint plan about our joint priorities for working together in the future. This work has been slower than expected because it is important that all partners are involved. It will remain a priority for 2017-18.*
- Implement the planned budget reductions identified in the 2016-17 budget;  
*In 2016-17, Adult Social Care ended the financial year with a balanced budget and the service was also subject to £1.9m savings required by the Council. Children's Social Care established the infrastructure required in order to effectively manage future budget reductions.*
- Develop the culture and skills required to meet the changing agenda.  
*We established a Change the Culture Board to promote and monitor the shift in front line practice in terms of outcome based practice and assessment and*

*reinvigorating social work in line with the Act. Outcome based practice is about making sure that what we do and the actions that we take clearly demonstrate a benefit to the person involved. Some of the key actions are below:*

- we are developing a Train the Trainer package for our assistant managers and senior practitioners;*
- we are training all staff in effective communication skills (based on the collaborative conversations work) and we will be offering further training for social work staff on delivering inspirational conversations;*
- we have trained all our team managers, assistant managers and senior practitioners in action learning so that they can lead and own the changes in practice, commissioning and evidence, across the service;*
- To ensure quality, we have developed a quality framework and guidelines; staff will be supported to receive training on this;*

*Changing the culture is an ongoing process but the service has made a good start in shifting the way staff think and work. We now need to make sure that front line staff are also supported and this will remain a priority for 2017-18.*

- Reduce demand by investing in targeted early help and intervention programmes;  
*We produced a joint strategy across the teams involved in this work and we have an action plan which focuses on the work to safely reduce the numbers of looked after children.*
- Develop a multi- agency safeguarding hub (MASH) to provide effective multi agency responses to safeguarding issues;  
*Work has progressed well and a multi-disciplinary team is coming together and will work through an integrated approach. It has taken longer than hoped to find suitable accommodation but this has now happened and the new integrated team will be launched in October-November 2017. Details about the model can be found [here](#)*
- Review and consider new models of service delivery for respite and residential care and to ensure a flexible support and service to people when they need it;  
*A new model for short breaks for children with disabilities has started. Building work on a new 52 week provision has also started. This will mean that up to three children with complex needs will be able to stay within the borough rather than moving to a high-cost placement far away from their family. The Project Plan is linked [here](#).*
- Develop an appropriate service model for children in transition from childhood to adulthood including children with disabilities and children leaving care;  
*We now have an agreed model and will be appointing transition support workers to work with children and families through the transition period. Further work is being done in 2017-18.*
- Ensure appropriate services are available to children at risk from child sexual exploitation;  
*A multi-agency Child Sexual Exploitation (CSE) Task Force has been developed. This group monitors information about children and young people known to be at risk or likely to be at risk of sexual exploitation across the borough. This makes sure that there is an effective joint approach to managing the risks associated with CSE and that there is timely and effective support and intervention. Attached*

is a report to [Corporate Parenting Committee](#) which provides some more information.

## **What we want to do in 2017-18**

- Improve the way we provide information, advice and assistance to the public and we also want to increase the support available to people by increasing community based support that will support people without them having to come into statutory social services;
- Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop;
- Develop our advocacy services for both children and adults so that they have the independent support and advice they need to make their voice heard;
- Consult on a new strategy for Direct Payments so that more people will be able to access a direct payment and therefore will be able to access more flexible support to help them be more independent;
- Open a new 52 week residential provision for disabled children and young people so that they can remain living close to their families within the County Borough of Bridgend;
- Put systems in place so that we can better meet the needs of young people in transition from childhood into adulthood;
- Consult with children, young people and their families on a new model for residential care provision;
- Work with our partners and with schools to better support carers and young carers;
- Recruit more foster carers by undertaking a range of different advertising campaigns;
- Complete the work required to fully implement the MASH.

### **3. How Are People Shaping Our Services?**

We know that it is essential to involve people in the way our services are run and also in how we shape and deliver new service developments. As part of this, we look for feedback about what we are currently doing and we also consult and engage with children, young people, adults and carers in areas that we need to change and modernise.

Bridgend Social Services is committed to making sure that people are able to make their voice heard, whether this is about how services will be developed and delivered in the future or whether it is about a service that they are receiving now. Some examples of how we do this are by issuing surveys, inspections, contract monitoring processes, elected members rota visits, complaints and compliments and consultation events. We know that there is more that we can do to engage and consult with people and this is an area that we want to do more during 2017-18.

In September 2017, we asked 487 children and young people and 1272 adults what they thought about the support and services that they were receiving from Bridgend. These were called surveys and they were developed by Welsh Government as part of the new Act. Below is a selection of some of the replies that we received:

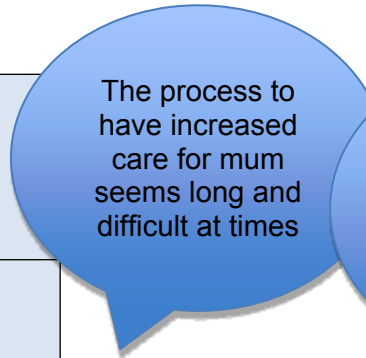
**Adults:** A total of 1,272 questionnaires were despatched to adults (over 18 years), 465 were returned, a response rate of 37%. Some of the comments received include:

“Sometimes I have needed more support especially when I'm ill.”
“Would prefer more continuity of care - but have had excellent carers. New carers come and you have to instruct them and then they leave.”
“I am quite satisfied and I am excited that I can have support when I need it.”



**Carers:** A total of 41 questionnaires were despatched to adults (over 18 years), 13 were returned, a response rate of 32%. Some of the comments received include:

“Prior to my wife going into hospital we both had a week of very little sleep. I feel I could not continue like that.”
“Have had a carer assessment done. I await the result of that assessment”



**Children:** A total of 487 questionnaires were despatched to children (age 7-17 years), 77 were returned, a response rate of 16%. Some of the comments received include:



“I struggle because I feel like we don't have a life to lead because it is led for us”
“I like living here but would prefer to live nearer my friends.”
“My foster carer gives brilliant advice.”

As well as the response to this survey, Bridgend also receives complaints and compliments about our service. Swift and effective complaints handling is encouraged with an expectation that the majority of complaints and concerns should be resolved as early as possible. The table below shows the number of complaints and compliments received during 2016-17.

	Early Resolution	Stage 1	Stage 2	Ombudsman	Compliments
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	(within 2 working days)	(Formal process)	(Formal process)		
<b>Adults</b>	56	11	1	4	245
<b>Children's</b>	130	7	1	7	17
<b>Total</b>	186	18	2	11	262

During 2016-17, 11 complaints were received by the Public Services Ombudsman's Office. Four complaints related to Adult Social Care and, having considered information provided by the Council, the Ombudsman decided not to investigate these cases. The remaining seven cases related to Children's Social Care-Child Protection. Four of these were reviewed by the Ombudsman and did not proceed to investigation. The remaining three complaints were investigated by the Ombudsman and upheld. The recommendations made by the Ombudsman were accepted by the Council and implemented accordingly. The 2016/17 Representations and Complaints Annual Report is linked [here](#):

In 2016-17, the Care and Social Services Inspectorate for Wales (CSSIW) completed an annual inspection report of in-house regulated services; these include the Care Homes for older people, the Supported Living settings and the Children's Homes. We receive reports on each visit and respond accordingly.

As part of the CSSIW annual review of our performance for 2016-17, they held quarterly review meetings with the Director of Social Services and the two Heads of Service. They also visited several service areas and joined specific meetings. CSSIW completed short reviews on adult safeguarding and carers and carried out a significant inspection in Children's Services. They also met with Cabinet Members as part of this review. The outcome is set out in the [CSSIW annual performance letter](#) .

CSSIW commented on the Bridgend 'Valuing Carers' Strategy and commented that there was excellent joint working with partner agencies with the Carers Centre providing a crucial service for both carers and young carers. They said that they had seen evidence of 'consultation and hearing the voice of carers that had shaped services, however there was a mixed response to reviews of assessments and transitions'. The development of transitional services for children and young people is a priority for Bridgend in 2017-18.

As part of the Children's Services inspection in January-February 2017, the Inspectors looked closely at the quality of outcomes achieved for children in need of help, care and support or protection. The findings showed that Bridgend were working hard to implement the Act and that we had achieved a lot during a time of significant change. They also reported that some of the practice they had seen varied and that we needed to do more in the areas of decision making, risk assessment, quality assurance and multi-agency engagement.

Bridgend has put together an action plan to make sure that the recommendations are followed through and to make sure that improvement will happen as a result as described in [The CSSIW Report](#), the [Council's Action Plan](#) and the [Vision into Action Strategy](#) .

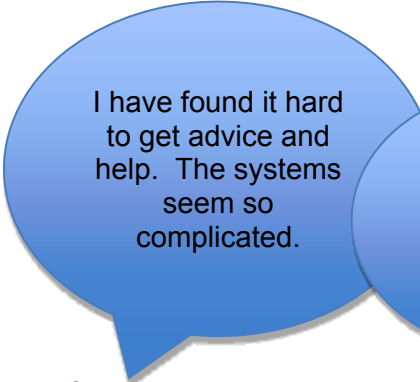
#### **4. Promoting and Improving the Wellbeing of Those We Help**

## Quality Standard 1 – Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve


Last year we set out a number of areas that we wanted to concentrate on in order to meet Quality Standard 1. We have tried to focus our work on making sure that children, young people and adults reach the outcomes they want to achieve. Outcomes reflect what matters to people and the things that people want to achieve, these are personalised and relate to a person's individual circumstances. Outcomes relate to the impact or the difference a person wants to see on their life.

### What were the main things we said we would do in 2016-17?

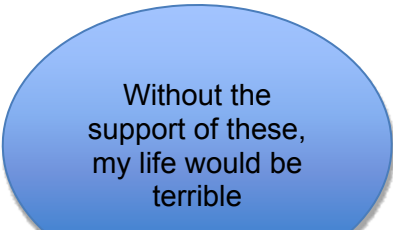
- Develop ways that the Council could provide good information, advice and assistance to the public.
- Involve service users, carers and communities in how we develop and deliver services.
- Develop an appropriate service model for children in transition from childhood to make sure that we have better systems and models of care and support in place to help children move into adulthood.
- Work with partners in order to better support carers.
- Update the paperwork and systems so that they continue to meet what is required for the new Act.
- Commission two new organisations from outside of the Council to provide independent advocacy, advice and support.
- Sign-up to be part of the roll out of the national citizen's wellbeing information database called DEWIS.
- Develop and commission an organisation to manage an information brokerage service to commence from April 2017.
- Develop new ways of working so that children, young people and adults will have a stronger voice in what matters to them.
- Make sure that we give a greater focus on support and services that promote prevention and support the general wellbeing of people.
- Continue to safely reduce the numbers of children becoming looked after.
- Continue joint working with hospital teams to support transition from hospital to the community.



I have found it hard to get advice and help. The systems seem so complicated.



I am pleased with the care I receive



Without the support of these, my life would be terrible





### **How far did we succeed and what difference did we make?**

- We progressed the implementation of a new national citizen's wellbeing database called DEWIS so that people can access information directly from our website rather than having to wait for somebody from social services to speak to them. This system is a single point of access for citizens and professionals and contains information about organisations, services, community groups, companies and events – both local and national. We know that people have been able to access it already which has meant that they have been more independent than if they relied on us. We now want to build on this so that it also includes even more information in the future. The link to the national site is here: <https://www.DEWIS.wales/>
- We started a review of the front door services in both Adult Social Care and for children. In Adult Social Care, we are developing an integrated common point of access, with health, that will enable citizens, carers and professionals to access information, advice and support via one contact telephone number. In Children's Social Care, the front door service will be part of the MASH. We have been trying a new approach to fit in with the Act but we are currently reviewing this as the first few months of implementation have shown that there has been too great an increase in assessments and the team has found meeting the demand challenging.
- The Information Brokerage Service commenced in April 2017 and is a key element of the Council's ongoing strategy of helping people become more self-reliant so they may live as independently as they are able. The Service promotes early intervention and prevention, which includes signposting to community based support, activities, facilities and opportunities, inform how the care and support system operates in Bridgend, the types of care and support available, how to access the care and support that is available, and how to raise concerns about the wellbeing of a person who appears to have needs for care and support. The Service will ensure that the people of Bridgend are better supported to achieve wellbeing through achieving their personal outcomes linked to what matters to them. It is still too early to report on how well this new service is doing.
- We have made sure that our practice focuses on what matters to people and that the care planning documents will reflect this. We monitor and review the plans to make sure that this approach is making a difference to people's lives.
- We have done some work to make sure that we can provide greater options for accommodation for people with mental health issues.
- We are working more closely with primary care in the community networks so that older people who remain living in their community instead of being admitted into

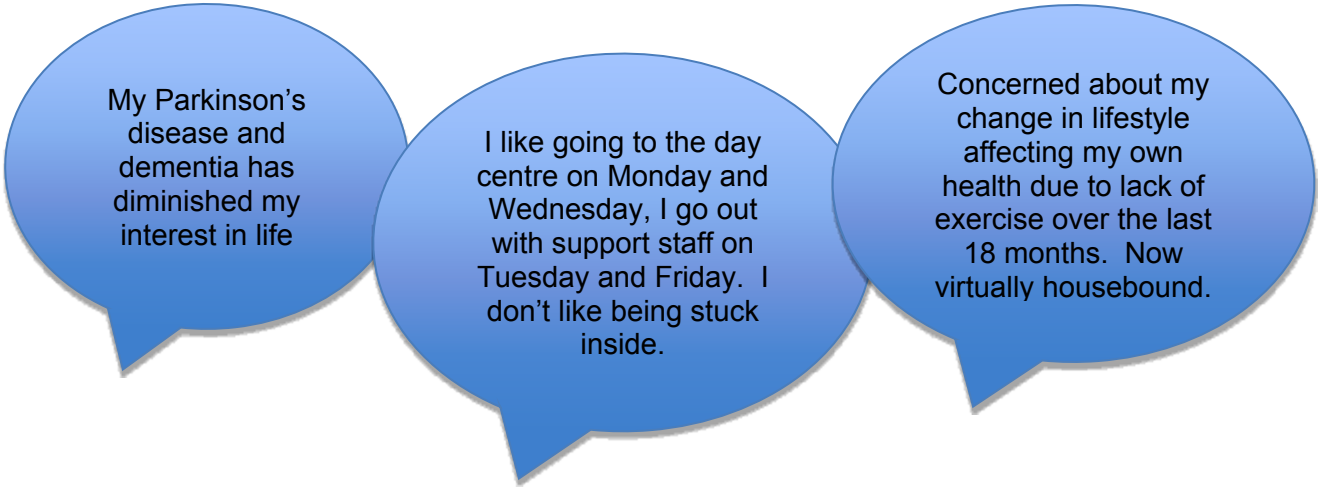
hospital or a care home have the support that they need from both health and social care.

- People are telling us that they want to stay in their own homes for as long as possible and so we have continued to develop our homecare support services to provide flexible support for people at home. We know that there are fewer people going into residential care as shown in the chart on page 6 of this report.

### **What are our priorities for next year and why?**

- We want to improve the options for accommodation for looked after children both for short and long term situations and we will be progressing the review of our residential services. We will be talking directly with children and young people so that they can tell us what they think is important for a young person in care.
- We will continue to safely reduce the number of looked after children by making sure that we provide effective help as early as possible and that we work with children, young people and their families to review their situation.
- We will actively recruit new foster carers so that we can promote local solutions to families in need.
- We want to increase the number of local community co-ordinators so that we can support the development of local communities which will give people more choice and control of how they manage their own independence.
- We will develop Extra Care housing, which will allow residents to continue living independently in a self-contained flat, while benefiting from personal care and support, where those needs have been identified. The new Extra Care Housing schemes will also contain a residential wing, allowing a seamless pathway into a residential-care home setting, where individuals' care and support needs have increased to that required level.
- We will further develop, with health, the integrated Common Access Point (CAP) for the provision of information and advice for adults.
- We will develop the DEWIS wellbeing information database further and launch this to the public of Bridgend in 2017.
- We will roll out the quality assurance framework across Social Services and make sure that all staff are working to an agreed and recognised standard.

## Quality Standard 2 - Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing



My Parkinson's disease and dementia has diminished my interest in life

I like going to the day centre on Monday and Wednesday, I go out with support staff on Tuesday and Friday. I don't like being stuck inside.

Concerned about my change in lifestyle affecting my own health due to lack of exercise over the last 18 months. Now virtually housebound.


Bridgend recognises the importance of working with people and our partners and this will continue to be a priority for us in 2017-18. We have established a prevention and wellbeing team to further develop opportunities for people to maintain their independence and also to make sure that we can make a positive difference to the quality of people's lives. Promoting a person's health and wellbeing is a priority for the Council, we have made a very good start in developing new approaches to achieve this and we recognise that there is more to do in 2017-18.

### What were the main things we said we would do in 2016-17?

- Review our existing model of respite and residential care to see whether we were still able to meet people's needs.
- Bring a multi-disciplinary team together to be the first point of contact and assessment for referrals. This team will be called the Multi Agency Safeguarding Hub ( MASH).
- Bring together a new team to focus on prevention and wellbeing responsibilities.
- Develop new ways of supporting carers in line with the Act and improve the number of carer's assessments completed by working more closely with the carers centre.
- Expand the number of independent domiciliary care providers so that we have the resilience we need to manage the increasing demand and therefore continue to support more people to remain independent and living in their own home.
- Work in partnership with Linc Cymru, residents and their carers, and staff to develop two new Extra Care Schemes.
- Work with partners to make sure that all agencies are working effectively together to safeguard children, young people and adults including the capacity to manage the number of Deprivation of Liberty Safeguards (DoLS).
- Develop a provision which can provide 52 weeks a year accommodation and support for children with complex needs so that they can stay with the Borough of Bridgend.

## How far did we succeed and what difference did we make?

- We have appointed a new Principal Officer who will take responsibility for the new MASH team. Although we have been working closely with the police to identify accommodation for the new integrated team, we have not been able to meet the target date of April 2017 and have therefore set a new timescale of autumn 2017.
- In 2016-17, we increased the Better at Home Service so that we could better support people being discharged from hospital so that they didn't have to wait in hospital for a package of care. As a result, were able to support 420 people at home. This is an increase compared with last year.
- The land transfer and all the highways and planning preparation for the extra care developments have been finalised. Building work will now commence in April 2017 and everything is on target for the works to be completed by Autumn 2018; *Please find attached a link to a video [here](#).*
- We increased the capacity to support people in their health and wellbeing by increasing the local community co-ordinators from one to three. The co-ordinators have supported 167 number of people to access community opportunities and have successfully been able to divert them from coming into statutory services.
- We have developed a wellbeing and prevention team that has supported 130 older and disabled people to take part in an Olympage Games programme and event, *you can view a DVD [Here](#)*. The same team have also supported a group of 14 young people on the Get On Track programme; the film is [Here](#) this group included three looked after children. The programme aims to give young people improved skills and confidence to link with education, employment or training.
- Together with our partners, we opened a specialist substance misuse service with a grant from Welsh Government.



My overall health is much improved now I am no longer alcohol dependent

## What are our priorities for next year and why?

- To work with the Third Sector in order to develop a strategy which will set out how the Council and Third Sector will work together to promote and support prevention and wellbeing approaches.
- We will make sure we have better information about our looked after children population so that we can better plan the early help services needed to prevent children becoming looked after.
- We will implement the planned MASH with our partners in the police, probation and the health board.
- We will invest in carers support and use every opportunity for funding to make sure that the right services are available to them.
- We will support the residents and their families in our existing Care Homes to prepare for the transition into the new Extra care Schemes.

- We will progress the plans for a new model for residential care for children and young people and will make sure that we consult with children and young people themselves so that we can better understand what support they feel is most needed.
- We will open the new 52 week residential facility so that children with complex needs who need such support do not have to go out of county and away from their family in order to receive the appropriate help they need.

### **Quality Standard 3 - Taking steps to protect and safeguard people from abuse, neglect or harm**

Safeguarding is a theme that runs throughout the Act and it is key to everything that we do.

Safeguarding is everybody's business and is about protecting children and adults from abuse or neglect and educating those around them to recognise the signs and dangers. (*Welsh Government*).

Bridgend is part of the Western Bay Regional Safeguarding Adult and Children's Boards.

You can link to the site here: [www.wbsb.co.uk](http://www.wbsb.co.uk) and to the [Adults](#) and [Children's](#) Western Bay Safeguarding Business Plans.



### **What were the main things we said we would do in 2016-17?**

- We intended to raise awareness and promote safeguarding across the Council and with our partners.
- Under the Act, we needed to set up a team to work in Parc Prison which is known as the secure estate.
- We wanted to develop independent advocacy services for children, young people and adults.
- We wanted to bring one social services safeguarding team under the same management rather than having separate teams in Adults and Children's Social Care.
- We planned to develop a quality standard framework so that we can make sure that our staff are all working to an agreed standard and that people who are receiving support and services from us know that they are receiving a quality service.

### **How far did we succeed and what difference did we make?**

- Under the Act, we now have responsibilities within the secure estate. For Bridgend, this means those people who are currently residing in Parc Prison and also have social care needs. During 2016-17, we established a small team to work within the secure estate. As a result 121 referrals were received; 25 people has an assessment of need for care and support, of which, 21 led to a care and support plan.

- We approached a number of providers to deliver an independent professional advocacy service for adults. We are now working with Age Cymru and are part of the Golden Thread Advocacy Programme. This means that people have a stronger voice in terms of what matters to them.
- We worked with regional partners in Swansea and Neath Port Talbot to commission a new children’s advocacy service which will make sure that we can offer every child and young person receiving services from the council the opportunity to have their voice heard.
- In 2016-17, we undertook training as follows:-

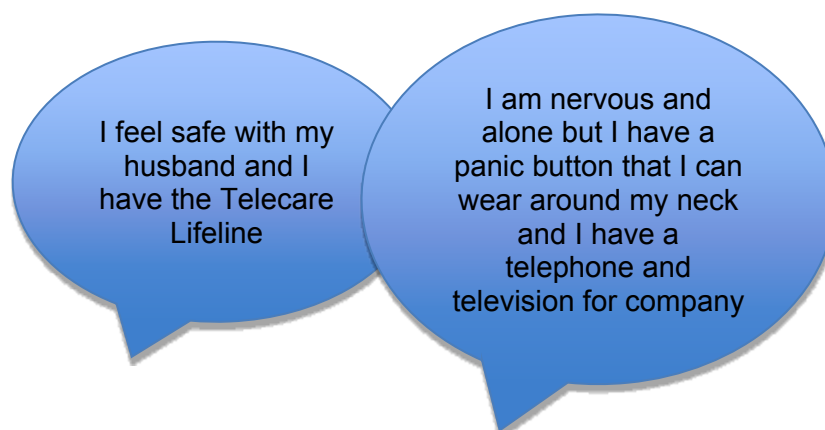
<b>Description:</b>	<b>No. People Trained:</b>
Adult Safeguarding	161
Safeguarding Children	157
Safeguarding Children (school staff)	688
Safeguarding Children (foster carers)	35
Managing and handling personal data	71
Joint Safeguarding Adults and Children	100
Domestic Violence	47
Safeguarding Awareness for Elected Members	3 sessions held

- Bridgend was also part of the regional conference which was held as part of safeguarding week to raise awareness of the importance of safeguarding children, young people and adults.
- We have processes in place with our partners in the police and in health to make sure we are effectively monitoring child sexual exploitation (CSE) and people who are subject to a ‘deprivation of liberty safeguard (DoLS). The data for the last two years is shown below:

	2015-16	2016-17
Number of children subject to CSE protocol	37	36
Requests for DoLS assessments	443	410

- We also track the number of missing children – in 2016-17, there were 672 occurrences of children reported missing to the police.
- In keeping with the Act, we have developed our [advocacy services](#) for both children and young people and adults.
- We have a well-established Bridgend multi-disciplinary operational safeguarding group so that there is a forum to discuss, review and monitor Bridgend specific safeguarding issues. We also developed a Corporate Safeguarding Policy and have identified safeguarding champions in every directorate.

- We are still working towards one cross-directorate safeguarding team. Whilst closer links have been made it has not been possible to complete due to staff absences. This will be taken into 2017-18.



### **What are our priorities for next year and why?**

- We will implement the new advocacy services in both adult and children's services so that children, young people and adults are able to have a stronger voice in terms of what matters to them and therefore become more independent.
- We will complete the review of the secure estate to make sure that our resources are targeted at the right people.
- We will progress the review of residential care in Children's Social Care so that we can offer more effective support to those children who need it. This will include developing our in-house foster care service.
- We will finalise the accommodation needs of the MASH so that the service can 'go live'.
- We will implement the recommendations set out in the CSSIW Children's Services Inspection.
- We will prioritise the work required to better understand the looked after children population so that we can more effectively manage the numbers of children who become looked after we will use the information gathered from the population assessment to inform how we do things in the future.

### **Quality Standard 4 - Encouraging and supporting people to learn, develop and participate in society**

One of our corporate priorities is 'to help people to be more self-reliant' and we want to encourage people to be as independent as possible for as long as possible. The Act says that people need to have more voice and control in their lives and it is important that we are able to provide help and support as early as possible before a person becomes dependent on social services. In order for people to be more active at home and in their own community we are focusing our efforts on developing support and services which focus on a person's strengths and we call this the 'what matters to me

model'. The approaches that we have developed come under the prevention and wellbeing umbrella and this is a key priority for us and is set out under the Act.



### **What were the main things we said we would do in 2016-17?**

- Increase the number of community co-ordinators who work directly with people in the community which helps people to remain independent for as long as possible and helps prevent them from relying on statutory services.
- Further develop our relationships and work within existing community networks by making sure that we have stronger links with GP practices and other primary care resources.
- Work with our partners to make sure that we are able to focus on the people that we are most concerned about and those that are frequently in and out of our services. This is referred to as 'anticipatory care' and is described in more detail on page 5 of this report.
- Develop more effective support and responses to the needs of carers.
- Make sure that we listen to carers, including young carers, so that we can better meet their needs, this includes raising awareness of young carers in the school system.
- Recruit more foster carers including carers who can offer a placement for new parent(s) and their baby.
- Develop a transition service so that young people who are moving from children's services into adulthood have a seamless and positive experience.
- Develop DEWIS which is a web based information sharing data base for the public to access and find out information about social services and community support and services.
- Continue to develop our prevention and wellbeing approaches and alternative models of service to give people greater choice and independence.

### **How far did we succeed and what difference did we make?**

- We now have three community co-ordinators who have supported 167 people to find support





from within their own local community and, therefore, have prevented them from relying on statutory services.

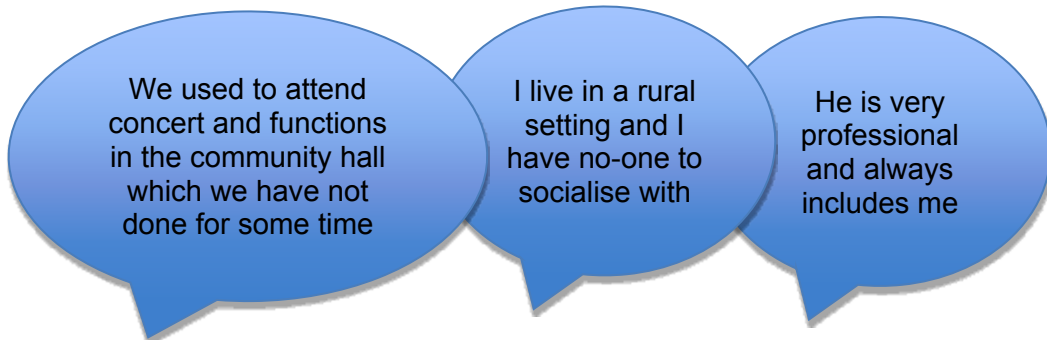
- We have set up a number of new groups in the community which focus on a variety of different areas like, skills development and specialist interest groups like photography. This has helped people feel less socially isolated and lonely.
- We have held a number of events for carers across the region so that we listen to what is important to them.
- We are now in the middle of a recruitment drive for more foster carers. We have one new parent and baby foster family and are in the process of approving another family.
- We have supported 43 adults in our residential reablement unit during 2016-17, of which 29 returned home to live, seven people were admitted to hospital and seven people went into residential care.

### **What are our priorities for next year and why?**

- Train more staff in new ways of working so that they can focus on what matters to people, we call this outcome focussed assessment and care planning;
- Open a new 52 week provision for children so that they can stay in the area close to their families rather than moving far away;
- Continue to develop our prevention and wellbeing approaches so that we can support people to live more fulfilled lives in their own homes and communities and prevent the need for them to come into a care environment;
- Work with people who currently live in a Council run residential care home to prepare them for the change into an extra care setting;
- Consult with families about the transition of children into Adult Social Care and develop a wider network of social work and health input through the 'Facing the Challenge' team. Following this, put in place governance arrangements and ensure the appropriate networks and relationships are in place to support the process.

### **Quality Standard 5 – Supporting people to safely develop and maintain healthy domestic, family and personal relationships**

An important part of daily living is to feel fulfilled and happy. This standard is about helping people to achieve healthy relationships at home, in their own communities and with the people they are close to. We want to support children, young people and adults to be as socially active as possible, to feel they can make decisions for themselves and keep themselves safe as well as making a contribution to others and to the community in which they live.



### **What were the main things we said we would do in 2016-17?**

- We wanted to invest in and further develop our early help and intervention services so that less people come into statutory services.
- We wanted to give young people in foster care the opportunity to stay with their foster family after they have reached the age of 18 years until they are ready to be more independent. This is called 'When I Am Ready' and were outlined in the [report](#) and Appendices [1](#) and [2](#) to Corporate Parenting Committee
- Continue to develop our community services so that we can provide the right support at the right time and in the right place to help people remain independent and at home for longer.
- Review the way we provide respite care for children and young people with disabilities so that they can receive more flexible support.

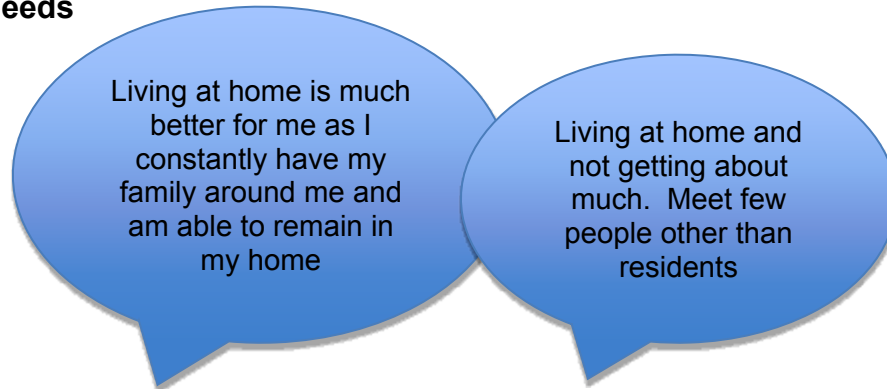
### **How far did we succeed and what difference did we make?**

- We registered existing foster carers onto the When I Am Ready scheme and so far 11 young people have been able to remain with their foster family while in transition to adulthood.
- We have completed an extensive review and consultation exercise with children, young people, parents and carers and front line staff on respite and have remodelled the respite service to provide a more flexible and effective service.

### **What are our priorities for next year and why?**

- Be more pro-active in recruiting new foster families so that we can support children to remain living locally and have a healthy, happy and stable family relationship;
- Further develop support services within local communities and work with the Third sector to develop a range of community support options.

**Quality Standard 6 - Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs**



As well as helping people have a social life and a suitable place to live we want them to improve their income. Bridgend is committed to helping people improve their income and one of our corporate priorities is 'supporting a successful economy'

**What were the main things we said we would do in 2016-17?**

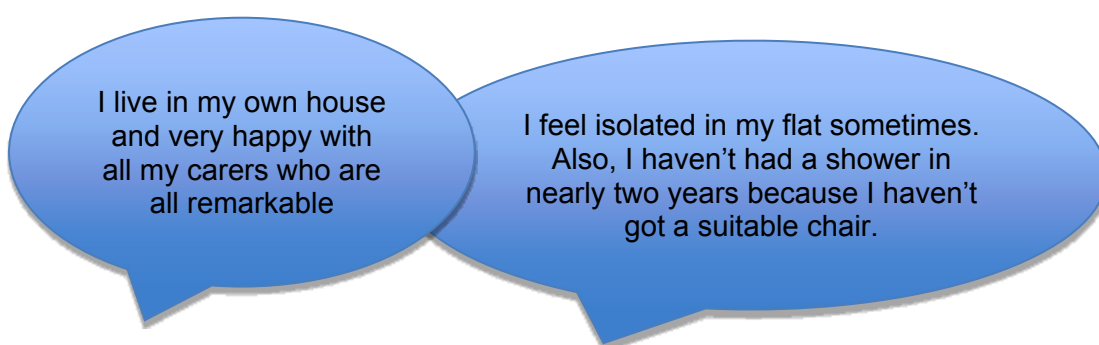
- We progressed our plans to work with Linc Cymru in order to develop 2 new extra care schemes.
- We planned to further develop the 'When I am ready' scheme so that it was part of Bridgend Foster Care.
- We started a review of our children's residential accommodation and placement scheme so that we can respond to the needs of children in a better way.
- We have worked with a greater number of independent homecare providers so that we can offer people support at home which will prevent them from going into residential care.
- We wanted to develop local parent and child placements to support families to have a better chance of staying together and preventing high cost out of area placements.
- We started the planning process to create a 52 week provision for children with complex needs.
- We planned to work with our partners in Health to develop suitable accommodation locally for adults with complex learning disabilities. This scheme is called Closer To Home.



**How far did we succeed and what difference did we make?**

- Two Closer to Home supported living houses has been completed and this means that four people with complex disabilities have been able to move back to Bridgend and access the support they need to live a more fulfilled life in their local area. In addition, another four people have avoided having to move out of county.

- Work has commenced on a 52 week provision for children with complex needs. Although this work was delayed it will now be completed for September 2017 and it will give up to three young people the support they need locally rather than them being accommodated outside Bridgend.
- In partnership with ABMU, BAVO and the Alzheimer's Society we have continued to progress our ambition to be a dementia friendly county borough:
  - Maesteg is a dementia friendly community and work is now being progressed to ensure sustainability by recruiting dementia champions to continue this work;
  - 13 GP surgeries are now trained as dementia friendly;
  - Dementia Friendly training in schools has commenced.
- We have been able to support 457 people to stay at home with appropriate help from our Acute Clinical Team thus preventing them from going into hospital.



### **What are our priorities for next year and why?**

- We will finalise a new Direct Payment Strategy which will offer greater choice and control to more people and, therefore, help them to be more independent.
- We will work more closely with colleagues in housing so that we can create more housing options and solutions for people in need.
- We will make sure that we create pre-apprenticeship schemes for young care leavers so that they will have the support they need to get ready to join an apprenticeship scheme.
- We will continue the implementation of the revised respite service for children with disabilities so that children and their families can still receive the respite they need as well as Bridgend being able to offer more flexible support to a greater number of families.
- We will continue to develop dementia friendly communities - there is a plan in place to make Kenfig Hill, Porthcawl Town and Bridgend town dementia friendly communities this year and increase the number of dementia friends across the county borough by training staff, elected Members, schools and colleges and other partner organisations.

## 5. How We Do What We Do

### Our Workforce and How We Support their Professional Roles

Bridgend receives funding from Welsh Government via the Social Care Workforce Development Grant which has been used to support the implementation of the Act, and regional priorities to support improvement of care and support across all providers and organisations. The grant for 2016-17 was £321,786 to which the Local Authority added a contribution of £211,555.

In addition, the Western Bay region received a grant to support training specifically related to the Act. This grant was allocated to Western Bay and Bridgend County Borough Council claimed £5,800 from this. A significant amount of training has taken place for health and social care staff across the region.

Western Bay has published a Workforce Development Plan. As part of what was needed for the Act we have also worked across the region to pull together a lot of information about the population of Bridgend, Neath Port Talbot and Swansea. This is referred to as the population assessment (as described on page 7) and it can be accessed [here](#)

There have been 5,712 attendances days at learning and development events during the period April 2016 to March 2017. A sample of some of the training activity across the sector is given below:

- Training that supports the implementation of the Social Services and Wellbeing (Wales) Act 2014;
- Dementia Care – working in partnership with ABMU Dementia Care Team, this programme has 11 modules and we have delivered it to 199 staff from the residential and domiciliary care sector;
- Deprivation of Liberty (DoLS) Best Interest Assessor – Bridgend now has 30 staff able to undertake DoLS assessments;
- Attachment and secure base training for staff and foster carers working with children and young people;
- Child sexual exploitation – awareness level training for staff and foster carers;
- We work with local training providers for delivery of Health and Social Care Qualifications and Credit Framework (QCF) awards. 36 staff and 15 foster carers registered for qualifications during 16-17;
- Social Work qualifying training - Bridgend hosted 35 social work students; these included a seconded member of staff and a social work trainee;
- Bridgend has supported 19 newly qualified social workers through their first year in practice. 14 social workers have completed the Continuing Professional Education & Learning (CPEL) consolidation Programme. Six social workers are currently undertaking CPEL modules at Cardiff University;

- Robust workforce information will continue to be a priority as it will inform areas such as succession planning, new legislation, new ways of working and specific service challenges. Workforce issues also feature in the Social Services Business Plan.

## **Our Financial Resources and How We Plan For the Future**

Across the UK, councils are facing enormous challenges due to reduced Government funding and increased demands on essential services. The difficult financial position is set to continue for a number of years to come and the Council's Medium Term Financial Strategy (MTFS) estimates that between 2017-18 and 2021-22 the Council could have to make further savings of up to £42 million.

The net cost of services provided by the Council in 2016-17 was £255 million. To achieve a balanced budget, the Council's budget strategy includes savings proposals of £7.5m million for 2016-17. Of this, £2.7m was related to Social Services. One of the Council's key principles in developing its Medium Term Financial Strategy is to meet its statutory obligations and make sure that we still meet our improvement priorities.

The MTFS identified savings for Social Services is £2.7 million in 2016-17. The authority has also allocated additional revenue funding for priority areas within social services as below:

- £50k to support advocacy services
- £30k to fund carers development officer
- £250k to fund demographic growth in relation to older person population
- £500k to meet national living wage cost pressures

The net base budget for Social Services in 2016-17 was £59m. The services have worked very hard toward achieving MTFS savings and to keep expenditure within budget at the end of the year. Adult Social Care showed a breakeven position. However, Childrens Social Care was £1.192m overspent. It should be noted that Childrens Social Care has been subject to over £1m MTFS budget reductions over past two years (2015-16 to 2016-17) whilst the demand on services has remained high.

The Council has robust monitoring and review processes in place to ensure that the MTFS is delivering. Regular reports come into the corporate management board (CMB) and the monthly joint meeting between the Cabinet and CMB. There is a quarterly corporate performance assessment (CPA) which is attended by cabinet, CMB and heads of service. At this meeting the Directors have to present their performance for the quarter which includes the budget position and progress against the MTFS and this is open to challenge from members of the board.

The service also has the necessary checks and balances in place and group managers, service managers and finance managers work closely to ensure that budgets are effectively managed and monitored. Monthly updates are provided to the director, heads of service and group managers on the budget position and regular finance updates are provided to the two re-modelling boards where progress on the change programme is matched against the savings targets.

Whilst social services has made significant progress in 2016-17 in meeting its savings targets and implementing change, it is recognised that this will be harder in the future and 2017-18 will bring more challenges. The directorate budget reductions for 2017/18 have been categorised into four main areas as below:

<b>Budget Reductions</b>	<b>2017/18 £'000</b>
Remodel Service Delivery	974
Service Efficiencies	120
Income Generation	73
Prevention & Wellbeing	668
	<b>1,835</b>

## **Our Partnership Working, Political and Corporate Leadership, Governance and Accountability**

Bridgend continues to be a key partner within the Western Bay Collaboration which has now been a well-established programme since 2012. There is a clear governance structure in place which oversees the transformation of health and social care services to meet the changing needs of our whole population across the Western Bay region. The Programme has received funding of £481,843 from Welsh Government called the Delivering Transformation Grant (DTG) in order to support the work.

In 2016-17, a revised regional [Partnership Board](#) was set up as required by the Act.

In Bridgend, Cabinet and the corporate management board (CMB) meet informally on a monthly basis which provides the opportunity to oversee the business of the Council, share the overall direction for the Council and make sure that we are promoting the One Council approach so that important issues such as the MTFS, safeguarding and transformation are on the agenda.

We have a simple vision for Bridgend County Borough Council, to ‘always act as one Council working together to improve lives.’ The corporate plan was consulted on during 2015-16 and ‘Working Together to Improve Lives’ sets out the new corporate priorities which were effective from 1st April 2016:

- Supporting a successful economy;
- Helping people be more self- reliant;
- Smarter use of resources.

There is a clear link to the [Social Services and Wellbeing Directorate’s Business plan](#) which set out the directorate’s priorities for 2016-17.

For social services, ‘helping people be more self-reliant’ means that we will continue to develop our approaches and practice so that we can appropriately take early steps to reduce and prevent people from becoming vulnerable or dependent on us and our services.

Bridgend County Borough Council takes its role as corporate parents seriously and the Corporate Parenting Committee meets quarterly. There are also Overview and Scrutiny committees.



Links to all of the 2016-17 Cabinet, Council, Corporate Parenting and Overview and Scrutiny Committee reports and minutes that relate to social care can be accessed *Please find attached the [link to all council reports](#):*

As mentioned, there is a quarterly corporate performance assessment (CPA) meeting which is attended by Cabinet, CMB and heads of service. At this meeting, the Directors have to present their performance for the quarter which includes the budget position, performance against business plan actions and targets, sickness and progress against the MTFs and this is open to challenge from members of the board. Specifically, the CPA monitors:










- the Council’s improvement priorities and its commitments which are set out in the corporate plan, which can be accessed through the Council’s [Website](#)
- key success indicators-measures and service actions that are linked to national and directorate performance indicators and progress against directorate priorities;
- the budget allocated to each directorate and the progress against savings-targets;
- corporate risks.



The Corporate Director of Social Services and Wellbeing, with the two heads of service continue to meet with all of the social services and wellbeing managers plus representatives from Legal, Human Resources and Finance. This ensures open communication and updates on national, regional and local matters. It is important that staff feel part of this process and are able to contribute to the ongoing development of the service and also to recognise the hard work and achievements collectively and as individuals. The Director also meets regularly with front line staff and carries out a number of service visits throughout the year.

## 6. Accessing Further Information and Key Documents

Page Reference	Description	Evidence Link
Page 3	Western Bay DVD	<a href="https://www.youtube.com/watch?v=y5KLiulqwKE">https://www.youtube.com/watch?v=y5KLiulqwKE</a>
Page 3	Western Bay Annual Plan	 Western Bay Programme - Annual I <a href="#">Document Link</a>
Page 4	Welsh Community Care Information System (WCCIS) - Cabinet report Item 660 and Appendices	<a href="#">Document Links</a>
Page 4	Multi- Agency Safeguarding Hub (MASH) Project Initiation Document	 MASH PID 0.9.doc <a href="#">Document Link</a>



Page Reference	Description	Evidence Link
Page 7	Population Assessment	<a href="http://www.westernbay.org.uk/">http://www.westernbay.org.uk/</a>  Population assessment summary <a href="#">Document Link</a>
Page 7	Commissioning Tool	 Bridgend Commissioning Tool <a href="#">Document Link</a>
Page 8	Multi- Agency Safeguarding Hub (MASH) model	 Presentation 20.06.16 rev (2).pptb <a href="#">Document Link</a>
Page 9	Children With Disabilities (CWD) Project Plan	 CWD - Project and Consultation Plan.doc <a href="#">Document Link</a>
Page 9	Child Sexual Exploitation (CSE) Report to Corporate Parenting Committee	 20.07.16 Safeguarding.doc <a href="#">Document Link</a>
Page 11	Representations and Complaints Annual Report 2016/17	 25.07.17 - Cabinet Report complaints 2016/17 <a href="#">Document Link</a>
Page 12	CSSIW letter	 CSSIW Performance Review of Bridgend Co <a href="#">Document Link</a>
Page 12	CSSIW Inspection Report and Inspection Action Plan	 20.07.17 Action plan following inspection for <a href="#">Document Link</a>  19.07.17 - CSSIW Bridgend Children's In <a href="#">Document Link</a>

Page Reference	Description	Evidence Link
Page 12	Children's Vision into Action Document	 1.6 a Bridgend Childrens Social Care <a href="#">Document Link</a>
Page 14	DEWIS website	<a href="https://www.DEWIS.wales/">https://www.DEWIS.wales/</a>
Page 17	Extra Care	<a href="https://youtu.be/HGzDLci_HUA">https://youtu.be/HGzDLci_HUA</a>
Page 17	Olympage Games DVD	<a href="https://www.youtube.com/watch?v=bnWSSmhKres">https://www.youtube.com/watch?v=bnWSSmhKres</a>
Page 17	Get On Track film link	<a href="https://www.damekellyholmestrust.org/jodies-story">https://www.damekellyholmestrust.org/jodies-story</a>
Page 18	Western Bay safeguarding website	<a href="http://www.wbsb.co.uk">www.wbsb.co.uk</a>
Page 18	Adults and Children's Western Bay Safeguarding Business plans	 WBSAB_Business_Plan_2017_18.pdf <a href="#">Document Link</a>   Business Plan priorities and improve <a href="#">Document Link</a>
Page 19	Advocacy report	 IPAdvocacy Pilot - Progress Report June <a href="#">Document Link</a>
Page 23	When I am Ready' Corporate Parenting Report	 20.07.16 - When i am ready.doc  20.07.16 - When I am ready - Appendix   20.07.16 - When I am Ready - Appendix <a href="#">'When I Am Ready' report and links to Appendices 1 and 2</a>
Page 29	Social Services and Wellbeing Directorate's Business Plan 2016-17	 Social Services and Wellbeing Directorate

Page Reference	Description	Evidence Link
		<a href="#">Document Link</a>
Page 29	All Council Reports Link	<a href="https://democratic.bridgend.gov.uk/uucoverpage.aspx?LLL=0">https://democratic.bridgend.gov.uk/uucoverpage.aspx?LLL=0</a>
Page 29	Corporate Plan	<a href="http://www.bridgend.gov.uk/services/council-priorities-and-performance.aspx">http://www.bridgend.gov.uk/services/council-priorities-and-performance.aspx</a>

## 7. Glossary

- **ABMU** – Abertawe BroMorgannwg University Health Board
- **Adult Safeguarding** – Protection of vulnerable adults (POVA) which can involve action taken to prevent or minimise the risk of harm and also includes intervention to investigate situations where harm and/or abuse has been experienced by a vulnerable person. POVA is a multi-agency framework in place to safeguard vulnerable adults from abuse. A vulnerable adult is someone aged 18 or over who is, or may be, in need of community care services because of mental or other disability, age or illness and be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation. Bridgend adheres to the Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse. This policy is signed up to by all statutory agencies. This means that the Authority has a firm agreement where all organisations work closely together to protect the person who may be being abused or be at risk of significant harm. Adult Services lead and co-ordinate the actions taken alongside our partner agencies, amongst which are ABM Health Board and South Wales Police.
- **Advocacy** - Section 181(2) of the Social Services and Wellbeing (Wales) Act 2014 defines “advocacy services” as: services which provide assistance (by way of representation or otherwise) to persons for purposes relating to their care and support. Part 10 of the 2014 Act sets out the requirements for local authorities in relation to advocacy, which are to:
  - Ensure that access to advocacy services and support is available to enable individuals to engage and participate when local authorities are exercising their statutory duties in relation to them; and
  - To arrange an independent professional advocate to facilitate the involvement of individuals in certain circumstances.
  - An advocate is defined as an ‘appropriate individual’ who can speak on behalf of someone who is facing barriers to communicating or understanding, weighing-up, or deciding on information related to services that they receive. Advocacy services come in a variety of forms, and range from informal, peer and voluntary advocacy through to the provision of paid and professional advocates.
- **Anticipatory Care Planning (ACP)** - is an approach to proactive planning with individuals, who have been identified as being at risk of losing their independence due to illness, increasing frailty or disability; it gives them the opportunity to participate in a co-produced planning process that will help them to make decisions about future care and support. This approach helps to improve the quality of the experience for people by minimising the need for crisis intervention through proactive planning.

- **BAVO** – Bridgend Association for Voluntary Organisations
- **Better at Home service** – see **Reablement below**
- **Child Protection** - All public and voluntary organisations in Bridgend County Borough are committed to safeguarding the welfare of children and young people and rely on members of the public to report concerns to them. Any concerns raised about a child being abused are reported to the on-duty social worker.
- **Child Sexual Exploitation (CSE)** - this is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, “protection” or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent. (All Wales Protocol CSE 2008)
- **Common Access Point** - an integrated team within the Community Resource Team. Citizens carers and professionals can access Information advice and support via one contact telephone number. A Multidisciplinary Team makes decisions about the most appropriate priority and pathway required to deliver the best outcomes for individuals and will liaise with the appropriate service to facilitate access to enabling short term assessment and acute clinical services.
- **Community Network (Hub)** - A system of empowered localities in the form of Locality Networks which will be developed around natural communities as a key platform for local service planning and delivery. They will be built around Primary Care, Community and Social Care teams, working together across agreed populations to plan and deliver integrated, core, out-of-hospital services.
- **Community Resource Team** - A joint ABMUL HB and BCBC resource team serving the Bridgend community networks. The Community Resource Service is a multi-disciplinary, multi-agency team established to respond to the individual needs of people who are frail or have physical disabilities or long term chronic conditions to avoid inappropriate hospital admissions and facilitate earlier hospital discharge. The team provides community support ranging from just a few days to up to six weeks. The focus is on short term interventions to support people to remain at home outside long-term hospital settings.
- **CSSIW** - Care and Social Services Inspectorate for Wales (CSSIW) - CSSIW are part of the Welsh Assembly Government. They are responsible for regulating, inspecting and reviewing the social care services and standards we provide.
- **Dementia Friendly Communities** – this is a city, town or village where people with dementia are understood, respected, supported, and confident they can contribute to community life.
- **Deprivation of Liberty Safeguards (DoLS)** - The Deprivation of Liberty Safeguards were introduced in April 2009 to meet the requirements of the Mental Capacity Act , 2005. They provide protection for individuals who lack capacity and are therefore unable to consent to necessary care or treatment regimes, which may necessitate depriving them of their liberty to protect them from harm.
- **DEWIS** - this is the national citizen portal for wellbeing information in Wales and it is the place to go if practitioners or a member of the public want information and advice about wellbeing or want to know how you can help someone else. It provides a single point of information for citizens and for professionals, everyone can contribute information about resources in their area. As this develops across Bridgend, DEWIS will hold both national and local information that can be easily accessed and will assist in provision of advice and information for all.

- **Direct Payments** - Social Services can provide a cash payment directly to people whose needs have been assessed by Social Services as being eligible to receive services, so they can arrange and purchase their own support. They might use the money to:
  - employ someone directly to help with their care (a Personal Assistant)
  - buy care from a private registered care agency
  - make their own arrangements instead of using Social Services day care or respite care
- **Extracare Housing** - is one of a number of options for an older person who needs personal care or other type of support, but who wants to retain a degree of independence and is able to live safely on their own. An Extra Care Housing Scheme is usually a group of flats built on the same site (some providers offer bungalows), providing specialised accommodation and support services 24 hours a day. The accommodation can be rented or bought, both by an individual and by a couple. Older people living in them enjoy the freedom of having their own front door and the peace of mind from knowing staff are available if they are needed.
- **Information Advice and Assistance service** – As part of the Social Services and Well-being (Wales) Act 2014, which provides the legislative basis for social services in Wales from 6th April 2016, there is a requirement for the provision of information, advice and assistance - local authorities, with the assistance of Local Health Board partners, must secure the provision of a service for providing people with information and advice relating to well-being, care and support in their area, and (where appropriate) assistance in accessing these.
- **Local Community Co-ordination (LCC)** - LCC is an approach to supporting people who are vulnerable through disability, age, ill health or adverse life events to live good lives in their communities. It helps people to draw support from their communities by working to increase both the capacity of individuals and of communities. LCC works as a single, local point of contact supporting people in their community.
- **MASH** - Multi Agency Safeguarding Hub. This is an integrated approach where a number of agencies work together in one place, sharing information and making collaborative decisions. Interventions are put in place at the earliest opportunity across the MASH partnership. A MASH focuses on vulnerability for the purpose of Safeguarding children and vulnerable adults. It does this by receiving referrals from professionals and from the public. The outcomes of this process inform the level of risk to the vulnerable person and can escalate or de-escalate the concern so that appropriate action is taken. A MASH is a confidential environment, which means that all material, sensitive or not, can be revealed to another agency to decide what approach is needed by frontline staff. A MASH provides the opportunity for agencies to do this better by providing all professionals with more information on which to make better decisions.
- **Reablement** – This is critical to supporting timely discharge from hospital (Also known as Step Down support). The Western Bay model is based on supporting effective safe discharge from hospital either into a residential or community based reablement service. Timely discharge is supported within Bridgend with the service known as Better at Home. This provides a short term bridging care service that supports people with levels of care whilst they wait for either the initiation of a reablement service or the restart of a current package of care; this can be usually up to 5 days, depending on the complexity of the discharge. Although, if someone has only been in hospital a short time their existing care package can usually be re-instated within 3 days. Step up reablement provides a therapy led

service that aims to address deterioration in the person's condition, putting an individual's independence and ability to remain at home at risk.

- **Rota visiting** - It is important that Members contribute to the safeguarding of our vulnerable adults, children and young people and help to ensure that the quality of care provided is appropriate. It is essential that opportunities are presented for Members to meet with people who receive services from us to listen to their views. There is a programme of rota visits to the children's and adults' social care establishments and that the programme includes independent sector adult and children's establishments. Members undertake visits in pairs and written reports are submitted by them for noting or action.
- **Social Services and Wellbeing (Wales) Act 2014** - The Social Services and Wellbeing (Wales) Act 2014 received Royal Assent in May 2014. It provides a legal framework for the policy aims of the Welsh Government in relation to social services, bringing together Local Authorities' duties and functions. The Act has two key policy objectives:
  - To improve the well-being outcomes for people who need care and support and
  - To reform social services law.

It seeks to:

- Transform the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
  - Promote partnership working in social care;
  - Enhance the preventative role of social care and health, setting out overarching wellbeing duties to reduce or delay the need for care and support.
- **Telecare** – Our vision for Telecare services in Bridgend County Borough: *'A person is able to access and use Telecare as the part of a care plan or a preventative measure which enables them to continue to live in and perform daily tasks within their home irrespective of the limitations imposed by their frailty or disability'*. Equipment is provided to support the individual in their home and tailored to meet their needs. It can be as simple as the basic community alarm service, able to respond in an emergency and provide regular contact by telephone. As well as responding to an immediate need, Telecare can work in a preventative mode, with services programmed to monitor an individual's health or well-being. Often known as lifestyle monitoring, this can provide early warning of deterioration, prompting a response from family or professionals. The same technology can be used to provide safety and security through bogus caller and burglar alarms.
  - **Third Sector** – in contrast to the public sector and the private sector, the Third Sector can be defined as the "not for profit" sector or the voluntary sector. The Third Sector is identified as a key partner in the delivery of preventative services; able to work effectively in the community supporting people in social settings and with creative and enterprising activities, maintaining their independence and delaying or reducing escalation to higher levels of managed care and support.
  - **Transition** – Definition: "Transition may be defined as the life changes, adjustments, and cumulative experiences that occur in the lives of young adults as they move from school environments to independent and living environments" (Wehman, 2006). The National Service Framework for Children, Young People and Maternity Services in Wales 2005 states "Young people who require continuing services, such as those who are disabled or chronically ill, young people with persistent mental illness or disorders, vulnerable young people and

their families and carers, and care leavers, are offered a range of coordinated multi agency services, according to assessed need, in order to make effective transition from childhood to adulthood”

- **Western Bay Health and Social Care Regional Collaboration** - This is a collaborative programme between Bridgend, Swansea, and Neath/Port Talbot Local Authorities together with the ABMU Health Board.
- **When I am Ready** - this is a scheme which came into force on the 6th April 2016 through the Social Services and Well-Being (Wales) Act 2014(SSWBA). The scheme was developed by the Welsh Government in partnership with local government and key third sector partners to enable eligible care leavers to have the option of continuing to live with their foster carers once they attain 18 years of age.

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To Susan Cooper  
Director of Social Services

June 2017

Dear Director

### **CSSIW Performance Review of Bridgend County Borough Council Social Services**

This letter is informed by CSSIW's inspection, performance review and engagement activity during 2016/17. At the Performance Review meeting on 2 March 2017, we provided feedback on our inspection, engagement and performance review activity over the past 12 months.

#### Progress on key areas for improvements and developments in the last year

The local authority has worked hard reshaping services in line with the implementation of the Social Services & Well-being (Wales) Act 2014 (SSWBA) across both adult and children's services. This has resulted in the development of new practice models.

Changes to the 'front door' for adult and children's services in line with SSWBA has led to improvements in the local authority's Information Advice and Assistance service (IAA). A common point of access is planned for the autumn. The authority will need to monitor the impact of this change on the team and the outcomes for people seeking support.

The local authority has led on the implementation of the national Welsh Community Care Information System (WCCIS) to supporting the delivery of integrated information technology services across Health and Social Care. This has allowed the sharing of information between organisations, including sharing of assessments and reduced duplication of information.

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*Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.*

*We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.*

The local authority continues to work with its partners through the Western Bay regional collaborative on its Western Bay Optimum model to develop an integrated information, advice and assistance response service. The local authority has an agreed operational model for the common access point with a multi-disciplinary team in place to deliver these changes in practice. With the restructuring of the senior management team this has improved focus and the delivery of services.

The local authority is committed to developing modern services that meet future demands and local needs. Within adult services, remodelling plans for residential care services have progressed, including working with third sector partners to develop new services such as the development of extra-care housing provision (scheduled for completion 2019).

Homecare and learning disability services are focusing on people with more complex needs and the services developed to reflect this. CSSIW will monitor the progress of this and the impact of the changes on people receiving the services.

The development of independent professional advocacy services is being undertaken in response to SSWBA and an Advocacy Pilot Scheme will inform the development and implementation of a new service model in 2018/19. The local authority will want to monitor progress and the impact of this scheme on outcomes for people accessing services.

The local authority intended to incorporate Adult and Children's services into a joint safeguarding model from April 2017. The development of this hub to provide an effective multi-agency response to safeguarding issues is still ongoing. Capacity within the children's senior management team delayed implementation intended to take place in 2016 and this has resulted continuing inconsistencies of thresholds for making decisions. On a positive note, screening decisions are timely, with prompt and proportionate action undertaken to protect children. The appointment of a new principal officer should contribute to progress on this. This will be followed up by CSSIW.

Good cross directorate working is evident in IAA within children's services through close working with Early Help and Prevention that falls within the Education and Family Support Directorate. The ability to co-ordinate and deliver an effective range of services is reliant on both directorates working together. An Early Intervention and Prevention strategy has been finalised which has led to a mapping out of need and the development of new templates to support a better understanding of safeguarding needs and priorities.

A review by the local authority of residential care for children and young people to safely reduce reliance on out of county placements and specialist therapeutic services has been completed. This will inform the re-modelling of residential provision for children within the authority. Current developments include the move to 52-week residential service for disabled children allowing greater access to respite care; and, looking at the needs for specialist in house residential provision for adolescents with complex needs. The authority is in the process of applying to register this service with CSSIW.

The authority continues to make progress on the implementation of the Welsh Language standards and the "More than just Words" strategic framework. It has

measures in place to ensure people have access to information and services through the language of choice.

### Feedback on annual engagement themes

During 2016 -17 we carried out a range of engagement activities across all local authorities in Wales. This engagement activity focused on two main themes, adult safeguarding and carers.

With regard to Bridgend County Borough Council, engagement with carers involved meetings with the relevant officers, carers and third sector. The safeguarding engagement focused on meetings with senior staff and those operational managers and staff who lead and carry out the work.

- Safeguarding

One of the main strengths of the adult safeguarding team is the experience of staff and the level of stability. This allows a consistent approach to practice through the application of thresholds and decision making. Excellent collaborative working is evident within the care management teams and work has started linking in with children's services to promote understanding and joint working. This is demonstrated through the joint working across adult and children's services as well as housing to support vulnerable young people going through the transition process.

There is positive engagement from partner agencies such as Police and third sector. Working practices with Health have improved at practice level but there is still scope for improvement at a strategic level. This area of work is being lead by Western Bay Safeguarding Board with the authority contributing to developing practice that is consistent in delivery over the three authorities. We found that, where possible, the involvement of the person in the safeguarding process is promoted including attendance at case conferences and joint meetings.

- Carers

The local authority continues to develop practice in line with its Valuing Carers Strategy. There is evidence of excellent joint working with partner agencies, with the Carers Centre delivering a range of crucial services for both carers and young carers. Evidence of consultation and hearing the "voice" of carers has shaped services; this has been achieved through information days and workshops.

To promote carers awareness the local authority has introduced an e- learning programme that has been rolled out through targeted programmes in schools. The authority will want to monitor progress with this and its impact on identifying young carers.

All carers were very positive and spoke highly of the commitment and accessibility of the authorities Carers Development officer who they see as an excellent asset. Additional work is required to support the carers of people with Mental Health needs who told us that their assessments were rarely updated or reviewed and that they would have appreciated more assistance. Carers also voiced disappointment with the transition of children to adult's services. In order to address the concerns the Disabled Children's Team is now co-located with the multi-agency adult team, with

specific transition worker posts in place to work with young people and families through the transition process.

### Progress on recommendations arising from CSSIW inspections

Following the Deprivation of Liberty Safeguarding (DoLS) inspection 2014, the authority has implemented its action plan which included a lead for DoLS in the safeguarding team and appointment of an additional DoLS/Safeguarding Officer. In addition a training programme for all staff, partners and providers has been developed along with a reporting framework for the local authority and other bodies. There is currently a backlog of referrals and a paper provided to Corporate Management Board on the current position and risks. This will be monitored by CSSIW

The local authority has made good progress in implementing its action plan arising from CSSIW's review of care and support for people with learning disabilities in 2016. A number of new models of service delivery have been implemented including re commissioning of Supported Living services for people with learning disabilities.

The recent inspection of IAA within children's services will be subject to a structured series of review meetings throughout the year following publication of the report.

The local authority undertook a self-assessment survey contributing to the CSSIW national inspection of domiciliary care and children subject to the public law outline process. The authority has used recommendations from both reports to improve its practice and develop services. Lessons learnt from the domiciliary care report are reflected in the changes made to the in house homecare service

### Inspection, Engagement & Performance Review Plan

In 2017-18 in addition to areas identified for follow up above, CSSIW themes for inspection, engagement and performance review are:

- Support provided for people with mental health needs with a focus on Community Mental Health Team's
- Placement decisions for children looked after

CSSIW will provide six weeks notice if the authority is scheduled for an inspection during 2017-18.

CSSIW will also continue to consider what actions have been taken by the local authority in relation to recommendations contained in its national thematic reviews including Deprivation of Liberty Safeguards, services for people with learning disability, domiciliary care and Public Law Outline.

### CSSIW work with partner inspectorates

You will note that this letter has been copied to colleagues in WAO, Estyn and HIW. CSSIW works closely with partner inspectorates to consider the wider corporate perspective in which social services operate as well as the local context for social services performance. .

As this is the first year we have written to you in this format we will not be publishing this letter, but will do so in subsequent years.

Yours sincerely

A handwritten signature in grey ink, appearing to read 'SGJ', followed by a period.

Sarah Glynn-Jones

Regional Director

Copy sent to

Chief Executive of Bridgend County Borough Council  
Healthcare Inspectorate Wales  
Estyn  
Wales Audit Office

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## **BRIDGEND COUNTY BOROUGH COUNCIL**

### **REPORT TO COUNCIL**

**6 SEPTEMBER 2017**

#### **REPORT OF THE HEAD OF FINANCE & SECTION 151 OFFICER**

#### **ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2016-17**

#### **1. Purpose of the Report**

1.1 The purpose of the report is to:-

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy 'Treasury Management in the Public Services: Code of Practice' (the Code) to report an overview of treasury activities for the preceding financial year;
- Report on the actual Treasury Management and Prudential indicators for 2016-17.

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

2.1 The Annual Treasury Management Report is integral to the delivery of the Corporate Improvement Objectives as the allocation of resources determines the extent to which the Corporate Objectives can be delivered.

#### **3. Background**

3.1 The Council's Treasury Management activities are regulated by the Local Government Act 2003 which provides the powers to borrow and invest as well as providing controls and limits on this activity. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 as amended, develops the controls and powers within the Act. This requires the Council to undertake

any borrowing activity with regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities and to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services.

- 3.2 The Council is required to operate the overall treasury function with regard to the Code and this was formally adopted by the Council in February 2012. This includes a requirement for the Council to approve a Treasury Management Strategy (TMS) before the start of each financial year which sets out the Council's and Chief Financial Officer's responsibilities, delegation and reporting arrangements. Council approved the TMS 2016-17 on 10 March 2016. The Code also requires that Council receives an Annual Report after the close of the financial year and this report fulfils that requirement. Audit Committee also received the Annual Report on the 29 June 2017.
- 3.3 The Welsh Government (WG) issued revised Guidance on Local Authority Investments in April 2010, which requires the Council to approve an Investment Strategy prior to the start of each financial year and this is included in the TMS.
- 3.4 The Council is also required to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council's adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.
- 3.5 This Annual Report covers the following areas for 2016-17:
  - The Council's treasury position
  - Treasury Risk Management
  - External Context
  - Borrowing Strategy & Outturn
  - Investment Strategy & Outturn
  - Performance Measurement
  - Review of the Treasury Management Strategy
  - Reporting Arrangements
  - Treasury Management and Prudential Indicators



## 4. Current Situation

### 4.1.1 The treasury position for 2016-17:

		Principal as at 01-04-16	Average Rate	Principal as at 31-03-17	Average Rate
		£m	%	£m	%
Fixed rate long term funding	PWLB*	77.62	4.70	77.62	4.70
Variable rate long term funding	LOBO**	19.25	4.65	19.25	4.65
<b>TOTAL LONG TERM EXTERNAL BORROWING***</b>		<b>96.87</b>	<b>4.69</b>	<b>96.87</b>	<b>4.69</b>
Other Long Term Liabilities*** (including PFI)		22.42		21.77	
<b>TOTAL GROSS DEBT</b>		<b>119.29</b>		<b>118.64</b>	
Fixed rate investments		22.50	0.64	28.50	0.56
Variable rate investments		3.50	0.86	5.25	0.45
<b>TOTAL INVESTMENTS****</b>		<b>26.00</b>	<b>0.67</b>	<b>33.75</b>	<b>0.55</b>
<b>TOTAL NET DEBT</b>		<b>93.29</b>		<b>84.89</b>	

\* Public Works Loan Board (PWLB)

\*\* Lender's Option Borrower's Option (LOBO)

\*\*\* Long term borrowing/liabilities include all instruments with an initial term of 365 days or more so includes the short term liability relating to long term borrowing/liabilities included as "Current Liabilities" in the Council's balance sheet in the Statement of Accounts.

\*\*\*\* The investment totals include instant access deposit accounts which are included as "Cash" in the Council's balance sheet in the Statement of Accounts and also investments shown as "Cash Equivalents" in the Council's balance sheet that mature in one month or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value. A breakdown of the movement during the year is shown in Section 4 below.

Fixed rate in the above table includes instruments which are due to mature in the year and also a £3m structured deal where the change in interest rate has been agreed and fixed in advance

4.1.2 It should be noted that the accounting practice to be followed by the Council requires financial instruments in the accounts (debt and investments) to be measured in a method compliant with International Financial Reporting Standards (IFRS). The figures shown in the table above and throughout the report are based on the actual amounts borrowed and invested and so may

differ from those in the Statement of Accounts which include accrued interest or are stated at fair value in different instances.

- 4.1.3 The £19.25 million in the above table relates to Lender's Option Borrower's Option (LOBO) loans due to mature in 2054, which may be re-scheduled in advance of this maturity date. The LOBO rate and term may vary in the future depending upon the prevailing market rates, the lender exercising their option to increase rates at one of the bi-annual trigger points (the trigger dates being July and January) and therefore, the Council being given the option to accept the increase or to repay the loan without incurring a penalty. The trigger dates in 2017-18 are July 2017 and January 2018 however it is not expected to be repaid on these dates. The current average interest rate for these LOBO's is 4.65% compared to the PWLB Loans average interest rate of 4.70%.
- 4.1.4 The long term liabilities figure of £21.77 million at 31 March 2017 includes £18.24 million for the Council's Private Finance Initiative (PFI) arrangement (for the provision of a Secondary School in Maesteg - seventeen years remaining term) which includes the short term PFI liability of £0.60 million which is included as current liabilities in the Council's balance sheet in the Statement of Accounts. Also included is £2.40 million relating to a loan from the WG Central Capital Retained Fund for regeneration works within the Llynfi Valley which had not yet commenced in 2016-17.
- 4.1.5 Favourable cash flows have provided surplus funds for investment and the balance on investments at 31 March 2017 was £33.75 million with an average rate of interest of 0.55%. This was an increase from the start of the financial year where investments were £26.00 million but the average rate of interest has reduced from 0.67% and at the same time the base rate reduced from 0.50% to 0.25% in August 2016, hence a reduction in yield. The first table in section 4.5 details the movement of the investments during 2016-17 by counterparty types and shows the average balances, duration and rates for the year.
- 4.1.6 The Treasury Management function is being reviewed by the Council's External Auditors, the Wales Audit Office during the 2016-17 annual audit which has not yet been finalised. To date no adjustments relating to Treasury Management have been identified, however, if there are any significant changes then these will be reported to Council in November. In addition to the External Audit work, Internal Audit undertook an audit of the Treasury Management function during 2016-17 and the audit identified that "the completed Control Risk Self-Assessment Questionnaire (CRSA) provided 100% positive responses which indicate that risks have been considered and mitigated. No weaknesses have been identified during the current review consequently no recommendations are deemed necessary on this occasion".

4.1.7 The Council's Treasury Management Advisors are Arlingclose. Their contract expired on 31 August 2016 so the contract was retendered in July 2016 and Arlingclose were the successful tenderer and from 1 September 2016 awarded a new four year contract. The contract will be reviewed annually and either party may at any time terminate this agreement on 3 months prior written notice. The current services provided to the Council include:-

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- other information on credit quality,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

## **4.2 Treasury Risk Management**

4.2.1 The Treasury Management Strategy sets out the parameters for the management of risks associated with Financial Instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks. The Council's overall treasury risk management procedures focus on the unpredictability of financial markets and implementing restrictions to minimise these risks.

4.2.2 The Council's activities expose it to a variety of financial risks, the key risks are:-

- Credit risk (i.e. security) – the possibility that other parties might fail to pay amounts due to the Council;
- Liquidity risk – the possibility that the Council might not have funds available to meet its commitments to make payments;
- Market risk - the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates movements.

4.2.3 The Council's primary objective for the management of its investments is to give priority to the security and liquidity of its funds before seeking the best rate of return so not all the options available to the Council were utilised during 2016-17. The majority of the Council's surplus funds during 2016-17 were therefore kept in the form of short-term investments and were all placed with counterparties satisfying the appropriate credit criteria and spread over a number of counterparties. This was deemed a much safer option even though it may be at the expense of extra basis points in interest and more detail is provided below in section 4.5.

4.2.4 The counterparty limits were constantly reviewed and where market conditions dictated, the limit was dropped below the limits detailed in the Investment Strategy. No breaches of the Council's counterparty criteria occurred during 2016-17 and the Council does not expect any losses from non-performance by any of its counterparties in relation to deposits. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2017 that this was likely to crystallise. The second table below in section 4.5 summarises the credit risk exposures of the Council's investment portfolio by credit rating, based on the lowest long term rating.

### **4.3 External Context 2016-17**

4.3.1 The interest rate views, incorporated in the Council's Treasury Management Strategy for 2016-17, were based upon officers' views supported by a selection of City forecasts provided by Arlingclose. Politically, 2016-17 was an extraordinary twelve month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45<sup>th</sup> President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year.

4.3.2 The Bank Rate started the financial year at 0.50% after entering its eighth year at that level and remained at this rate until 4 August 2016 when it reduced to 0.25%. When the Treasury Management Strategy for 2016-17 was prepared it was forecast that the Bank Rate would increase by 0.25% in September 2016 and possibly rise to 1% by the end of the 2016-17 financial year, however as a result of the Brexit vote this did not happen and the Bank Rate remained at 0.25% for the remainder of 2016-17.

### **4.4 Borrowing Strategy and Outturn 2016-17**

4.4.1 Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. The uncertainty over future interest rates increases the risks associated with treasury activity. As a result the Council took a cautious approach to its treasury strategy. With short-term interest rates currently lower than long term rates, it is likely to be more cost effective in the short term to either borrow short term or use internal resources. Short term and variable rate loans expose the Council to the risk of short term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates as shown in the Treasury Management indicators below in section 4.9 and **Appendix A**. However, with long term rates forecast to rise in the coming years, any such short term savings will need to be balanced against the

potential longer-term costs. The Council's Treasury Management advisors will assist the Council with this 'cost of carry' and breakeven analysis.

4.4.2 The Council's primary objective for the management of its debt is to ensure its long term affordability. The majority of its loans have therefore been borrowed from the PWLB at long term fixed rates of interest. The premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity so no rescheduling activity was undertaken as a consequence. Also, no long term borrowing was taken during 2016-17 (the last time the Council took long term borrowing was £5m from the PWLB in March 2012) however for cash-flow purposes four short term loans were taken during the year totalling £10.20 million all of which were repaid in less than a month from being taken.

4.4.3 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This is known as Internal Borrowing. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

#### **4.5 Investment Strategy and Outturn 2016-17**

4.5.1 Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, balancing the risk of incurring losses from defaults against receiving unsuitably low investment income. The Annual Investment Strategy incorporated in the Council's Treasury Management Strategy 2016-17 includes the credit ratings defined for each category of investments, the prudential use of non-specified investments and the liquidity of investments.

4.5.2 The Council's investments have historically been placed in bank and building society unsecured deposits and local and central government, however, investments may be made with any public or private sector organisations that meet the minimum credit criteria specified in the Investment Strategy. The Council is looking to diversify into more secure and/or higher yielding asset classes but any new instruments used will be in full consultation with the Council's Treasury Management advisors. In order to be able to use these different types of instruments the Council is required to hold a custody account with a third party (as we are unable to deal direct) and this has recently been approved and we are in the process of setting up this arrangement.

4.5.3 Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the

credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. In the current climate, relying mainly on credit ratings is considered to be inappropriate and the Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

4.5.4 On a day to day basis the Council potentially has positive cash balances arising from the cash flow e.g. timing differences between grants being received and making various payments. These are invested on the market via brokers, direct with the institution or held in deposit accounts. The Council usually invests for a range of periods dependent on cash flow requirements and the interest rates on offer having regard to the Investment Strategy. There were two new long term investments (original duration of 12 months or more) made with a local authority in 2016-17 both for four years totalling £4 million but all other investments in 2016-17 were short term (deposit accounts or fixed term deposits). The table below details these investments by counterparty type:-

Investment Counterparty Category	Balance 01 April 2016 (A) £m	Investments Made (B) £m	Investments Repaid (C) £m	Balance 31 March 2017 (A+B-C) £m	Average Duration Investment in force during 2016-17 Days	Average Original Duration of the Investment Days	Weighted Average Investment Balance 2016-17 £m	Weighted Average Rate 2016-17 %
Govt - DMO	-	53.70	53.70	-	5	5	0.71	0.16
Local Authorities	19.50	207.20	207.20	19.50	51	91	32.52	0.43
Building Societies	1.00	15.00	10.00	6.00	132	141	5.96	0.54
Banks (Fixed Maturity)	2.00	10.00	9.00	3.00	139	170	4.38	0.78
Banks Instant Access/Notice Accounts*	3.50	84.45	82.70	5.25	n/a	n/a	4.67	0.61
<b>Total/Average</b>	<b>26.00</b>	<b>370.35</b>	<b>362.60</b>	<b>33.75</b>	<b>82</b>	<b>102</b>	<b>48.24</b>	<b>0.49</b>

\* An average duration is not shown as money is frequently added / withdrawn to/from these accounts as required by cash-flow

4.5.5 Occasionally, investments are placed with the UK Debt Management Office (DMO - Executive Agency of UK Government) but only for very short term deposits (as shown in the table above) and only as a last resort as the interest rates offered by this facility are lower than some other counterparties but this is commensurate with the high level of security and reduced risk offered. It

provides another option when examining potential investments and ensures compliance with the Council's investment objective that security takes priority over yield. There were no deposits outstanding with the DMO at 31 March 2017.

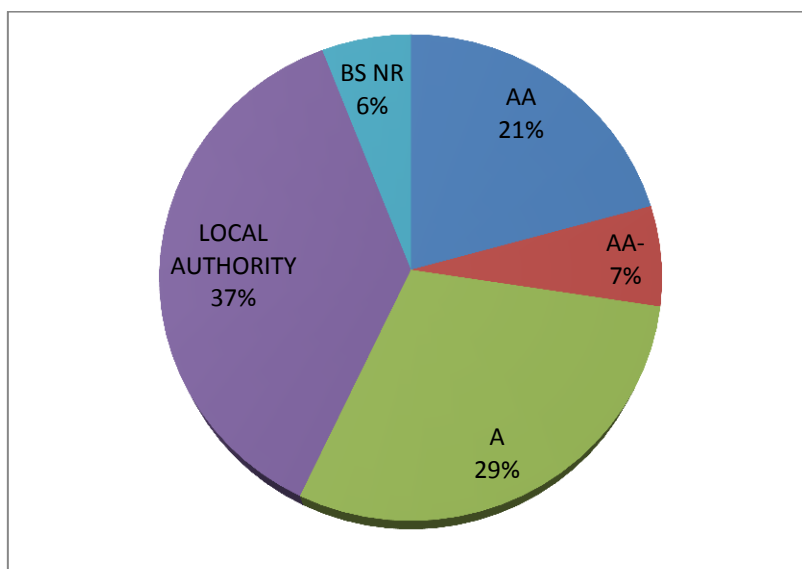
4.5.6 Favourable cash flows have provided positive cash balances for investment and as shown above the balance on investments at 31 March 2017 was £33.75 million made up of £4 million long term investments, £26.50 million short term investments and £3.25 million Cash and Cash Equivalents. The table below summarises the credit risk exposure of the Council's £33.75 million investments at 31 March 2017 by credit rating, (based on the lowest long term rating) maturity profile (remaining duration from 31 March 2017) and counterparty type:-

Counterparty Category	Credit Rating	Instant Access Deposit Accounts	Notice Period Deposit Account	Deposits Maturing Within 1 Month	Deposits Maturing Within 1 to 3 Months	Deposits Maturing Within 3 to 6 Months	Deposits Maturing Within 6 Months to 1 Year	Deposits Maturing Within 3 to 4 Years**	Total
		£m	£m	£m	£m	£m	£m	£m	£m
Bank	AA-	2.25*							2.25
Bank	A	1.00	2.00		2.00	1.00			6.00
Local Authorities	AA				5.00		2.00		7.00
Local Authorities unrated					2.00	4.50	2.00	4.00	12.50
Building Societies	A			4.00					4.00
Building Societies unrated				1.00	1.00				2.00
<b>Total</b>		<b>3.25</b>	<b>2.00</b>	<b>5.00</b>	<b>10.00</b>	<b>5.50</b>	<b>4.00</b>	<b>4.00</b>	<b>33.75</b>

\* The Bank is Svenska Handelsbanken which is a Swedish bank incorporated in the EEA and entitled to accept deposits through a branch in the UK and is classed as a UK Bank in the Government's Borrowing Statistical Return

\*\*There are no current investments outstanding which are due to mature between 1 and 3 years

4.5.7 The Council defines high credit quality as organisations and securities having a credit rating of A- or higher. The pie chart below summarises the above table by credit ratings and shows the £33.75 million investments at 31 March 2017 by percentage outstanding. Most Local Authorities do not have credit ratings and unrated building societies (shown as BS NR below) were all approved by Arlingclose and the remainder of our investments all had a credit rating of A or above.



#### 4.6 Performance Measurement 2016-17

4.6.1 The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year and the ones set in the Treasury Management Strategy 2016-17 are shown below. These are distinct historic indicators as opposed to the Treasury Management and Prudential Indicators (shown below in section 4.9) which are predominantly forward looking. One debt performance indicator is where the average portfolio rate of interest is compared to an appropriate average available such as the average PWLB Debt for Welsh and UK Local Authorities.

4.6.2 The average long term borrowing rate for 2016-17 and at 31 March 2017 was 4.69% (the same rate as at 31 March 2016) and 80% of this was made up of Public Works Loan Board (PWLB) loans with an average rate of 4.70% (the same rate as at 31 March 2016). Comparable performance indicators are shown below:-

Bridgend CBC Average Rate of PWLB Debt at 31-03-17	All Welsh Local Authorities Average Rate for outstanding PWLB Debt at 31-03-17	All UK Local Authorities Average Rate for outstanding PWLB Debt at 31-03-17
4.70%	4.86%	4.24%
	-0.16%	+0.46%

4.6.3 The average rate on investments for 2016-17 was 0.49% and at 31 March 2017 was 0.55% (compared to 0.45% for 2015-16 and 0.67% at 31 March 2016). Comparable performance indicators for benchmarking purposes set in the Treasury Management Strategy 2016-17 were the average 1 month LIBID



(London Inter Bank Bid) rate and the average Bank Rate. The tables below show the investments average interest rate for 2016-17 and the actual rate as at 31 March 2017 compared favourably against these two benchmarking rates:-

<b>Bridgend CBC Average Rate of Return on Investments 2016-17</b>	<b>Average 1 month LIBID (London Inter-Bank Bid rate) 2016-17</b>	<b>Average Bank Rate 2016-17</b>
<b>0.49%</b>	0.22%	0.34%
	<b>+0.27%</b>	<b>+0.15%</b>
<b>Bridgend CBC Average Rate of Return on Investments as at 31-03-17</b>	<b>1 month LIBID (London Inter-Bank Bid rate) as at 31-03-17</b>	<b>Bank Rate as at 31-03-17</b>
<b>0.55%</b>	0.13%	0.25%
	<b>+0.42%</b>	<b>+0.30%</b>

4.6.4 Also as shown below, the Council's 2016-17 average rate of return on investments at each quarter end was more favourable compared to the average of Arlingclose Welsh Local Authority clients:

<b>2016-17</b>	<b>Bridgend CBC Average Rate of Return on Investments</b>	<b>Arlingclose Welsh Local Authorities Clients Average Rate of Return on Investments</b>
<b>31-03-17</b>	<b>0.55%</b>	0.34%
<b>31-12-16</b>	<b>0.51%</b>	0.32%
<b>30-09-16</b>	<b>0.51%</b>	0.46%
<b>30-06-16</b>	<b>0.58%</b>	0.51%

## **4.7 Review of the Treasury Management Strategy 2016-17**

4.7.1 CIPFA's Code of Practice for Treasury Management requires all local authorities to conduct a mid-year review of its treasury management policies, practices and activities. As a result of this review it was not deemed necessary to make any major changes to the Treasury Management Strategy 2016-17.

## **4.8 Reporting Arrangements 2016-17**

4.8.1 CIPFA's Code of Practice for Treasury Management requires that the Council reports on its treasury management as an annual strategy and plan in advance of the year, a mid-year review and an annual outturn report to Council. Quarterly monitoring reports are also produced and reported to Cabinet as Information Reports. The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies

and practices to Cabinet, and for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's Treasury Management Strategy and CIPFA's Standard of Professional Practice on Treasury Management.

- 4.8.2 In addition to the Code of Practice, the Welsh Government has issued Guidance on Local Government Investments which require local authorities to report their Annual Investment Strategy.
- 4.8.3 To ensure effective scrutiny of treasury management in accordance with the Treasury Management Strategy, Audit Committee has been nominated to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies. Audit Committee received training in June 2017 to assist them in their function of scrutinising treasury management, with particular emphasis on investment options available to the Council and Elected Members were also invited to attend.
- 4.8.4 During the 2016-17 financial year, in addition to the regular treasury management reports to Cabinet and Council, Audit Committee received the Annual Treasury Management Report 2015-16 in June 2016, the Half Year Treasury Management Report 2016-17 in November 2016, the Treasury Management Strategy (TMS) 2017-18 in January 2017 and the Annual Outturn Report in June 2017.

#### **4.9 Treasury Management & Prudential Indicators 2016-17**

- 4.9.1 The Treasury Management Code and Prudential Code require the Council to set and report on a number of Treasury Management and Prudential Indicators. Details are shown in **Appendix A** of the estimated indicators for 2016-17 as detailed in the Treasury Management Strategy (TMS) 2016-17 approved by Council 10 March 2016, the revised projection (where applicable) as set out in the Treasury Management Strategy 2017-18 approved by Council 1 March 2017, and the actual indicators for 2016-17.
- 4.9.2 In 2016-17, the Council operated within the treasury limits and Treasury Management and Prudential Indicators as set out in the agreed Treasury Management Strategy 2016-17.

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

- 5.1 As required by Financial Procedure Rule 17.3 within the Council's Constitution, all investments and borrowing transactions have been undertaken in accordance with the Treasury Management Strategy 2016-17 as approved by Council.

## **6. Equality Impact Assessment**

6.1 There are no equality implications.

## **7. Financial Implications**

7.1 The financial implications are reflected within the report.

## **8. Recommendation**

8.1 It is recommended that Council:

- Approve the treasury management activities for 2016-17;
- Approve the actual Treasury Management and Prudential Indicators for 2016-17.

**Randal Hemingway**  
**Head of Finance & Section 151 Officer**  
**28 July 2017**

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Loans & Investment Officer

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### **Background documents:**

Treasury Management Strategy 2016-17  
Treasury Management Strategy 2017-18

## 1. Treasury Management Indicators 2016-17

- 1.1 The following indicators (which are forward looking parameters) form part of the CIPFA Code of Practice on Treasury Management. They enable the Council to measure and manage its exposure to Treasury Management risks.

The Council needs to set the upper limits to its **Interest Rate Exposure** for the effects of changes in interest rates. There are two treasury management indicators relating to both fixed interest rates and variable interest rates. These limits have been calculated with reference to the net outstanding principal sums and are set to control the Council's exposure to interest rate risk and are shown in the table below. The Section 151 Officer managed interest rate exposure between these limits during the year and as shown below the net borrowing position for fixed and variable rates was within the limits set.

No.	Interest Rate Exposure	TMS 2016-17  £m	Revised Projection TMS 2017-18  £m	Actual Outstanding  31-03-17  £m
	Total Projected Principal Outstanding on Borrowing 31 March 2017	96.87	96.87	<b>96.87</b>
	Total Projected Principal Outstanding on Investments 31 March 2017	12.00	30.00	<b>33.75</b>
	<b>Net Principal Outstanding</b>	<b>84.87</b>	<b>66.87</b>	<b>63.12</b>
1.	<b>Upper Limit on fixed interest rates (net principal) exposure</b>	140.00	n/a	
2.	<b>Upper Limit on variable interest rates Exposure (net principal) exposure</b>	50.00	n/a	
	<b>Fixed interest rate Exposure (net principal) 31-03-17</b>			<b>49.12</b>
	<b>Variable interest rate Exposure (net principal) 31-03-17</b>			<b>14.00</b>

- 1.2 A further indicator for Treasury Management measures the **Maturity Structure of Borrowing** and is the amount of projected borrowing that is fixed rate, maturing in each period as a percentage of total projected fixed rate borrowing. This indicator is set to control the Council's exposure to refinancing risk and has been set to allow for the possible restructuring of long term debt where this is expected to lead to an overall saving or reduction in risk.

No.	Maturity structure of fixed rate borrowing during 2016-17	TMS 2016-17 Upper limit	TMS 2016-17 Lower limit	Actual Outstanding 31-03-17
3.	Under 12 months	50%	0%	19.87%
	12 months and within 24 months	25%	0%	0.00%
	24 months and within 5 years	50%	0%	0.00%
	5 years and within 10 years	60%	0%	12.47%
	10 years and above	100%	40%	67.66%

The 19.87% in the table above relates to £19.25 million Lender's Option Borrower's Option (LOBO) loans which may be re-scheduled in advance of their maturity date of 2054, as detailed in section 1. The Code requires the maturity of LOBO loans to be shown as the earliest date on which the lender can require payment, i.e. the next call date after 31 March 2017 which is July 2017, however, the lender is not expected to exercise this option due to current low interest rates and the Council is not anticipating that this will occur during 2017-18 so the maturity date is actually uncertain but is shown in the "Under 12 months" category as per the Code.

- 1.3 The **Upper Limit for Total Principal Sums invested over 364 days** indicator controls the amount of longer term investments which mature beyond the period end. This is set to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments.

No.		TMS 2016-17 £m	Actual Principal Invested During 2016-17 £m
4.	<b>Upper Limit for Total Principal Sums Invested for more than 364 days</b>	15	4

The actual for all three treasury management indicators above are within the accepted range.

## 2. Prudential Indicators 2016-17

The Prudential Indicators are required to be set and approved by Council in accordance with CIPFA's Prudential Code for Capital Finance in Local Authorities.

Council is required to formally adopt CIPFA's Treasury Management Code and the revised edition of the 2011 code was adopted by Council on 22 February 2012.

## 2.1 Prudential Indicators for Prudence

2.1.1 The following Prudential Indicators are based on the Council's capital programme which is subject to change. The Council's capital expenditure plans are summarised below and this forms the first prudential indicator for Prudence. The total capital expenditure was funded from capital grants and contributions, capital receipts and revenue with the remainder being the **Net Financing Need for the Financial Year** to be met from borrowing.

No.	Prudential indicators For Prudence 2016-17	Estimate TMS 2016-17 £m	Revised Projection TMS 2017-18 £m	Actual 2016-17 £m
1	<b>Estimates of Capital Expenditure (Non-HRA)</b>	43.55	26.90	<b>18.27</b>
	<b>Total Capital Expenditure</b>	<b>43.55</b>	<b>26.90</b>	<b>18.27</b>
	<b>Financed by :-</b>			
	Capital Grants and Contributions	12.55	12.12	<b>9.96</b>
	Capital Receipts	17.20	6.86	<b>2.29</b>
	Revenue contribution to Capital	7.46	3.29	<b>2.11</b>
	<b>Net Financing Need for Year</b>	<b>6.34</b>	<b>4.63</b>	<b>3.91</b>

The capital expenditure figures have changed from the Treasury Management Strategy 2016-17 as the capital programme approved by Council on 10 March 2016 has been amended to include new approved schemes and to incorporate slippage of schemes identified as part of the capital monitoring which has resulted in a decrease in the Net Financing Need for 2016-17.

2.1.2 The second Prudential Indicator is the **Capital Financing Requirement (CFR)** for the Council and is shown in the table below. This shows the total outstanding capital expenditure that has not been funded from either revenue or other capital resources. It is derived from the actual Balance Sheet of the Council. It is essentially a measure of the underlying need to finance capital expenditure and forms the basis of the charge to the Council Fund under the Prudential Code system.

The process for charging the financing of capital expenditure to revenue is a statutory requirement and is called the Minimum Revenue Provision (MRP). The actual MRP charge needs to be prudent and the methodology is detailed in the Council's MRP policy in the TMS 2016-17. The MRP requirement for the PFI Scheme and the Innovation Centre will be equivalent to the write down of the liability for the year and is met from existing budgets. Directorates who receive Council approval for capital schemes via Unsupported Borrowing, make annual contributions to the capital costs of their schemes and this is known as Voluntary Revenue Provisions (VRP) or additional MRP.

No.	Prudential indicators For Prudence	Estimate TMS 2016-17  £m	Revised Projection TMS 2017-18  £m	Actual 2016-17  £m
<b>2</b>	<b>Capital Financing Requirement (CFR)</b>			
	Opening CFR (1 April 2016) adjusted excluding PFI & other liabilities	155.44	154.82	154.82
	Opening PFI CFR	18.79	18.79	18.79
	Opening Innovation Centre	0.72	0.72	0.72
	Opening HALO	0.84	-	-
	Opening Coychurch Crematorium	-	0.13	0.13
	<b>Total Opening CFR</b>	<b>175.79</b>	<b>174.46</b>	<b>174.46</b>
	Movement in CFR excluding PFI & other liabilities	(0.18)	(4.18)	(5.75)
	Movement in PFI CFR	(0.55)	(0.55)	(0.55)
	Movement in Innovation Centre CFR	(0.05)	(0.05)	(0.05)
	Movement in HALO CFR	(0.12)	-	-
	Movement in CREM CFR		(0.05)	(0.05)
	<b>Total Movement in CFR</b>	<b>(0.90)</b>	<b>(4.83)</b>	<b>(6.40)</b>
	<b>Closing CFR (31 March 2017)</b>	<b>174.89</b>	<b>169.63</b>	<b>168.06</b>
	Movement in CFR represented by :-			
	Net Financing Need for Year (above)	6.34	4.63	3.91
	Minimum and Voluntary Revenue Provisions*	(7.24)	(9.46)	(10.31)
	<b>Total Movement</b>	<b>(0.90)</b>	<b>(4.83)</b>	<b>(6.40)</b>

\*Minimum Revenue Provision (MRP) and Voluntary Revenue Provision (VRP) represent the revenue charge for the repayment of debt and include MRP for the Public Finance Initiative (PFI) and the Innovation Centre

## 2.2 Limits to Borrowing Activity

2.2.1 The Council's long term borrowing at the 31 March 2017 was £96.87 million as detailed above in section 1, the Treasury Position. External Borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. Because the Council has an integrated Treasury Management Strategy there is no association between individual loans and particular types of expenditure. Therefore, the Capital Financing Requirement and actual external borrowing can be very different especially when a Council is using Internal Borrowing as highlighted in paragraph 4.4.3 in the main report

The **Gross Debt** position (Borrowing and Long Term Liabilities) is shown below.

## APPENDIX A

No.	Prudential indicators For Prudence Gross Debt 2016-17	Estimate TMS 2016-17  £m	Revised Projection TMS 2017-18  £m	Actual Outstanding 31-03-17  £m
3	External Borrowing	96.87	96.87	96.87
	Long Term Liabilities (including PFI)	22.49	21.77	21.77
	<b>Total Gross Debt</b>	<b>119.36</b>	<b>118.64</b>	<b>118.64</b>

2.2.2 Within the Prudential Indicators, there are a number of key indicators to ensure the Council operates its activities within well-defined limits. One key control is to ensure that over the medium term, debt will only be for a capital purpose. The Council needs to ensure that the external debt does not, except in the short term, exceed the Capital Financing Requirement for 2016-17. The table below shows that the Council has complied with this requirement.

No.	Prudential indicators For Prudence 2016-17	Estimate TMS 2016-17  £m	Revised Projection TMS 2017-18  £m	Actual Outstanding 31-03-17  £m
4	<b>Gross Debt &amp; the CFR</b>			
	Total Gross Debt	119.36	118.64	118.64
	Closing CFR (31 March)	<b>174.89</b>	<b>169.63</b>	<b>168.06</b>

2.2.3 A further two Prudential Indicators detailed below control the Council's overall level of debt to support Capital Expenditure and were well within the limit set:

**The Authorised Limit** for External Debt – this represents the limit beyond which borrowing is prohibited. It reflects a level of borrowing that could not be sustained even though it would be affordable in the short term. It needs to be set and approved by Members.

**The Operational Boundary** for External Debt – this is not an actual limit and actual borrowing can vary around this boundary during the year. It is based on the probable external debt during the course of the year.



No	Prudential indicators For Prudence	TMS Limit 2016-17 £m	Actual 31-03-17 £m
<b>5</b>	<b>Authorised limit for external debt -</b>		
	Borrowing	140	
	Other long term liabilities	30	
	<b>Total</b>	<b>170</b>	
<b>6</b>	<b>Operational Boundary</b>		
	Borrowing	105	
	Other long term liabilities	25	
	<b>Total</b>	<b>130</b>	
	<b>Borrowing</b>		<b>96.87</b>
	<b>Other long term liabilities</b>		<b>21.77</b>
	<b>Total</b>		<b>118.64</b>

## 2.3 Prudential Indicators for Affordability

2.3.1 The Prudential Code Indicators Numbered 1 to 6 above cover the overall controls on borrowing and financing of capital expenditure within the Council. The second suite of indicators detailed below assesses the affordability of capital investment plans and the impact of capital decisions on the Council's overall finances.

The **Ratio of Financing Costs to Net Revenue Stream** indicator demonstrates the trend in the cost of capital against the Total Revenue amount to be met from local taxpayers and the amount provided by WG in the form of Revenue Support Grant. The estimates of capital financing costs include interest payable and receivable on Treasury Management activities and the Minimum Revenue Provision charged to the Comprehensive Income and Expenditure Statement. The revenue stream is the amount to be met from government grants and local taxpayers. The projection has increased from the TMS estimates mainly due to additional MRP repaid in 2016-17 to repay unsupported borrowing early which will result in revenue savings in future years.

No.	Prudential Indicators for Affordability 2016-17	Estimate TMS 2016-17	Revised Projection TMS 2017-18	Actual 2016-17
7.	<b>Ratio of Financing Costs to Net Revenue Stream</b>	5.24%	5.76%	<b>6.05%</b>

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

06 SEPTEMBER 2017

#### REPORT OF THE DEMOCRATIC SERVICES COMMITTEE

#### ACHIEVING THE WELSH LOCAL GOVERNMENT ASSOCIATION (WLGA) CHARTER FOR MEMBER SUPPORT & DEVELOPMENT

##### 1. Purpose of Report.

- 1.1 To consider proposals for the Authority to achieve the WLGA Charter for Member Support & Development.

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

- 2.1 The support provided to Elected Members assists in the achievement of all the Corporate Priorities.

1. **Supporting a successful economy** – taking 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.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, 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.

##### 3. Background.

###### 3.1 What is the Charter?

- 3.1.1 Elected Members today face increasing challenges. Under the modernisation agenda, there are heightened expectations on them to undertake a diversity of roles ranging from that of community leader to their special responsibilities within the Council. Throughout Wales, authorities are striving to provide the best possible support for their members to enable them to meet these challenges. This takes the form of skill and knowledge development, support facilities, and support services.
- 3.1.2 The Welsh Local Government Association has a long history of working with authorities to help them develop these activities. To provide structure to the national programme of support, the Wales Charter for Member Support and Development was developed collaboratively by the Association, Elected Members representing each of the political groups and member support officers from each authority.

3.1.3 The Charter aims to provide a broad framework for local planning, self-assessment, action and review together with networking and comparison amongst authorities and the sharing of good and innovative practice. Its wide adoption has raised the overall amount and standard of support given to members in Wales.

3.1.4 There are 2 levels of award with the first level normally requiring to be achieved before progressing to the next level:

1. (Standard) Charter Award
2. Advanced Charter Award

3.1.5 The following local authorities currently hold the Charter and Advanced Charter awards:

(Standard) Charter Award

1. Pembrokeshire Coast National Park Authority
2. Snowdonia National Park Authority
3. Blaenau Gwent County Borough Council
4. Caerphilly County Borough Council (Renewed)
5. Mid and West Wales Fire and Rescue Authority (Renewed)
6. Caerphilly County Borough Council
7. Powys County Council

Advanced Charter Award

8. Rhondda Cynon Taf County Borough Council
9. Brecon Beacons National Park Authority

3.1.6 The Charter is awarded for a period of three years after which an authority is able to relinquish, maintain or improve its charter status. There is no requirement to wait the full 3 year period between achieving the (Standard) Charter Award before progressing to the Advanced Charter Level.

3.2 The Good Practice and Innovation Award for Member Support and Development is an award which seeks to recognise and share excellent or innovative practice in member support and development. The award aims to recognise activities that have demonstrably improved practice in Wales. The following Authorities achieved the Good Practice and Innovation Award:

- Caerphilly County Borough Council - 2016
- Bridgend County Borough Council - 2013
- Rhondda Cynon Taf County Borough Council - 2013

3.3 The Local Government (Wales) Measure 2011 introduced legislative requirements for corporate governance and member support and development. Therefore, the Charter criteria were further developed to enhance and enable these legal requirements.

3.3.1 The assessment for each award has been updated as follows:

3.3.2 The (Standard) **Charter Award** is a self assessment undertaken by the Authority, documented and submitted to the WLGA, who will review the submission and determine whether to make the award. The (Standard) Charter Award is designed

to establish that an essential range of support and development arrangements are in place, monitored and recorded.

3.3.3 The **Advanced Charter Award** is a further self assessment, documented and submitted to the WLGA in the same way as the (Standard) Charter Award submission. It is further underpinned by a peer assessment including a site visit undertaken by officers, and member peers from Wales and England. The Advanced Charter is designed to recognise that the arrangements required for the Charter are working effectively.

3.4 Bridgend County Borough Council was awarded the WLGA (Standard) Charter Award in 2010. The Authority's charter status was not renewed in 2013 but following the Local Government Elections it is considered relevant to request the views on renewal from the new administration.

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

4.1 There are a number of factors which should be considered when determining the most suitable option for this Authority to undertake in respect of the WLGA Charter for Member Support and Development.

#### 4.2 Benefit of Achieving the WLGA Charter for Member Support and Development

4.2.1 There are two primary benefits of achieving the WLGA Charter:

1. The Auditors, Inspectors, Regulators (AIRs) have acknowledged that a Council which has achieved the Charter has Elected Members who are aware of key topics, are provided with development opportunities to broaden their knowledge and skills, have a good understanding of their roles and responsibilities and are more likely to make more informed decisions.
2. That all Elected Members of the Authority have the confidence that the support and development provided to them is of a high standard when measured against a nationally recognised standard.

#### 4.3 Introduction of the Local Government (Wales) 2011 Measure




4.3.1 Since Bridgend's successful achievement of the (Standard) Charter Award the Local Government (Wales) Measure has been introduced which further enhanced the support and development of Elected Members. This was then reflected in the criteria for the achievement of the WLGA Charter.

#### 4.4 Newly Elected Members

4.4.1 At the Local Government Elections in 2017, 29 new councillors were elected to Bridgend County Borough Council. This is a significant number of new members (approximately 54%) who initially may have had a limited knowledge of the local authority or their role as a councillor. The Elected Member Induction Programme has already provided a significant element towards the achievement of the Charter.

## 4.5 Meeting the Requirements

4.5.1 The full criteria for the achievement of the WLGA Charter for Member Support and Development at Standard and Advanced level is shown at **Appendix 1**. An assessment has been undertaken for each of the main criteria that form the standard award and have been categorised as follows:

Green		-	Few or minimal changes to established processes
Amber		-	Some changes with an element of significant change to existing processes and activities
Red		-	Significant change to existing processes and activities or the introduction of new processes or activities

4.5.2 The following table shows the initial assessment of the implications of achieving the Charter at Standard level:

	Topic	Standard	Clarification	Status
A1	<b>Members are supported with role descriptions.</b>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Leader</li> <li>• Deputy Leader</li> <li>• Cabinet Members</li> <li>• Scrutiny members</li> <li>• Scrutiny Chairs</li> <li>• Scrutiny Co-optees</li> <li>• Chairs of statutory committees</li> <li>• Chairs of area committees</li> <li>• Chair of the Audit Committee</li> <li>• Members of Audit Committee</li> <li>• Chair of Democratic Services</li> <li>• Member of Democratic Services</li> <li>• Ward Member, including community leadership and case work</li> <li>• Chair of Standards committee</li> <li>• Member of Standards Committee</li> <li>• Leader of the Opposition</li> <li>• Member Champion</li> </ul> <p>Guidance is provided to members on their role on outside bodies.</p>	<p><b>What does adopted mean?</b></p> <p>Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them.</p> <p>What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and</li> <li>▪ The Model Role description for a</li> </ul>	<p><b>Amber</b></p> <p>Role Descriptions currently exist but a review of them is required and then submission to Council for approval and adoption.</p>

	Topic	Standard	Clarification	Status
			<p>Scrutiny Co optee Appendix A local Government (Wales) Measure 2011</p> <p><b>Outside Bodies</b> Where members are responsible for formally representing the Authority or making decisions that could impact on the Authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.</p>	The WLGA provides general guidance for appointment to outside bodies. This will be supplemented by a reporting and monitoring process for members appointed to outside bodies being established with Group Leaders.
A2	<b>Members are supported in undertaking their duties according to high standards of conduct.</b>	All members are provided with training and development in the detail of the Members Code of conduct, taking into account any changes in the model or local codes as they emerge.	<p><b>What can be interpreted as training and development?</b> Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&amp;A sessions.</p>	<p><b>Green</b></p> <p>All Members must attend a Code of Conduct briefing from the Monitoring Officer</p>
A3	<b>Members are supported in understanding their roles and responsibilities as set out in the Constitution.</b>	<p>All members have received training on and understand the contents of the Constitution, including:</p> <ul style="list-style-type: none"> <li>the roles, responsibilities and limits to the roles of committees</li> <li>the role of individual members and officers</li> <li>Member/officer protocols</li> <li>meeting practice</li> <li>standing orders</li> </ul>	<p>Training has been made available to all members and take up of this has been high.</p> <p>The Constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs,</p>	<p><b>Amber</b></p> <p>Members are provided with an overview of these topics during the induction period although some additional briefing notes may need to be provided.</p>

	Topic	Standard	Clarification	Status
		<ul style="list-style-type: none"> <li>rules of debate</li> </ul>	support officers and regular/key participants. Role descriptions may be in the Constitution or as a separate document but should be formally adopted and valued.	
B1	<b>A member learning and development strategy has been adopted.</b>	<p>A local member development strategy is in place. The strategy sets out the approach that the Authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> <li>a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members.</li> <li>a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> <li>a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>		<p><b>Amber</b></p> <p>An Elected Member Learning and Development Strategy is in place but it needs to be reviewed and then reported to Council for approval and adoption. The process providing for personal development plans and analysis of training needs is in place but requires the commitment from Council</p>
B2	<b>Arrangements are in place for <u>all</u> members to be offered a PDR.</b>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>based on role descriptions</li> <li>contribute to personal development plans</li> <li>are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance</li> <li>are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary.</li> </ul>	<p><b>What is a PDR?</b></p> <p>An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or</p>	<p><b>Red</b></p> <p>Previously this was undertaken by a peer review process conducted within Political Groups. The process will need to be agreed with group Leaders and rolled out to all Members.</p>



	Topic	Standard	Clarification	Status
		<p><b>Note.</b> although the Measure does not require the Leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> feed into a personal development plan held by the member with the required development activities and also be recorded by the Authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p> <p><u>Anyone</u> conducting reviews should have received training in their purpose and methodology.</p>	
B3	<p><b>A development programme for councillors is in place with a mechanism for its annual review.</b></p> <p><b>All councillors are made aware of, guided to and are able to access the development activities equally.</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and</p>	<p><b>Green</b></p> <p>The member development programme is updated by the Head of Democratic Services on a regular basis and circulated to all members for information.</p> <p>It is a rolling programme which includes at least the next 3 months of activities to ensure that the programme has an element of flexibility.</p>

	Topic	Standard	Clarification	Status
			<p>directors/service heads.</p> <p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>	
B4	<b>Prospective candidates, candidates and new members are informed of their role and responsibilities.</b>	<ul style="list-style-type: none"> <li>▪ The Council uses the national guidance and support materials available for candidates and prospective candidates.</li> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p><b>What is the national Guidance?</b> This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the</p>	<p><b>Green</b></p> <p>Prospective councillor sessions have been held in 2011 and in 2016.</p> <p>Induction packs are issued to Councillors immediately after they are elected which includes the induction programme for their first 3 months in office.</p>

	Topic	Standard	Clarification	Status
			<p>base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	
B5	<b>Development activities are relevant and of high quality.</b>	Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals and committees. The Authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.	<p><b>What are appropriate styles and settings?</b> A mix of for example formal/informal group/individual, interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement.</p> <p>Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.</p>	<p><b>Green</b></p> <p>The Head of Democratic Services sources appropriate learning activities and considers the benefits of activities being provided internally, externally or collaboratively. He works with partners to determine whether the activities can be delivered locally regionally or nationally and monitors the evaluation of the activities to ensure that they are of a high standard.</p> <p>The Head of Democratic services is also working with Officers and partners to enhance the quality and availability of e-learning facilities.</p>
B6	<b>There is a clear responsibility for leading the programme, driving the strategy</b>	The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development. Individual	This role should be undertaken by the Democratic Services Committee and its chair or other appropriate such as	<p><b>Green</b></p> <p>The Democratic Services Committee and its Chairperson</p>

	Topic	Standard	Clarification	Status
	<b>and monitoring the outcomes.</b>	members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation.	a member support and development working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme.	supported by the Head of Democratic provides the direction for Member support and Development activities.
B7	<b>Resources are identified and provided for member development.</b>	Dedicated resources are identified and provided for member development activities.  The Authority provides the “reasonable level” of development required by the Measure.	<b>How dedicated is dedicated?</b> Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.	<b>Green</b>  Dedicated Resources are in place for Member Development
B8	<b>Members are offered the opportunity to be mentored by member peers.</b>	The Authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	The Authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer “buddies” The Authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.	<b>Red</b>  A Member Mentoring scheme was previously provided within this Authority. This can be re-instated to enable support to be provided to any New Members elected during the remainder of this term of office
C1	<b>Officer support is provided for member development, support and scrutiny.</b>	Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work.	Officer support should be provided for every council meeting and committee.	<b>Green</b>  Officer support is provided in committees and Members

	Topic	Standard	Clarification	Status
		<p>Overview and Scrutiny committees have dedicated support from officers who can provide impartial research, support and advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>Systems should be in place to support members in non Party Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.</p> <p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>	<p>are supported in their casework.</p> <p>The Authority has dedicated scrutiny support</p>

	Topic	Standard	Clarification	Status
C2	<b>Arrangements made for the business of the Council are flexible and enable members to participate fully regardless of personal circumstances</b>	A review of the arrangements for council business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.	Authorities should have undertaken a review in line with Measure guidance i.e at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.	<b>Green</b> A survey of meeting times has been undertaken and the outcomes implemented from 01 Sep 17
C3		Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.		<b>Green</b> The BCBC Constitution reflects the councils position on remote attendance
C3	<b>Contact management and communication</b>	Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.	These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by	<b>Green</b> The Member Referrals system covers this requirement and advice can be sought from officers regarding stakeholder contacts

	Topic	Standard	Clarification	Status
			or on behalf of the council.	
C4	<b>Annual reports</b>	The Authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure.	Members are provided with support and guidance on using the authority's systems.	<b>Amber</b> This process is in place but needs a commitment for members to provide the reports when needed
C5	<b>Personal support for members</b>	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	<b>Green</b> HR and Democratic Services officers provide this support
D1	<b>D1. All members are provided with adequate access to ICT.</b>	<ul style="list-style-type: none"> <li>▪ Members are provided with the equipment, or connectivity required to undertake their role.</li> <li>▪ Basic training is provided in its use and help desk facilities are available.</li> <li>▪ Members are able to communicate with the council and the public electronically.</li> </ul>	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p>	<b>Green</b> This requirement is provided by ICT department and training is being provided
		<ul style="list-style-type: none"> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc.</li> <li>▪ Members are provided with support to enable them to</li> </ul>		

	Topic	Standard	Clarification	Status
		remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure).	All council agendas and meeting papers are provided electronically.	<b>Green</b> The BCBC Constitution reflects the councils position on remote attendance
D2	<b>Information resources are provided</b>	A central collection of information dedicated to member needs is provided as part of the information and research support available to members.	An up to date and regularly revised collection of information resources is available specifically for members.  This contains agendas, minutes, training opportunities, links to web resources and access to performance data.  Members are informed about the information that is available.	<b>Green</b> Committee agenda minutes and report are available on the intranet/internet and on Modern.gov  Training information is centralised on the learning and development website with other information being available on the intranet
D3	<b>D3. Facilities for members to work in the Council are available.</b>	Member needs have been reviewed and where required the following are provided: <ul style="list-style-type: none"> <li>▪ Shared areas for example for each political group.</li> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	The needs of members must have been assessed.  Rooms must be available but not necessarily permanently dedicated.	<b>Green</b> The Members Room and Member meeting room support

#### 4.6 The cost of achieving the WLGA Charter

4.6.1 Although there is no direct financial cost of applying for the WLGA Charter there are some indirect costs. These include:



- The translation cost of Annual reports for publication on the web. The average number of words used in Annual Reports in 2015-16 was 650. With minor modifications to the Annual Report template and better use of the electronic data currently provided on the BCBC web site the total number of words for translation for each Annual Report could be reduced to 500 words. This would then cost approximately £25 to translate each report for publication. The translation cost for all Elected Member Annual Reports would be £1350 each year.
- Training would need to be provided by Democratic Services Officers to all Elected Members in respect of:
  - Annual Reports
  - Personal Development Reviews

The officer time and resources to facilitate training sessions on these topics in addition to their existing workload may have an impact on the other services being provided to Elected Members. This cost can be reduced by ensuring maximum attendance of Elected Members at the planned training events negating the need for multiple mop-up training sessions

- External Agencies would be required for providing training in topics including Member Mentoring and potentially some ICT training for those topics unable to be delivered by the Authority's ICT Department. This training cost would be met from the member development budget.
- The workload of the Democratic Services Officers will increase in order to prepare process reviews, reports for the Democratic Services Committee and Council in preparation for any Charter submission. There will also be an increase in the administration undertaken by Democratic Services Officers to support the Charter processes which may impact their normal support duties. The Charter submission documentation will also require the collation and presentation of supporting evidence by Democratic Services Officers.

4.6.2 There is a significant commitment in time and resources for all political groups, senior salary holders and individual members. Much of the structure and many of the processes necessary to achieve the Charter are already in place or only require minor updates. The achievement of the Charter will be predominantly the responsibility of each and every Elected Member of the Authority.

#### 4.7 Timescales

4.7.1 The provisional timescales which are expected to be met in order to achieve the submission by the Authority for the WLGA (Standard) Charter in 2018 are as follows:

	Officers	Democratic Services Committee	Council	Elected members
Review and approve the Elected Member Learning & Development Strategy	20 Oct 17	02 Nov 17	29 Nov 17	

	Officers	Democratic Services Committee	Council	Elected members
Review and approve the Elected member Role Descriptions	20 Oct 17	02 Nov 17	20 Dec 17	
Update Annual Report Template and complete appropriate training	31 Oct 17			31 Dec 17
Agree PDR process with group leaders and complete training	31 Dec 17			31 Mar 18
Identify and train potential Elected Member Mentors	30 Apr 18			31 May 18
Complete and translate Elected Member Annual reports	30 Jun 18			31 May 18
Complete PDRs				30 Jun 18
Prepare relevant documents for Charter Submission	7 Sep 17 to 30 July 18			
Planned Submission date	31 July 18			
Response date	01 Sep 18 approx			

#### 4.7 Potential Options

4.7.1 The following options regarding the WLGA Charter for Member Support & Development have been considered:

Option 1 **Do nothing**

The Authority currently follows a number of the processes and procedures needed to meet the Charter requirements. However the do nothing option would prevent any additional commitment in terms of financial or other resources in respect of Elected Members and Democratic Services.

Option 2 **Re-apply for Standard Level Charter Status in 2018 and remain at that level**

This option would provide the opportunity to make the required changes in the processes and culture in Bridgend to regain Charter Status. It would allow the new members to be fully involved in all the activities required to achieve the (Standard) Charter Award without the further significant commitment needed to achieve the Advanced Charter Award.

Option 3 **Re-apply for Standard Level Charter Status in 2018 followed by Advanced Level Charter in due course.**

This option would provide the opportunity to make the required changes in the processes and culture in Bridgend to regain Charter Status. It would allow the new members to be fully involved in all the activities required to achieve the (Standard) Charter Award and provide time to consider the implications of the requirements for an Advanced Charter submission at a later date.

4.7.2 These options were considered by the Democratic Services Committee on 13 July 2017 and they determined that a report with a recommendation to re-apply for Standard Level Charter Status in 2018 and remain at that level (option 2) be made to Council.

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

5.1 There is no effect on the Policy Framework and Procedure Rules.

## **6. Equality Impact Assessment**

6.1 There are no equality implications in respect of this report.

## **7. Financial Implications**

7.1 As outlined in paragraph 4.6 of the report the cost of translation for the publication of Annual Reports is estimated to be approximately £1350 per year based on 54 Annual reports with 500 words in each report which will be met from existing budgets.

7.2 The cost of external training providers would be met from the existing Member Development budget.

7.3 Some additional costs to support the charter submission are likely to be incurred during this financial year which will be met from existing budgets.

## **8. Recommendation.**

It is recommended that Council:

8.1 Note the content of the report and the recommendation of the Democratic Services Committee as set out in 4.7.2 above;

8.2 Approve application for the Welsh Local Government Charter for Member Support and Development (Standard Level) in 2018 and remain at that level (Option 2).

**GP JONES**  
**Head of Democratic Services**  
**06 August 2017**

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**Background documents** – None

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WLGA • CLILC

# The Wales Charter for member Support and Development

## The Criteria and Assessment Process



## What is the Charter?

Elected members today face increasing challenges. Under the modernisation agenda, there are heightened expectations on them to undertake a diversity of roles ranging from that of community leader to their special responsibilities within the Council. Throughout Wales, authorities are striving to provide the best possible support for their members to enable them to meet these challenges. This takes the form of skill and knowledge development, support facilities, and support services.

The Welsh Local Government Association has a long history of working with authorities to help them develop these activities. To provide structure to the national programme of support, the Wales Charter for Member Support and Development was developed collaboratively by the Association, members representing each of the political groups and member support officers from each authority.

The Charter aims to provide a broad framework for local planning, self-assessment, action and review together with networking and comparison amongst authorities and the sharing of good and innovative practice. Its wide adoption has raised the overall amount and standard of support given to members in Wales.

The Local Government (Wales) Measure 2011 has introduced legislative requirements for corporate governance and member support and development. Therefore in 2012 the Charter criteria were developed to enhance and enable these legal requirements. For example, the Measure requires Personal Development Reviews to be provided to members on request. The Charter requires members to be provided with role descriptions which support the Personal Development Reviews. Members and support officers have worked with the WLGA to make changes. These new criteria are the result of this work.

A list of authorities and their award status is available on the WLGA website

## The Assessment Process

Authorities should apply for the Charter followed by the Advanced Charter. These awards need to be renewed every three years.

Assessment for the **Charter** is a self-assessment undertaken by the Authority and submitted to the WLGA who review the submission and make the award. The Charter is designed to establish that an essential range of support and development arrangements are **in place**. To make a submission, authorities should complete the self assessment pro-forma at appendix 1 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence.

Assessment for the **Advanced Charter** is a peer assessment including a site visit undertaken by officers, and member peers. The Advanced Charter is designed to recognise that the arrangements required for the Charter are **working effectively**. To make a submission, authorities should contact the WLGA to agree timescales and complete the submission pro-forma at appendix 2 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence. The WLGA will arrange a peer assessment visit following the submission where officers and members of the authority will have an opportunity to discuss approaches and experiences with the review team.

**Reassessments** at both Charter and Advanced Charter level are assessed through written submission only.

## **The Good Practice and Innovation Award for Member Support and Development**

This award seeks to recognise and share excellent or innovative practice in member support and development to improve practice in Wales.

### **Criteria for the Award**

The award recognises excellent or innovative practice in an **aspect of** member support or development which has **demonstrably improved** the outcomes for members or the authority. This practice should be **over and above** that required for the advanced level of the Charter or outside the scope of that award. In some cases, practice will be identified through applications for Charter status, in others, through separate application.

### **Applications for the Good Practice and Innovation Award**

Should include:

- 1. A short written description** of the activity, including:
  - What is being done
  - How it is being done – including how members have been engaged in the process
  - Why it was introduced – links to personal or organisational development or the needs expressed by members for support.
  
- 2. A description of the impact on or outcomes for members** as a result of the activity. This should include quantifiable results and qualitative evidence from the authority and members.
  
- 3. Evidence for (2) above**

### **Assessment**

The Good Practice and Innovation Award will be assessed based on a review of a written submission by a WLGA peer panel.

### **Practice exchange**

On receipt of the award, the LA will be invited to make a presentation to the MSD/champions network. The submission will also be included on the WLGA website and publicised on the *Good Practice Wales* website

Self-assessment frameworks are appended to this document.

Please inform the WLGA of your intention to apply by contacting:

**Sarah Titcombe Policy and Improvement Officer (Democratic Services)**

**Email: [sarah.titcombe@wlga.gov.uk](mailto:sarah.titcombe@wlga.gov.uk) Telephone: 02920468638**

# **The Member Support & Development Charter Standard and Advanced Level Criteria**



A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Advanced Charter Expansion and Clarification
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Leader</li> <li>• Deputy Leader</li> <li>• Cabinet Members</li> <li>• Scrutiny members</li> <li>• Scrutiny Chairs</li> <li>• Scrutiny Co-optees</li> <li>• Chairs of statutory committees</li> <li>• Chairs of area committees</li> <li>• Chair of the Audit Committee</li> <li>• Members of Audit Committee</li> <li>• Chair of Democratic Services</li> <li>• Member of Democratic Services</li> <li>• Ward Member, including community leadership and case work</li> <li>• Chair of Standards committee</li> <li>• Member of Standards Committee</li> <li>• Leader of the Opposition</li> <li>• Member Champion</li> </ul>	<p><b>What does adopted mean?</b> Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and</li> <li>▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011</li> </ul> <p><b>Outside Bodies</b> Where members are responsible for formally representing the authority or making decisions that could impact on the</p>	<p>Role descriptions are available for all members covering all aspects of their role.</p> <p>Members are undertaking the responsibilities described in the role descriptions.</p> <p>Role descriptions inform the PDR process</p>	<p><b>Every</b> member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information to help members understand what is expected of them.</p> <p>All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.</p>

	Guidance is provided to members on their role on outside bodies.	authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.		
<b>2. Members are supported in undertaking their duties according to high standards of conduct.</b>	All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	<b>What can be interpreted as training and development?</b> Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.	Training is updated and delivered regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.	
<b>3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.</b>	All members have received training on and understand the contents of the constitution, including: <ul style="list-style-type: none"> <li>the roles, responsibilities and limits to the roles of committees</li> <li>the role of individual members and officers</li> <li>Member/officer protocols</li> </ul>	Training has been made available to all members and take up of this has been high.  The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate	The Constitution and related documents listed at level one change in line with requirements.	Changes include governance arrangements due to the introduction of structures to support collaborative services.

	<ul style="list-style-type: none"> <li>• meeting practice</li> <li>• standing orders</li> <li>• rules of debate</li> </ul>	document but should be formally adopted and valued.		
<b>B. Member Development</b>				
<b>B1. A member learning and development strategy has been adopted.</b>	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members.</li> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> </ul>		All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.	

	<ul style="list-style-type: none"> <li>a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>			
<p><b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</b></p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>based on role descriptions</li> <li>contribute to personal development plans</li> <li>are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance</li> <li>are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary.</li> </ul> <p><b>Note</b>, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p><b>What is a PDR?</b> An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p>	<p>The majority of members undertake PDRs regularly and at least annually according to the requirements set out in the first level. The PDR provides opportunities for members to identify the level at which development is required.</p>	<p>The outcomes effectively and regularly inform the member development strategy and programme. Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.</p>

		Anyone conducting reviews should have received training in their purpose and methodology.		
<p><b>B3. A development programme for councillors is in place with a mechanism for its annual review.</b></p> <p><b>All councillors are made aware of, guided to and are able to access the development activities equally.</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads.</p> <p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p>	<p>The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy.</p> <p>The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some <u>levelling</u> to development activities.</p>	

		The programme is designed to offer choice or variety of opportunities to attend.		
<b>B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.</b>	<ul style="list-style-type: none"> <li>▪ The Council uses the national guidance and support materials available for candidates and prospective candidates.</li> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p><b>What is the national Guidance?</b> This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<p>Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections</p> <ul style="list-style-type: none"> <li>• The candidates profile is measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections.</li> <li>• Local information is provided to candidates in addition to that available nationally.</li> </ul> <p><b>Every</b> member moving to a new role has received an induction for that role.</p>	Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.
<b>B5. Development activities are relevant and of high quality.</b>	Learning activities are provided in appropriate styles and settings based on the learning needs and styles of	<p><b>What are appropriate styles and settings?</b> A mix of for example formal/informal group/individual,</p>	Training and development is provided to a consistently high standard, commissioning	

	<p>individuals and committees. The authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.</p>	<p>interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement.</p> <p>Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.</p>	<p>and evaluation is effective and systematic.</p> <p>The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes.</p>	
<p><b>B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the outcomes.</b></p>	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development. Individual members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation.</p>	<p>This role should be undertaken by the Democratic Services Committee and its chair or other appropriate fora such as a member support and development working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme.</p>	<p>These arrangements are mature and effective in representing the views of all members and the needs of the organisation in sponsoring and developing the strategy and monitoring the training programme and outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed.</p>	
<p><b>B7. Resources are identified and</b></p>	<p>Dedicated resources are identified and provided for</p>	<p><b>How dedicated is dedicated?</b></p>	<p>Resources, whether people or money, are</p>	

<b>provided for member development.</b>	<p>member development activities.</p> <p>The authority provides the “reasonable level” of development required by the Measure.</p>	<p>Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.</p>	<p>allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs.</p> <p>Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.</p>	
<b>B8. Members are offered the opportunity to be mentored by member peers.</b>	<p>The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.</p>	<p>The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer “buddies”</p> <p>The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.</p>	<p>The authority has a mentoring strategy to support the needs of members who have requested mentors.</p>	
<b>C. Member Support</b>				
<b>C1. Officer support is provided for member development, support and scrutiny.</b>	<p>Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work.</p>	<p>Officer support should be provided for every council meeting and committee.</p> <p>Systems should be in place to support members in non Party Political case and community</p>	<p>Members are satisfied with the level of support provided.</p>	



	<p>Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.</p> <p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>		
<p><b>C2. Arrangements made for the business of the Council are flexible and enable members to participate fully regardless of personal circumstances</b></p>	<p>A review of the arrangements for council business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.</p>	<p>Authorities should have undertaken a review in line with Measure guidance i.e at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions</p>	<p>The authority can demonstrate that it knows the requirements of its current members and has met them.</p> <p>i.e meetings are arranged to suit the convenience of the majority of members expected to attend the meeting. Special arrangements are made for those members who</p>	

		placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.	have special access requirements.  Arrangements for remote attendance should be in place. <u>Note</u> The criteria for remote attendance should only be applied when the Measure has been enacted.	
<b>C3. Contact management and communication</b>	Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.	These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council.	The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members.	
<b>C4. Annual reports</b>	The authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure.	Members are provided with support and guidance on using the authority's systems.	Members in receipt of a Senior/Civic Salary publish annual reports.	
<b>C5. Personal support for members</b>	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities,	Members report that this information and advice is adequate.	

		data protection and freedom of information.		
<b>D. Member Facilities</b>				
<b>D1. All members are provided with adequate access to ICT.</b>	<ul style="list-style-type: none"> <li>▪ Members are provided with the equipment, or connectivity required to undertake their role.</li> <li>▪ Basic training is provided in its use and help desk facilities are available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc.</li> <li>▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure).</li> <li>▪ Members are able to communicate with the council and the public electronically.</li> </ul>	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided electronically.</p>	Members are routinely using the provisions required for level one and report that this is sufficient.	

<p><b>D2. Information resources are provided</b></p>	<p>A central collection of information dedicated to member needs is provided as part of the information and research support available to members.</p>	<p>An up to date and regularly revised collection of information resources is available specifically for members.</p> <p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>	<p>Members routinely use the provisions required for level one and report that this is sufficient.</p>	<p>Good practice might include an interactive portal dedicated to members.</p>
<p><b>D3. Facilities for members to work in the Council are available.</b></p>	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> <li>▪ Shared areas for example for each political group.</li> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>	<p>Members report that facilities are sufficient and that their needs are regularly reviewed.</p>	

# **A Self Assessment Pro-forma for the Standard Level Charter**

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Description of authority approach and actions	References to supporting evidence enclosed
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Leader</li> <li>• Deputy Leader</li> <li>• Cabinet Members</li> <li>• Scrutiny members</li> <li>• Scrutiny Chairs</li> <li>• Scrutiny Co-optees</li> <li>• Chairs of statutory committees</li> <li>• Chairs of area committees</li> <li>• Chair of the Audit Committee</li> <li>• Members of Audit Committee</li> <li>• Chair of Democratic Services</li> <li>• Member of Democratic Services</li> <li>• Ward Member, including community leadership and case work</li> <li>• Chair of Standards committee</li> <li>• Member of Standards Committee</li> <li>• Leader of the Opposition</li> <li>• Member Champion</li> </ul>	<p><b>What does adopted mean?</b> Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Members in Collaboration</i> and</li> <li>▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011</li> </ul> <p><b>Outside Bodies</b></p>	<p><i>Example Entry:</i></p> <p><i>Role descriptions have been adopted for all the listed roles.</i></p> <p><i>These were adopted by full council on 27.07.12 having been developed by the MDWG from the WLGA framework.</i></p> <p><i>Every member agreed and signed their role descriptions in September 2012.</i></p>	<p><i>Example Evidence References:</i></p> <p><i>Full set of signed role descriptions evidence ref a.1.1</i></p> <p><i>council minutes 27.07.12 evidence ref a.1.2</i></p> <p><i>MDWG minutes 15.06.12 and 01.07.12 evidence ref a.1.3</i></p> <p><i>Terms of reference for outside bodies with emails to members evidence ref a.1.4</i></p> <p><i>E mail to members 27.09.12 evidence ref a.1.5</i></p>

	Guidance is provided to members on their role on outside bodies.	Where members are responsible for formally representing the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.		
<b>2. Members are supported in undertaking their duties according to high standards of conduct.</b>	All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	<b>What can be interpreted as training and development?</b> Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.		
<b>3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.</b>	All members have received training on and understand the contents of the constitution, including: <ul style="list-style-type: none"> <li>• the roles, responsibilities and limits to the roles of committees</li> <li>• the role of individual members and officers</li> </ul>	Training has been made available to all members and take up of this has been high.  The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants.		

	<ul style="list-style-type: none"> <li>• Member/officer protocols</li> <li>• meeting practice</li> <li>• standing orders</li> <li>• rules of debate</li> </ul>	Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.		
<b>B. Member Development</b>				
<b>B1. A member learning and development strategy has been adopted.</b>	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members.</li> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal</li> </ul>			



	<p>development <u>plans</u> for all members.</p> <ul style="list-style-type: none"> <li>• a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>			
<p><b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</b></p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>• based on role descriptions</li> <li>• contribute to personal development plans</li> <li>• are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance</li> <li>• are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary.</li> </ul> <p><b>Note</b>, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p><b>What is a PDR?</b></p> <p>An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.</p>		

		<p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p> <p><u>Anyone</u> conducting reviews should have received training in their purpose and methodology.</p>		
<p><b>B3. A development programme for councillors is in place with a mechanism for its annual review.</b></p> <p><b>All councillors are made aware of, guided to and are able to access the development activities equally.</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads. The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p>		

		<p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>		
<p><b>B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.</b></p>	<ul style="list-style-type: none"> <li>▪ The Council uses the national guidance and support materials available for candidates and prospective candidates.</li> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p><b>What is the national Guidance?</b> This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and</p>		

		<p>outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>		
<b>B5. Development activities are relevant and of high quality.</b>	<p>Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals and committees. The authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.</p>	<p><b>What are appropriate styles and settings?</b> A mix of for example formal/informal group/individual, interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement.</p> <p>Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.</p>		
<b>B6. There is a clear responsibility for leading the programme, driving</b>	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for</p>	<p>This role should be undertaken by the Democratic Services Committee and its chair or other appropriate fora such as</p>		

<p><b>the strategy and monitoring the outcomes.</b></p>	<p>member support and development. Individual members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation.</p>	<p>a member support and development working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme.</p>		
<p><b>B7. Resources are identified and provided for member development.</b></p>	<p>Dedicated resources are identified and provided for member development activities.</p> <p>The authority provides the "reasonable level" of development required by the Measure.</p>	<p><b>How dedicated is dedicated?</b> Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.</p>		
<p><b>B8. Members are offered the opportunity to be mentored by member peers.</b></p>	<p>The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.</p>	<p>The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide</p>		

		Leadership mentoring for the Leader and Cabinet if requested.		
<b>C. Member Support</b>				
<b>C1. Officer support is provided for member development, support and scrutiny.</b>	<p>Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work.</p> <p>Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>Officer support should be provided for every council meeting and committee.</p> <p>Systems should be in place to support members in non Party Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.</p> <p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>		
<b>C2. Arrangements made for the business of the</b>	A review of the arrangements for council business has taken	Authorities should have undertaken a review in line		

<p><b>Council are flexible and enable members to participate fully regardless of personal circumstances</b></p>	<p>place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.</p>	<p>with Measure guidance i.e at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.</p>		
<p><b>C3. Contact management and communication</b></p>	<p>Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.</p>	<p>These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council.</p>		
<p><b>C4. Annual reports</b></p>	<p>The authority makes arrangements for all members to be able to publish annual</p>	<p>Members are provided with support and guidance on using the authority's systems.</p>		

	reports, according to the guidance in the measure.			
<b>C5. Personal support for members</b>	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.		
<b>D. Member Facilities</b>				
<b>D1. All members are provided with adequate access to ICT.</b>	<ul style="list-style-type: none"> <li>▪ Members are provided with the equipment, or connectivity required to undertake their role.</li> <li>▪ Basic training is provided in its use and help desk facilities are available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc.</li> <li>▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in</li> </ul>	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p>		



	<p>the standing orders (when implemented through the Measure).</p> <ul style="list-style-type: none"> <li>▪ Members are able to communicate with the council and the public electronically.</li> </ul>	<p>All council agendas and meeting papers are provided electronically.</p>		
<b>D2. Information resources are provided</b>	<p>A central collection of information dedicated to member needs is provided as part of the information and research support available to members.</p>	<p>An up to date and regularly revised collection of information resources is available specifically for members.</p> <p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>		
<b>D3. Facilities for members to work in the Council are available.</b>	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> <li>▪ Shared areas for example for each political group.</li> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>		



# **A Submission Pro-forma for the Advanced Level Charter**

## Appendix 2 – Submission Pro- forma Advanced Level

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of authority approach and actions	References to supporting evidence enclosed
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Leader</li> <li>• Deputy Leader</li> <li>• Cabinet Members</li> <li>• Scrutiny members</li> <li>• Scrutiny Chairs</li> <li>• Scrutiny Co-optees</li> <li>• Chairs of statutory committees</li> <li>• Chairs of area committees</li> <li>• Chair of the Audit Committee</li> <li>• Members of Audit Committee</li> <li>• Chair of Democratic Services</li> <li>• Member of Democratic Services</li> </ul>	<p><b>What does adopted mean?</b></p> <p>Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them.</p> <p>What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of</i></li> </ul>	<p>Role descriptions are available for all members covering all aspects of their role.</p> <p>Members are undertaking the responsibilities described in the role descriptions.</p> <p>Role descriptions inform the PDR process.</p> <p><b>Every</b> member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information to help members understand what is expected of them.</p>	<p><i>Example entry:</i></p> <p><i>Role descriptions for all members were developed by the D.S Committee in consultation with all members and agreed by Full Council in September 2012.</i></p> <p><i>Each RD outlines all aspects of that member's role.</i></p> <p><i>Each member has also been supplied with guidance covering their role on task and finish groups.</i></p> <p><i>Members agreed that the contents of their own RDs were a reflection of the work they undertake and signed them accordingly.</i></p>	<p><i>Example evidence references:</i></p> <p><i>Full set of signed role descriptions evidence ref a1.1</i></p> <p><i>D.S Committee minutes 19.07.12 and 28.08 12 evidence ref a1.2</i></p> <p><i>email to Members regarding task and finish terms of reference and member responsibilities evidence ref a1.3</i></p> <p><i>council minutes 29.11.12 evidence ref a1.4</i></p> <p><i>emails to individual members regarding rd content evidence ref a1.5</i></p>

	<ul style="list-style-type: none"> <li>• Ward Member, including community leadership and case work</li> <li>• Chair of Standards committee</li> <li>• Member of Standards Committee</li> <li>• Leader of the Opposition</li> <li>• Member Champion</li> </ul> <p>Guidance is provided to members on their role on outside bodies.</p>	<p><i>Members in Collaboration and</i></p> <ul style="list-style-type: none"> <li>▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011</li> </ul> <p><b>Outside Bodies</b> Where members are responsible for formally representing the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.</p>	<p>All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.</p>	<p><i>The role descriptions are provided to members conducting PDRs and used with the authority's member development framework as the basis for PDR discussions.</i></p>	<p><i>PDR Guidance evidence ref B2.2</i></p> <p><i>Members confirmation that roles are undertaken to be discussed at site visit.</i></p>
<p><b>2. Members are supported in</b></p>	<p>All members are provided with training</p>	<p><b>What can be interpreted as</b></p>	<p>Training is updated and delivered</p>		

<p><b>undertaking their duties according to high standards of conduct.</b></p>	<p>and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.</p>	<p><b>training and development?</b> Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&amp;A sessions.</p>	<p>regularly. Potential breaches are addressed internally, as set out in the Ombudsman’s report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.</p>		
<p><b>3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.</b></p>	<p>All members have received training on and understand the contents of the constitution, including:</p> <ul style="list-style-type: none"> <li>• the roles, responsibilities and limits to the roles of committees</li> <li>• the role of individual members and officers</li> <li>• Member/office r protocols</li> <li>• meeting practice</li> <li>• standing orders</li> <li>• rules of debate</li> </ul>	<p>Training has been made available to all members and take up of this has been high.</p> <p>The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.</p>	<p>The Constitution and related documents listed at level one change in line with requirements.</p> <p>Changes include governance arrangements due to the introduction of structures to support collaborative services.</p>		

B. Member Development					
<p><b>B1. A member learning and development strategy has been adopted.</b></p>	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> <li>• a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members.</li> </ul>		<p>All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.</p>		

	<ul style="list-style-type: none"> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> <li>• a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>				
<p><b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</b></p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>• based on role descriptions</li> </ul>	<p><b>What is a PDR?</b> An opportunity for a member to discuss with any senior member or other suitably qualified</p>	<p>The majority of members undertake PDRs regularly and at least annually according to the requirements set out</p>		



	<ul style="list-style-type: none"> <li>• contribute to personal development plans</li> <li>• are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance</li> <li>• are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary.</li> </ul> <p><b>Note</b>, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>person their own requirements for training and development.</p> <p>This <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews</p>	<p>in the first level. The PDR provides opportunities for members to identify the level at which development is required.</p> <p>The outcomes effectively and regularly inform the member development strategy and programme.</p> <p>Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.</p>		
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		for Member' provides guidance in this area.  <u>Anyone</u> conducting reviews should have received training in their purpose and methodology.			
<p><b>B3. A development programme for councillors is in place with a mechanism for its annual review.</b></p> <p><b>All councillors are made aware of, guided to and are able to access the development activities equally.</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads.</p>	<p>The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy. The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some <u>levelling</u> to development activities.</p>		

	have child care responsibilities.	<p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>			
<b>B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.</b>	<ul style="list-style-type: none"> <li>▪ The Council uses the national guidance and support materials available for candidates and prospective candidates.</li> </ul>	<p><b>What is the national Guidance?</b> This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to</p>	<p>Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections</p> <ul style="list-style-type: none"> <li>• The candidates profile is</li> </ul>		

	<ul style="list-style-type: none"> <li>All new or returning members are provided with a programme of induction.</li> </ul>	<p>stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p><b>What constitutes an induction programme?</b> This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<p>measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections.</p> <ul style="list-style-type: none"> <li>Local information is provided to candidates in addition to that available nationally.</li> </ul> <p><b>Every</b> member moving to a new role has received an induction for that role.</p> <p>Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.</p>		
<p><b>B5. Development activities are relevant and of high quality.</b></p>	<p>Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals</p>	<p><b>What are appropriate styles and settings?</b> A mix of for example formal/informal group/individual,</p>	<p>Training and development is provided to a consistently high standard, commissioning and</p>		

	<p>and committees. The authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.</p>	<p>interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement.</p> <p>Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.</p>	<p>evaluation is effective and systematic.</p> <p>The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes.</p>		
<p><b>B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the outcomes.</b></p>	<p>The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development.</p>	<p>This role should be undertaken by the Democratic Services Committee and its chair or other appropriate fora such as a member support and development</p>	<p>These arrangements are mature and effective in representing the views of all members and the needs of the organisation in sponsoring and</p>		

	Individual members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation.	working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme.	developing the strategy and monitoring the training programme and outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed.		
<b>B7. Resources are identified and provided for member development.</b>	Dedicated resources are identified and provided for member development activities.  The authority provides the "reasonable level" of development required by the Measure.	<b>How dedicated is dedicated?</b> Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.	Resources, whether people or money, are allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs.  Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.		
<b>B8. Members are offered the</b>	The authority is exploring the needs of	The authority is speaking to members	The authority has a mentoring strategy to		

<p><b>opportunity to be mentored by member peers.</b></p>	<p>members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.</p>	<p>about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.</p>	<p>support the needs of members who have requested mentors.</p>		
<b>C. Member Support</b>					
<p><b>C1. Officer support is provided for member development, support and scrutiny.</b></p>	<p>Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work.</p> <p>Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>Officer support should be provided for every council meeting and committee.</p> <p>Systems should be in place to support members in non Party Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.</p>	<p>Members are satisfied with the level of support provided.</p>		

		<p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>			
<p><b>C2. Arrangements made for the business of the Council are flexible and enable members to participate fully regardless of personal circumstances</b></p>	<p>A review of the arrangements for council business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when</p>	<p>Authorities should have undertaken a review in line with Measure guidance i.e at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be</p>	<p>The authority can demonstrate that it knows the requirements of its current members and has met them.</p> <p>i.e meetings are arranged to suit the convenience of the majority of members expected to attend the meeting. Special arrangements are made for those members who have</p>		



	required by the Measure.	able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.	special access requirements.  Arrangements for remote attendance should be in place. <u>Note</u> The criteria for remote attendance should only be applied when the Measure has been enacted.		
<b>C3. Contact management and communication</b>	Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.	These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council.	The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members.		
<b>C4. Annual reports</b>	The authority makes arrangements for all members to be able to	Members are provided with support and	Members in receipt of a Senior/Civic Salary publish annual reports.		

	publish annual reports, according to the guidance in the measure.	guidance on using the authority's systems.			
<b>C5. Personal support for members</b>	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	Members report that this information and advice is adequate.		
<b>D. Member Facilities</b>					
<b>D1. All members are provided with adequate access to ICT.</b>	<ul style="list-style-type: none"> <li>▪ Members are provided with the equipment, or connectivity required to undertake their role.</li> <li>▪ Basic training is provided in its use and help desk</li> </ul>	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems</p>	Members are routinely using the provisions required for level one and report that this is sufficient.		

	<p>facilities are available.</p> <ul style="list-style-type: none"> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc.</li> <li>▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure).</li> <li>▪ Members are able to communicate with the council and the public electronically.</li> </ul>	<p>with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided electronically.</p>			
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<p><b>D2. Information resources are provided</b></p>	<p>A central collection of information dedicated to member needs is provided as part of the information and research support available to members.</p>	<p>An up to date and regularly revised collection of information resources is available specifically for members.</p> <p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>	<p>Members routinely use the provisions required for level one and report that this is sufficient.</p> <p>Good practice might include an interactive portal dedicated to members.</p>		
<p><b>D3. Facilities for members to work in the Council are available.</b></p>	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> <li>▪ Shared areas for example for each political group.</li> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>	<p>Members report that facilities are sufficient and that their needs are regularly reviewed.</p>		

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

06 SEPTEMBER 2017

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

##### OVERVIEW AND SCRUTINY ANNUAL REPORT 2016-17

#### 1. Purpose of Report.

- 1.1 The purpose of the report is to present Council with a review of work undertaken by Overview & Scrutiny during the period September 2016 - September 2017.

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

- 2.1 This report assists in the achievement of all the Corporate Priorities by:

- a) **Supporting a successful economy** – taking 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.
- b) **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
- c) **Smarter use of resources** – ensuring that all its resources (financial, physical, 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.

#### 3. Background.

##### 3.1 The Scrutiny Function

- 3.1.1 The Overview and Scrutiny Committees oversee the decision making of the Cabinet Members and support the work of the Cabinet and the Council. They allow citizens to have a greater say in Council matters by holding public meetings into matters of local concern. These lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery.

- 3.1.2 Within their terms of reference, Overview and Scrutiny Committees will:

- (a) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (b) make reports and/or recommendations to the Council and/or the Cabinet and/or any joint Committee in connection with the discharge of any functions;
- (c) consider any matter affecting the County Borough or its inhabitants; and

- (d) exercise the right to call-in, for reconsideration, decisions made by or on behalf of the Cabinet but not yet implemented.

3.1.3 Overview and Scrutiny Committees can 'call-in' a decision which has been made by Cabinet or an Officer but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision. They may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy.

3.1.4 In 2012/13, Bridgend County Borough Council (BCBC) took an active role in the WAO Improvement Study, ["Good Scrutiny? Good Question"](#). The outcome of this study was the publication of the "Characteristics of Good Scrutiny". These characteristics have been used to undertake an assessment of the scrutiny function in Bridgend.

3.1.5 In the Overview and Scrutiny Annual Report 2015-2016, it was identified that the following developments would require further work:

- a. Enhancing the evidence base for challenge and ensuring the inclusion of outcomes in reports presented to Scrutiny Committees
- b. Review the pre-agenda meeting process
- c. Continue to develop the ability of Scrutiny to communicate effectively with the public and to better facilitate engagement and participation in democratic accountability.
- d. Developing a standing item to follow up in information requests
- e. Enhancing the functionality of Modern.gov to benefit scrutiny particularly with the tracking and monitoring of responses and conclusions.

## 3.2 Assessing the impact of Scrutiny

3.2.1 Members will recognise that capturing and assessing the impact of Scrutiny is not an easy task as the outcomes of Scrutiny activity are not always tangible and able to be measured in a systematic way.

3.2.2 Whilst 'outputs' like the number of recommendations approved by Cabinet may shed light regarding relations between the Executive and the Scrutiny function, this does not reveal the extent to which the substance of the recommendations were actually implemented and whether or not intended outcomes were achieved. Care should be taken in focussing too carefully upon the number of recommendations approved and adopted by Cabinet as this gives no indication of the quality of the recommendation made in the first instance and the extent to which it may have been later implemented.

3.2.3 It is important to reflect some of the intangible effects of Scrutiny and its ability to influence decision makers through discussion and debate. Sometimes there are no measureable outputs from Committee discussion yet the opportunity for Cabinet Members and Officers to reflect on proposed courses of action has undoubtedly influenced the way in which the proposal was implemented.

3.2.4 Scrutiny activities can be wide ranging and diverse and are not necessarily experienced by stakeholders within the process in a consistent and easily describable way. Research and Evaluation Panels provide a less formal form of interaction

between Committee Members and invitees than a traditional Committee meeting setting allows for. However, 'Call-Ins' are a very different experience for invitees and the impact of Scrutiny in these two instances will be specific to each case.

- 3.2.5 Striking an effective balance between the 'challenge' and 'support' elements of the Scrutiny function is reliant on Committees building strong working relationships and demonstrating other key skills such as negotiation and influencing, team-working, policy analysis and questioning techniques.

#### **4.1 Current situation / proposal.**

##### **4.1 Impact Monitoring**

4.1.1 The impact of Scrutiny is not clearly evident in that there may not be a precise recommendation or action that can be measured for outcome, however, this does not say that there are not outcomes that are being achieved behind the scenes. In Bridgend, Scrutiny Officers have developed and maintained a process for keeping a record of this impact in order to try and measure the outcomes of Scrutiny.

4.1.2 This process considers the issue, the risk, the action taken and the outcomes. It takes note of everything from a Scrutiny Committee review to a simple change in a scrutiny process. Examples of this include:

- Budget recommendations made to Cabinet from the Budget Research and Evaluation Panel (BREP) to not progress certain budget cuts being accepted by Cabinet;
- the change in process for the information received in relation to Directorate Business Plans; reducing the amount of information focusing primarily on draft performance indicators. The Committees concentrated their work where they can have the greatest impact, ensuring PIs are set appropriately from the start.

4.1.3 This process was highlighted by Scrutiny Officers at a national training event where it was praised as a very effective tool for monitoring the impact of Scrutiny, following which requests have now been made for the methodology used by Bridgend to be shared with other authorities as best practice.

##### **4.2 Outcomes and Achievements**

4.2.1 The following progress has been made on the planned developments identified in paragraph 3.1.6:

- a. Enhancing the evidence base for challenge and ensuring the inclusion of outcomes in reports presented to Scrutiny Committees
- The need for evidence of outcomes in reports from Officers is important to ensure effective monitoring. The Children and Young People Overview and Scrutiny Committee received a report on the Early Help and Permanence Strategy and Action Plan. Following their consideration of the report the Committee recommended that the Joint Action Plan be revisited as the evidence for a number of actions did not support the outcomes. In response to this the lead officers agreed to review the joint

action plan taking into account the comments made by Scrutiny and present a revised version to the Early Intervention and Safeguarding Board for sign off.

- Members of the Partnerships and Governance Overview and Scrutiny Committee identified and requested more detail in their initial report request on Western Bay – Substance Misuse. Members asked that the report specifically include information on how the Council achieve their outcomes to ensure that we become an effective body of people to deal with the scourge of drugs in the area. Members also requested that the report include statistics and case studies as evidence of their outcomes.

b. Review the pre-agenda meeting process

- Scrutiny Officers have reviewed the current process of the pre-agenda meetings in line with the restructure of Scrutiny Committees and are proceeding with Officer Planning Meetings. These meetings will take place every 2 months with each Corporate Director and Scrutiny Officer, highlighting the items on the overall forward work programme. Details of reports and their purpose are discussed for approximately the next six items on the prioritised list so that Officers have an idea of the information likely to be requested as well as an indication of approximate timing which can be fed back to Scrutiny Chairs and the Corporate Overview and Scrutiny Committee.
- Forward Work Programme (FWP) Development Meetings will also take place between Cabinet Members and Scrutiny Chairs every three months in order for both Cabinet and Scrutiny to discuss and coordinate their FWPs. Information will then be fed back to the Corporate Overview and Scrutiny Committee as part of their FWP item for consideration and approval.

c. Continue to develop the ability of Scrutiny to communicate effectively with the public and to better facilitate engagement and participation in democratic accountability

- New user friendly Webpages to effectively engage with the public and encourage participation in democratic accountability to improve public services have been developed and launched. The Scrutiny webpages can be found at [www.bridgend.gov.uk/scrutiny](http://www.bridgend.gov.uk/scrutiny) and they will be promoted to the public via the Council's social media channels in late autumn 2017. The Scrutiny webpages inform members of the public how they are able to participate in the Scrutiny process and includes a scrutiny request form to facilitate requests for an item for Scrutiny to consider. The form is sent directly to the Scrutiny team to consider and proceed with such requests accordingly.
- A survey asking residents of the Borough to have their say on issues they would like Scrutiny to discuss has recently been created. The survey will be shared via social media and the results will be fed back to the Overview and Scrutiny Unit to use as part of the forward work programme planning process.



- The use of webcasting to increase the openness and transparency of the decision making process within the Authority has been developed to raise the profile of what subjects Scrutiny are discussing.

d. Developing a standing item to follow up on information requests

- Following an evaluation by Members it was recommended that all comments made at Scrutiny meetings, as well as recommendations and requests for information, should be responded to, to ensure that there are clear outcomes from each meeting.
- Members further recommended that Scrutiny Officers should devise a method of recording and presenting what information was still outstanding, to enable the Members to query these with the relevant Officer at a subsequent meeting.
- It was determined that the best way to present this information would be through the current Forward Work Programme update as the report is a standing item on each Scrutiny Committee agenda. Members are able to clearly see any requests for information that are outstanding and how recommendations have been followed up.
- This was trialled with the Children and Young People Overview and Scrutiny Committee in 2017 and has been a successful way of providing Members with the responses to their conclusions; firstly so that they can see what is still outstanding but secondly and more importantly so that they can see the outcome and potential impact of their work and the value of Scrutiny.

e. Enhancing the functionality of Modern.gov to benefit scrutiny particularly with the tracking and monitoring of responses and conclusions.

- Although Modern.gov has been enhanced to provide additional functionality in a number of areas, the development of the tracking and monitoring functionality for Scrutiny has not been progressed as anticipated. Initial plans to dovetail the monitoring process with the report approval procedure were not able to be progressed. It is hoped that discussions with Local, Regional and National Modern.gov User groups will assist in identifying an alternative action tracking solution which can be implemented during 2017-18.

4.2.2 Scrutiny Officers have undertaken an assessment of the function using the Characteristics of Good Scrutiny to determine its performance during 2016-17. The assessment is at **Appendix A** to this report.

### 4.3 Webcasting

4.3.1 During this reporting period the priority for webcasting was allocated to the Development Control Committee due to its initial levels of live and archive viewers. Two meetings of the Partnerships and Governance Overview and Scrutiny

Committee webcast during this period and the viewing figures as at 30 June 2017 were as follows:

Date	Meeting	Live	On Demand	Total Views
21 Nov 16	P&G OSC	52	70	122
06 Dec 16	P&G OSC	35	120	155

- 4.3.2 The webcast viewing statistics are regularly monitored and it was identified that the number of views per meeting of the Development Control Committee had decreased significantly and that each of the two scrutiny meetings received a greater number of views than any Development Control Committee during the period.
- 4.3.3 The focus for webcasting has now been switched to a topic based allocation rather than priority being given to any specific committee. On 31 July 2017 the Corporate Overview and Scrutiny Committee determined that scrutiny meetings considering the topics of Waste Management (Operational) and the Schools Strategic Review would be webcast. These topics would be promoted using the BCBC website and social media facilities to maximise viewers. Other suitable topics would be identified at subsequent meetings of the Corporate Overview and Scrutiny Committee which it considered to be of significant public interest.
- 4.3.4 The allocation of webcast meetings will not be limited to Scrutiny Committees and it is hoped that other meetings considering key topics of significant public interest will be identified and webcast.
- 4.3.5 Further opportunities to enable the webcasts to have an element of interaction with the viewing public during the meetings are being considered and will hopefully be trialled during the forthcoming year.
- 4.4 Scrutiny Review and Development
- 4.4.1 The scrutiny function is subject to the same reductions in resources as much of the Authority. The developments and improvements achieved during this year have been carried out within this context. Every effort is being made to ensure that the scrutiny function in Bridgend is carried out to the high standards that have become expected of the service.
- 4.4.2 It is evident from the self-assessment that scrutiny is delivering a good service but the expectations from partner Authorities, Estyn, the Wales Audit Office and the Welsh Government continue to increase. Regional and partnership Scrutiny arrangements have still not been fully developed and are expected to require a significant resource from this Authority.
- 4.4.3 Through previous Scrutiny reviews it has been identified that the structure of the Scrutiny Committees did not facilitate truly cross-cutting scrutiny. Therefore it was proposed that meetings be identified to facilitate Collaborative Committees to deal with cross-cutting issues.
- 4.4.4 A Collaborative Committee was piloted in early 2017 with three Scrutiny Committees looking into the subject of Dementia Care in the Local Authority. Adult

Social Care Overview and Scrutiny Committee was the lead committee with representation from the Children and Young People and Partnerships and Governance overview and Scrutiny Committee. The Committee received positive feedback from Members and officers and the Collaborative Committee was recognised as an effective way of working that would be beneficial to progress further.

4.4.5 The success of the Collaborative Committee in addressing issues of silo working and duplication between Committees combined with the prioritisation of scrutiny topics led to the proposal for a new Scrutiny Committee structure. A report was presented to Council on 28<sup>th</sup> June 2017 outlining details of the new Scrutiny Committee Structure, Terms of Reference and its processes.

4.4.6 The following areas were identified for future development during the 2017-18 period. These include:

- a) To take forward the effective implementation of the revised scrutiny structure;
- b) To enhance public engagement with the Scrutiny process – through development of the webpage, Scrutiny survey and through increased involvement of external invitees at Scrutiny meetings;
- c) To explore and develop Joint Scrutiny with other Local Authorities;
- d) To explore and develop the use of modern.gov to incorporate Scrutiny Forward Work Programmes and a record of decisions and actions.

## **5.1 Effect upon Policy Framework and Procedure Rules.**

5.1 This report accords with the relevant Procedure Rules.

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

6.1 There are no equality implications attached to this report.

## **7. Financial Implications.**

7.1 The cost of webcasting, translation of webpages, the Scrutiny survey and any future development needs will be met from within existing budgets.

## **8. Recommendation.**

8.1 Council is recommended to note the contents of this report.

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**23 August 2017**

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**Background documents:**

Overview and Scrutiny Committees Revised Terms of Reference - Report to Council – 28<sup>th</sup>  
June 2017

# Bridgend County Borough Council

## Overview and Scrutiny Assessment using the Characteristics of Good Scrutiny 2016-17

## **“Better Outcomes”**

### **Democratic accountability drives improvement in public services.**

#### **ENVIRONMENT**

Overview & scrutiny has a clearly defined and valued role in the council's improvement and governance arrangements.

1. The role of executive members and senior officers in contributing to Scrutiny is clearly defined in the Bridgend County Borough Council Constitution which states:

Any Overview and Scrutiny Committee or sub-committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, fulfilling the scrutiny role may require (subject to the operation of the Member and Officer Codes of Conduct) the Leader and any (other) member of the Cabinet, the Head of Paid Service and/or any senior officer to attend before it to explain in relation to matters within their remit:

- (i) any particular decision or series of decisions; and/or
- (ii) the extent to which the actions taken implement Council policy; and/or
- (iii) the performance of their respective department / directorate portfolio and those persons shall attend if so required.

2. In addition to the ordinary Scrutiny Committees there are a small number of Research and Evaluation Panels which are undertaken by Members. At a time of increasing demand for services, public sector reform and the challenging financial outlook, one of these is the Budget Research and Evaluation Panel (BREP) which runs throughout the year. The role of the BREP is to assist in delivering financial transparency and accountability of the draft budget proposals and the Corporate Priorities. This enables Elected Members to have the opportunity to engage in the development of Council policies and shape the delivery of services.
3. Corporate Director, Head of Service and Cabinet Member involvement has been embedded throughout the Overview and Scrutiny process, including attendance at pre-agenda meetings where the subject, focus, content and timescale for individual items of the forward work programme (FWP) are agreed. The Corporate Directors and Heads of Service are also involved in the report approval process, and are required to sign off the final version of the report.
4. Recommendations to Cabinet are either presented directly to Cabinet or are incorporated into Directorate Reports where they inform Cabinet in their decision making.
5. The BREP sent a series of recommendations to Cabinet in January 2017 regarding the Authority's draft Budget proposals. Several of these related to improved ways of working with Town and Community Councils with the aim to both improve and retain local services and facilities. The Panel's recommendations were formally responded to

by Cabinet at a subsequent meeting detailing where they would take the proposals forward. The report also included a series of recommendations relating to community services such as street lighting and weed spraying which were also accepted by Cabinet.

6. In addition to this following the introduction of the Future Generations and Wellbeing Act (Wales) 2015 which formally established Public Service Boards, the Public Service Board Overview and Scrutiny Panel made its first set of recommendations to the Board under its new remit. The panel's recommendations proposed a systematic process to evidence outcomes and success. The panel stated that without consistent performance monitoring approaches using measurable targets there was a risk of objectives and real results not being achieved, gaps in provision and no evidence available for public accountability. These recommendations led to the Partnership support team working with the Public Service Board to develop a performance management framework that included a pro-forma and a progress monitoring report that has enabled project monitoring and review by the Public Service Board. The support team are now also in the process of helping the Public Service Board strengthen these arrangements by adopting and developing measures to evaluate the success of collaborative activities and by introducing post intervention learning to ensure the Public Service Board is clear what went well and where lessons can be learned.

Overview & scrutiny has the dedicated officer support it needs from officers who are able to undertake independent research effectively, and provides councillors with high-quality analysis, advice and training.

7. Bridgend County Borough Council has for many years had dedicated Scrutiny Officer support. Although the number of Scrutiny Officers has reduced in recent years, the quality of their work and the personal dedication to achieve positive outcomes for Scrutiny, the Authority and the residents of the County Borough remains unwavering.
8. Scrutiny Officers proactively keep up to date with the most current information on a national and local level to enable them to support and advise Members effectively. This is done through independent research, such as in the case of recent changes introduced by Welsh Government through the Social Services and Wellbeing Act and the Future Generations and Wellbeing Act, the latter of which brought in statutory powers for scrutiny of Public Service Boards.
9. Training is also carried out using external providers. For example, Scrutiny Officers Mid and West Wales Scrutiny Officers' Network run by Public Governance Wales which looked at the draft content and structure for the forthcoming guidance on Public Service Board Scrutiny.
10. This proactive approach ensures that the Authority has the benefit of regional and national input and enables the Scrutiny team to feedback lessons learned and develop best practice into the Scrutiny process. Officers are able to use the experience to help to support colleagues in improving and developing the type of information used as a basis for decision making.
11. Scrutiny Officers have also undertaken in-house E-Learning training via the authority's Learning and Development website. Examples of E-Learning modules are

Safeguarding of Children and Adults and Violence against women, domestic abuse and sexual violence.

12. Scrutiny Officers continuously raise awareness of the need and importance of considering comparisons with other local authorities to identify best practice and to monitor our performance from a national perspective. Scrutiny Officers often carry out research to assist this and ensure that where this information is available it is included in the Officers' report to Committee.
13. A number of Research and Evaluation Panel (REP) meetings have taken place, for example BREP, the Member and School Engagement Panel (MSEP) and the Public Service Board (formerly LSB) Scrutiny Panel. This requires intensive organisation, preparation and support by Scrutiny Officers as well as detailed research prior to meetings and development of suggested areas of enquiry to assist and advice Members in their questioning.
14. Support and Training for Members – The Member Development Programme provides a series of events for all Elected Members which supports their Scrutiny role. Pre-Council Briefings are one example of this where over the last 12 months Members have received briefings on items including Digital Transformation and Dementia. These briefings have assisted Scrutiny in its FWP planning and in terms of providing a form of introduction to topics so that Scrutiny deliberation can then be more focused and in depth.
15. More recently, following the Local Authority elections there has been a detailed Member Development Programme that has encompassed Scrutiny based training including the Scrutiny Unit's own 'Introduction to Scrutiny in Bridgend' and introductory briefing sessions from each Corporate Director.
16. In previous years it has been recognised that there is a need to be flexible in the methods by which Members receive information and training. The new Scrutiny structure supports this by encouraging a much stronger focus on priority items therefore where information or clarification on a particular subject is needed for example, this can be dealt with through Member briefings sessions or briefing notes outside of the Committee.
17. Committee Support – Scrutiny Officers organise and attend pre-meetings with Chairs to provide an opportunity to discuss detailed analysis of reports to identify areas of focus and ensuring best use of time during Committee meetings. The Scrutiny team work closely with all parties to ensure that requests for information for Scrutiny reports are clear and are understood. Report authors are identified at the start of the process to enable liaison with Scrutiny Officers ensuring that the emphasis of the report remains as requested, accessible and clear. Working more closely with the report authors has been a key benefit to the Scrutiny process to ensure information provided to the Committees is as accurate and full as possible. An example of this is where Members that were nominated onto the Collaborative Overview and Scrutiny Committee to scrutinise dementia care in Bridgend, met initially to consider background documents provided by Scrutiny Officers and agree clear lines of enquiry; to list questions which they wished to ask of invitees and to clarify internal and external invitees for the following meeting. The outcomes from this meeting were then provided as a comprehensive report request to Officers.



18. Support and advice is further extended to all Committee Members during the meeting where detailed advice is provided as part of a pre-discussion and summing up process at the beginning and end of every meeting.
19. Going forward under the new Scrutiny structure, a focus on one item at a time enables much more focus by both the Committee and the Scrutiny Officers and allows for more detailed research to be undertaken by the Scrutiny Unit to support the Committee.
20. Previously Members have identified the need for Officers to provide a response to all conclusions and comments from each Committee meeting, not just further information requests. In this way, Members wanted to ensure that there is a response from Officers to the Committee's conclusions and therefore clear outcomes from each Scrutiny meeting. It was determined that the best way to present this information would be through the current Forward Work Programme update item as the report is a standing item on each Scrutiny Committee agenda. Members are able to clearly see responses to any requests for information that are outstanding and how their recommendations have been followed up.
21. This was trialled with the Children and Young People Overview and Scrutiny Committee in 2017 and has been seen as a successful way of providing Members with the responses to their conclusions; firstly so that they can see what is still outstanding but secondly and more importantly so that they can see the outcome and potential impact of their work and the value of Scrutiny.

## **PRACTICE**

Overview & scrutiny inquiries are non-political, methodologically sound and incorporate a wide range of evidence and perspectives.

22. The BCBC Constitution requires that the Scrutiny Committees and the appointment of Chairpersons be politically balanced and therefore this mirrors the make-up of Council. However, Members put aside their political differences to ensure that all outcomes from Scrutiny are in the best interest of the Authority and its constituents.
23. Every Committee and Research and Evaluation Panel investigation has flexible but clear terms of reference.
24. Officers also use the following sources in order to identify items for inclusion on the Scrutiny FWP:
  - *Corporate Plan ;*
  - *Directorate Business Plans;*
  - *Performance Reports to Scrutiny Committees;*
  - *Annual business planning and budget setting process.*
25. Under the new Scrutiny structure FWP's are developed with contribution from each Subject Overview and Scrutiny Committee using pre-determined criteria which emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation.
26. The Subject Overview and Scrutiny Committees are then allocated items to consider individually from the overall FWP by the Corporate Overview and Scrutiny Committee,

undertaking Scrutiny investigation of the subject over a maximum of two meetings. This enables Members to undertake more detailed Scrutiny investigation until they are satisfied with the outcome.

27. Focusing on one item at a time enables greater focus on a smaller number of items and also removes silo working for Members and provides greater knowledge of the Authorities overall services and their current status.
28. Areas or subjects where representation from all Committees and Directorates is appropriate are identified and planned for the Corporate Overview and Scrutiny Committee to ensure the best approach is used. For example, this approach is used when considering items such as the Performance and Financial Monitoring for the whole Authority as well as the Corporate Plan.
29. As outlined in paragraph 4.2.1 of the cover report, Scrutiny Officers have reviewed the current process of the pre-agenda meetings in line with the restructure of Scrutiny Committees. Officer Planning Meetings now take place every 2 months with each Corporate Director and Scrutiny Officer, highlighting the items on the overall FWP. FWP Development meetings take place between the relevant Cabinet Member and Scrutiny Chair every two months in order for both Cabinet and Scrutiny to discuss and coordinate their FWPs. Outcomes from the meetings are then fed back to the Corporate Overview and Scrutiny Committee as part of their FWP item for consideration and approval.
30. In terms of incorporating more evidence and representation from external bodies and partner organisations, the Scrutiny Committees have increasingly expressed the wish to improve this and has had some success with it over the year. Firstly, in relation to the Collaborative Committee, professional representation from Alzheimers Society, Age Connect and ABMU were in attendance at a meeting to discuss and provide evidence on dementia support and care in Bridgend County Borough. Secondly, the Partnerships and Governance Overview and Scrutiny Committee considered the item of Safeguarding, where Members of the Committee welcomed the wide range of agency representative in attendance which included South Wales Police, AMBU and various management across both Directorates that provided a positive insight into the partnership working across both the Safeguarding Boards.

## **IMPACT**

### Overview & scrutiny regularly engages in evidence based challenge of decision makers and service providers.

31. As a matter of course, Scrutiny Committees require Cabinet Members and Corporate Directors to attend Committee meetings, as well as pre-agenda meetings where discussions over the detail in the forward work programme take place between Cabinet members, Officers and the Scrutiny Chair.
32. Overview and Scrutiny regularly engages with and holds to account partners and associates of the Authority responsible for providing and supporting service delivery.
33. Examples of this include meetings of the MSEP where Head teachers and Chairs of Governors of individual schools are invited to meet with the Panel based on set criterion and are then held to account on their performance and improvement. This

provides an opportunity to identify good practice, which can then be communicated and replicated in other schools in the County Borough.

34. Further examples include scrutiny and performance monitoring of Awen Cultural Trust, our service provider contracted for the management and provision of Cultural Services which include our libraries. Representatives from Awen were invited to the meeting to give an account of their performance and improvement plans which gave members an opportunity to provide officers with feedback and to hold them to account on their performance. Following the meeting members agreed to revisit the item to review progress from the five year business plan that was being introduced from April 2017. They also agreed to monitor the Growth Plan of the newly appointed Development Manager which would look at exploring the opportunity of paying an allowance for Wood B and B Leaf trainees. There is also ongoing communication and engagement with the Central South Consortium, to monitor the quality and provision of service and ensure the needs of service users are met as agreed.

Overview & Scrutiny provides viable and well evidenced solutions to recognised problems.

35. Overview and Scrutiny Committees carry out pre-decision scrutiny where they have provided views on options for service delivery, often linked to a direct decision of Cabinet. Opportunities for pre-decision during the last year have been limited due to many of the authority's projects and substantial pieces of work being in their early stages. This has meant that it has been too early for pre-decision Scrutiny. Work has now been undertaken on the Cabinet FWP which already indicates that there will be a number of substantial pre-decision items in the forthcoming Scrutiny FWP.
36. Recommendations made and accepted by Cabinet provide a good indication that Executive Members and Officers recognise the value of Scrutiny as a constructive check and balance to decision making.
37. As part of the BREP process this year the Panel made a series of recommendations to Cabinet. The majority of these recommendations were accepted and taken on board in the final budget proposals that went to Cabinet including some initial proposals being removed in response to the views expressed by the Panel. Members listened and gathered evidence and information from discussions with Officers and external invitees and also made recommendations for alternative proposals.
38. Recommendations are also made directly to Officers, an example of this being in relation to those made by the Community, Environment and Leisure Overview and Scrutiny Committee and the BREP on the Highways Maintenance report. Members recommended that communication between the Local Authority and Town and Community Council's should include that of the clerk so that any matters or issues can be taken before full Town Council as necessary. The Clerks are now invited to meetings of the Town and Community Council Forum so they are able to feedback issues to their Town and Community Councillors and also have a quarterly meeting with the Head of Democratic Services to feedback any issues that may need addressing. Furthermore Members recommended providing Town and Community Councils with detailed costing information where services had been reduced due to budget pressures in order for them to be able to contribute to the cost of the service so that it would not be reduced as there was a willingness from Town and Community Councils to contribute in certain areas such as grass cutting if they were made fully aware of the financial commitments expected from them. It also allows the Town and

Community Councils a chance to consider what their priorities are for the year ahead and work together more effectively with BCBC to ensure the priorities would be reflected in any potential reductions in resources and budgets.

39. Likewise recommendations were made to Officers in relation to the Corporate Plan and Directorate Business Plans that have been implemented including one to incorporate the rationale behind each Performance Indicator. This has been introduced and has been seen as a positive step by Officers and Members as it enables a greater understanding of the PIs. This has been particularly important where there are significant changes going on in a service such as changes in curriculum in education therefore there are changes in the PIs that need clarification.
40. Further recommendations were made regarding Apprenticeships target in the Corporate Plan. A previous recommendation from the Scrutiny Committee requested that the role of Apprenticeships should be to be incorporated into the Corporate Plan as the Authority should be seen to take the lead on this initiative. A further recommendation this year requesting clarification in the Corporate Plan on the Apprenticeships programme within the Authority resulted in targets for apprenticeships being amended to incorporate a 50% increase in apprenticeship opportunities across the Local Authority (LA).

**“Better decisions”**  
**Democratic decision making is accountable, inclusive and robust.**

**ENVIRONMENT**

Overview & scrutiny councillors have the training and development opportunities they need to undertake their role effectively

1. The Democratic Services Committee prioritises the Member Development Programme for all Elected Members. Topics identified as potential scrutiny topics can be included in the programme to provide a greater awareness of the subject matter and assist in the development of relevant Scrutiny recommendations and positive outcomes.
2. Members are also able to identify development opportunities in the Personal Development Reviews which when circulated to the Head of Democratic Services, can be included in individual or corporate member development plans.
3. As mentioned above at paragraph 14 and 15 in Part 1, there is a rolling Member Development Programme that ensures that all Members are provided with the opportunity to develop their knowledge and skills and undertake the Scrutiny role effectively.
4. As already stated, this training programme has been particularly busy following the recent Local Authority elections and feedback from the relevant Scrutiny sessions has been positive with feedback indicating that a 77.27% of respondents identified that the session completely met their needs with the remaining 18.18% stating that their needs were only partly met. Some of the written comments included
  - What worked well and why?
    - *Great overview of Committees and Scrutiny*
    - *Overview of Committees and initial information in respect of the changes to scrutiny*
    - *The knowledge of presenters was faultless*
  - What do you feel didn't work and why?
    - *Some of the spoken and written detail on scrutiny was long-winded*
    - *I thought it was all good*

The Scrutiny Charing session provided by the WLGA was considered as very useful by all attendees and additional comments included:

- *Very informative – well-presented and full of detail*
  - *Nicely paced informative and engaging*
5. Further training is also planned as part of this programme for September 2017 onwards include:

- the WLGA's providing sessions on 'Scrutiny Questioning Skills', and "The Public Service Board"
  - workshops on Dementia the meet the recommendations of the Collaborative Scrutiny Committee
  - performance and financial training in preparation for consideration of the budget
6. The Corporate Management Board are supportive and have effectively engaged in the Scrutiny process throughout the year. They have been positive regarding the changes of the new Scrutiny structure, particularly in respect of focus on large priority items and reducing the potential for duplication across Committees. They regularly participate in Scrutiny pre-meetings to assist in the FWP planning process. The key purpose of this is ensuring that information provided to Overview and Scrutiny is of high quality and is provided in a timely and consistent manner.

## **PRACTICE**

Overview & Scrutiny is councillor-led, takes into account the views of the public, partners and regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance.

7. As well as determining their Annual FWP and identifying items for future meetings, part of the ongoing Scrutiny FWP process was to revisit those items previously identified as potential scrutiny topics. These items were considered and reprioritised by the Committees as necessary. The reasons for reprioritisation included the appropriate timing of a proposed report such as in the case of the Schools Strategic Review where the project was not progressed enough to receive it as a pre-decision item. As the Children and Young People Overview and Scrutiny Committee also had two of its own Members who sat on the Authority's Strategic Review Board and kept the Committee updated via this, it was felt that receiving an update at that time was not necessary as it would simply be for information purposes. The Committee instead scheduled a report on Residential Childcare Provision and Looked After Children where they had the opportunity to provide comments on the plan for the future of Residential Childcare and offer views to contribute to the forthcoming options appraisal for the project.
8. This priority driven Scrutiny has been the basis for the new structure to ensure that the Committees' work is focused and can produce the best outcomes. This has been the inspiration behind the introduction of a criteria form which can be used for proposing future items for Scrutiny. The form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation.
9. The new structure and FWP process along with the criteria form aim to ensure that Scrutiny is Member led and priority driven and encourages Members towards balancing those priorities against the numerous needs of both public and the organisation.
10. Embedded in the ongoing FWP process is the option for Committees to refer specific items to other Subject Overview and Scrutiny Committees for consideration. This occurred in the Corporate Resources and Improvement Committee, as a result of the Committee's monitoring of the Local Authorities financial and service performance. It is then for the relevant Scrutiny Committee to determine where this item would then sit in terms of priorities on their own FWP. Recently the Adult Social Care Overview and Scrutiny Committee identified the subject of Dementia Care through a report on

Community Services. The Committee expressed serious concerns over the delays and lack of progress in the area of support for people with Dementia. Members highlighted that Dementia care was a priority for the Health Board and a growing concern for the public due to the increase in individuals diagnosed with Dementia. In light of this it was this Committee that put forward the proposal for Collaborative Scrutiny with Partnership and Governance Overview and Scrutiny Committee to consider the item of Dementia Care in Bridgend. Going forward under the new Scrutiny structure it is the Corporate Overview and Scrutiny Committee's role to prioritise and allocate items to the Subject Overview and Scrutiny Committees. It is still their responsibility to highlight items from regular performance and budget reports and to allocate an item for investigation to a Subject Overview and Scrutiny Committee. Both these processes require a significant amount of input, trust and strategic focus from Members.

11. BREP is proactively involved in developing future budget savings. They are able to bring their experience as Councillors in representing the views of their communities whilst realising the need for budget reductions within the Authority and assisting to managing any potential tensions between the two. Taking forward the recommendation of last year's BREP Review, the Cabinet Member – Resources/Deputy Leader was invited to sit on BREP meetings for 2016-17. This proved extremely beneficial in providing a strengthened link between BREP's views and their debate, and Cabinet and also a real opportunity for BREP to help develop and shape Council policies on the delivery of services.
12. In addition to this, the BREP 2016-17 were also very successful in prioritising their work and focusing on three key areas that were both of public concern and politically sensitive and challenging. In considering these three items the BREP Members requested that external invitees including Head teachers and Town and Community Clerks be invited to attend to assist in providing evidence and their viewpoints on future provision and services. In this way the BREP Members both engaged the public and took their views into account and also considered the strategic aspects such as budget pressures, risks and corporate priorities.

Overview & Scrutiny meetings and activities are well-planned, chaired effectively and make best use of the resources available to it.

13. As outlined in other headings there is a comprehensive forward work programme planning process which includes:
  - Pre-Agenda meetings
  - Detailed report requests
  - A structured report approval system with set milestones for every stage e.g. Legal and Finance approval
  - Dedicated time allocated for Scrutiny Officers to meet with Chairs prior to Committee meetings to both understand and agree the focus that the Chair and the Members may wish for the meeting
  - Pre-discussions in Committee meetings.
14. The Scrutiny Chairs are typically “seasoned” elected members with skills and experience that have been developed with the delivery of specific Scrutiny Chairs Training. This is/has been replicated with new Scrutiny Chairs via WLGA Scrutiny

Chairpersons training sessions. These sessions considered the role of the Scrutiny Chairperson, useful practices and to assist in developing individual approaches.

15. Whilst recognising the limited resources available the Scrutiny Committees are still keen to utilise different approaches to achieve the best outcome. The pilot of the Collaborative Committee was first evidence of this, following which the introduction of a complete new structure of Scrutiny Committees and their processes demonstrates the receptiveness of Members to change and hopefully more effective ways of working.

## **IMPACT**

Decision makers give public account for themselves at Overview and Scrutiny Committees for their portfolio responsibilities.

16. In accordance with the constitution, all Scrutiny Committees require Cabinet Members and Corporate Directors to attend Committee meetings to give public account for themselves.
17. Previously Corporate Directors attended pre-agenda meetings where discussions over the detail in the forward work programme take place between Cabinet members, Officers and the Scrutiny Chair. This ensures that the content and focus for reports being presented to the Scrutiny meetings are agreed and that requests for information to be included in the reports are understood by everyone. This has now been revised to a structure of Officer planning meetings (Scrutiny Officers and Corporate Directors) and FWP Development Meetings (Scrutiny Chairs and Cabinet Members) but with essentially the same purpose.
18. One of the other rationales behind the Scrutiny Committee restructure was to account for the changing remits of Directorates and also the cross-cutting portfolios of Cabinet Members. Often items became complicated in terms of their cross-cutting nature which made effective Scrutiny difficult as Committees were bound by a specific remit and areas of work. The new Centralised Committee Structure allows for any future changes to Directorates and more importantly encourages a much stronger focus on priority items within the Authority which Members are then able to look at in their entirety without being restricted by their remit. It facilitates cross-cutting scrutiny and avoids duplication within each Scrutiny Committee enabling Members to hold decision makers to account much more effectively. An example of this is on the subject of Safeguarding where previously this could have been considered by the Children and Young People Overview and Scrutiny Committee for Children's safeguarding, the Adult Social Care Overview and Scrutiny Committee for Adult safeguarding and Partnerships and Governance Overview and Scrutiny Committee under the subject of Western Bay. This could have led to a considerable amount of duplication both by the Director in the reports and by the Members of the Scrutiny Committees. Under the new structure the subject of Safeguarding and the joint working that is being undertaken between the directorates as well as the partnership working being undertaken under the remit of Western Bay can be considered as one subject allowing Members to look at the big picture and reducing the amount of duplication between Committees.
19. Over the past year there has been a real drive for Members to provide clear guidelines and detail to advise report authors on the inclusion and presentation of relevant information in order to provide accessible reports which provide an accurate reflection



of requests from Members. This has been very successful and has resulted in the reduction of further information requests from Committee meetings. This was even more successful with the Collaborative Committee in that there was detailed focus on one item, allowing Members to really address what they wanted to investigate. Furthermore with the Collaborative Committee running over two meetings, Members were able to really drill down over a short period of time into the subject and achieve some successful outcomes.

20. Improved agenda planning with Scrutiny Committees is a key feature under the new structure and, using the Collaborative Committee's example, a focus on one priority item at a time enables Members to ensure they receive the right information from officers and can effectively hold them to account.
21. Scrutiny Committees draw conclusions and also make recommendations to Officers as part of summing up at every committee meeting. Last year Committees were successful in gaining responses to all conclusions from Officers, not just information requests, and this year this has moved on further with responses being provided directly to the Committee as part of its Forward Work Programme update. In this way Members are able to clearly see any requests for information that are outstanding, how recommendations have been followed up and what outcomes there are from the Committee's work.
22. Reports are also presented directly to Cabinet containing recommendations from the Scrutiny Committee or recommendations are incorporated into Directorate Reports to Cabinet directly informing the decision making process, as in the case of the Corporate Plan.
23. Scrutiny Committees also ensure decisions are made with respect of current/new legislation – having reports on impact of legislation and then ensuring that this is taken into account in future decisions such as the implications from the Social Services and Wellbeing Act and those of resulting from the Wellbeing of Future Generations (Wales) Act 2015.
24. In addition to this each Corporate Director and Cabinet Member are held to account over their half yearly performance against their own PIs and also through Quarterly budget reports to the Corporate (and what was the Corporate Resources and Improvement) Overview and Scrutiny Committee. These reports present an overview of the Council's performance and compare this performance with the commitments to delivering the improvement priorities in the Corporate Plan for 2016-20. This process allows public accountability of the Authorities performance and of the achievement and impact of budget cuts and any resulting underspends and overspends. It also enables the Committee to identify areas of concern or dipping performance and possible areas for future Scrutiny.

## “Better engagement”

### The public is engaged in democratic debate about the current and future delivery of public services.

#### ENVIRONMENT

Overview & scrutiny is recognised by the executive and corporate management team as an important council mechanism for community engagement, and facilitates greater citizen involvement in governance.

1. The Bridgend County Borough Council Consultation and Engagement Toolkit was issued in August 2014 incorporates the Participation Cymru’s National Principles for Public Engagement in Wales, which have been adopted by the Council. The document helps to ensure that all consultation and engagement projects are consistent, robust and effective.
2. Section 62 of the Local Government (Wales) Measure 2011 (the Measure) places a requirement on local authorities to make arrangements that enable all persons who live or work in the area to bring to the attention of the relevant overview and scrutiny committees their views on any matter under consideration by the committee. Section 62 also provides that an overview and scrutiny committee must take into account any views brought to its attention in accordance with arrangements under this section.
3. As such, the statutory guidance in relation to the Measure states that overview and scrutiny committees are expected to raise public awareness about their role and function. In response to the Local Government (Wales) Measure 2011, Members considered ways in which to promote public engagement in scrutiny in order to meet its statutory obligation, recognising that the resources required to implement and sustain any or all of these opportunities is likely to be limited and the most cost effective and efficient methods of engagement need to be prioritised and developed.
4. Areas that have been developed during this period include:

#### Webcasting

5. During this reporting period the priority for webcasting was allocated to the Development Control Committee due to its initial levels of live and archive viewers. Two meetings of the Partnerships and Governance Overview and Scrutiny Committee webcast during this period and the viewing figures as at 30 June 2017 were as follows:

Date	Meeting	Live	On Demand	Total Views
21 Nov 16	P&G OSC	52	70	122
06 Dec 16	P&G OSC	35	120	155

6. The webcast viewing statistics are regularly monitored and it was identified that the number of views per meeting of the Development Control Committee had decreased significantly and that each of the two scrutiny meetings received a greater number of views than any Development Control Committee during the period.

7. The focus for webcasting has now been switched to a topic based allocation rather than priority being given to any specific committee. On 31 July 2017 the Corporate Overview and Scrutiny Committee determined that scrutiny meetings considering the topics of Waste Management (Operational) and the Schools Strategic Review would be webcast. These topics would be promoted using the BCBC website and social media facilities to maximise viewers. Other suitable topics would be identified at subsequent meetings of the Corporate Overview and Scrutiny Committee which it considered to be of significant public interest.
8. The allocation of webcast meetings will not be limited to Scrutiny Committees and it is hoped that other meetings considering key topics of significant public interest will be identified and webcast.
9. Further opportunities to enable the webcasts to have an element of interaction with the viewing public during the meetings are being considered and will hopefully be trialled during the forthcoming year.

### Scrutiny Webpages

10. Following discussions with the Marketing and Engagement Team it was identified that further work was needed on the webpages to encourage greater accessibility and interaction. The scrutiny page was not very easy to find without actively searching for the term 'scrutiny'. Further work has been undertaken to provide the scrutiny webpages with a higher profile which will enable easier access to the public to hopefully allow for better engagement with members of the public
11. The Scrutiny webpages have been developed for ease of use and reading and include a toolkit of information to inform the public how they are able to get involved in the scrutiny process by requesting items to be considered for the Scrutiny Forward Work Programme, providing written evidence and attending a Committee meeting. The webpages also provide an opportunity for electronic submission of scrutiny request forms. This enables the public to request topics for scrutiny consideration. All requests will be responded to and any suitable requests received will added to the Corporate Overview and Scrutiny Committee FWP for scheduling and prioritisation.

### Advertising the FWP

12. The Scrutiny FWP is advertised on the BCBC website and members intranet and updated regularly. Scrutiny Officers are keen to promote engagement with their Town or Community Council (TCCs) in accordance with the Bridgend Town and Community Councils Charter. FWPs have now been shared with TCCs through the Clerks quarterly meetings and will continue to be with updated versions throughout the year. Clerks have been requested to share the FWP with their Councillors and potentially:
  - Attend Scrutiny meetings as invitees
  - To submit written evidence on scrutiny topics
  - Identify other topics for the FWP
13. It is also hoped that with a revitalised Scrutiny webpage, the Scrutiny FWPs will be regularly updated online and shared and promoted through the Authority's own social media channels. Scrutiny Officers have also recently created a survey asking residents of the Borough to have their say on issues they would like Scrutiny to

discuss. The survey will be shared via social media and the results will be fed back to the Overview and Scrutiny Unit to use as part of the forward work programme planning process. This is scheduled to go live in Autumn 2017.

## **PRACTICE**

### Overview & Scrutiny is characterised by effective communication to raise awareness of, and encourage participation in democratic accountability

14. It is recognised by Scrutiny that encouraging participation in the Democratic process should be at the centre of Scrutiny investigations. During the Budget consultation process Members of Scrutiny made comments in relation to the Authority's presentation of the MTFs report in that it has not always been user friendly and easy to understand for the public. Members stated that they often received queries from the public around an understanding of where Council Tax was spent with often a misconception that Council Tax was the sole income and budget for the Authority.
15. Members believed that there was a risk to public perception and a public understanding of the budget, its reductions and Council Tax increases. The BREP therefore made a series of recommendations for changes to the draft budget report and the way in which it was presented to the public. These recommendations were taken on board and included as part of the MTFs report enabling a much more user friendly document from which the public was able to clearly see where the budget was spent and what proportion of the whole budget is accounted for through Council Tax. A more accessible budget report essentially enables the public to better participate in the democratic process. This was also seen as an effective tool for Members in promoting the work of the Authority and as a very clear explanation of the Council's budget when they engage with their constituents.
16. Engagement opportunities are being developed with Town & Community Councils and third sector organisations to invite individuals with specific experience to scrutiny meetings. The aim of this is to provide scrutiny the opportunity to hear the views of others and gather evidence to make appropriate recommendations. A significant example of this was during the BREP process where invitees included representative head teachers and a number of Town and Community Council Clerks. Their input was invaluable to the Panel and had a great impact on the recommendations going forward to Cabinet. It also increased the participation in terms of the budget consultation process and provided key evidence towards future budget proposals. Examples of this include discussions and recommendations for improved communication and collaboration with TCCs to explore the possibilities for TCCs to take on or assist with the future provision of services.
17. It is hoped that engagement such as that above can be replicated in the future with the Youth of the County Borough, which has been raised as a priority for the Authority through the Youth Participation Strategy and Action Plan. Scrutiny is keen to support this and take this forward under the new structure with the aim of engaging members of the Youth Council and other young people representatives on various items in the Scrutiny forward work programme,
18. Further areas that have been developed include the Scrutiny webpages and a Scrutiny survey to raise awareness of the scrutiny process and encourage active public participation. The Scrutiny web pages will provide the public with information how to

get involved in Scrutiny such as the role and remits of the Scrutiny Committees, how to suggest an item to be considered by a Scrutiny Committee and also how the public are able to attend Scrutiny Committee meetings. The Scrutiny survey has been developed to seek the public's opinion on what subjects they would like to see considered by Scrutiny. Due to go live in Autumn 2017 it will also be utilised as an online Scrutiny request form on the webpage to encourage members of the public to contact and engage in the Scrutiny process.

Overview & scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict.

19. Every Committee and Research and Evaluation Panel investigation has flexible but clear terms of reference. BREP has cross party membership and considers contentious issues at the early stages of development which Members approach with confidentiality and objectivity, irrespective of political allegiances. One example of this during the BREP process this year was on the subject of the reductions to the Education budget. The BREP were successful in debating and deliberating this item and collectively agreeing a recommendation despite this being a politically challenging topic.
20. Overview & scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders.
21. Scrutiny Officers and Chairs have also explored avenues for establishing Joint Scrutiny with other Local Authorities for services under Western Bay, Shared Regulatory Services (SRS) and Central South Consortium (CSC).
  - Western Bay Joint Scrutiny has unfortunately been unable to progress due to not all LAs wishing to sign up to the process at this stage.
  - A series of options have been discussed for the development of joint scrutiny for the SRS. This is being led by the Vale of Glamorgan but until any revised arrangements are agreed the SRS will continue to be scrutinised by each individual LA.
  - In relation to Joint Scrutiny for the CSC, work has progressed over the last twelve months and a Joint Working Group has been established between the five LAs. The Group consists of Scrutiny Chairs and Officers from the LAs within the Consortium whose purpose will be to consider items such as the CSC Business Plan, regional performance targets and national issues such as the gender gap. In this way, the group take a more regional perspective ensuring that LAs are receiving value for money from the Consortium and also do not duplicate the work of the individual Scrutiny Committees in monitoring their own LAs school performance. The Group have recently reconvened following the elections and there is a general consensus to go forward with the previous approach and to take the Groups proposal and Terms of Reference (TOR) to each Authority's Overview and Scrutiny Committee and then to the CSC Joint Committee for formal establishment. It is then agreed that the Group will meet 3 times per year reporting annually to the relevant committee of each LA and make recommendations directly to the Joint Committee.

## IMPACT

Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes.

22. Members are proactive in their constituent roles and bring their experience from this into Scrutiny Committees whilst ensuring that they avoid a colloquial approach.
23. As mentioned in various sections above, Scrutiny has involved several external representatives over the year in the Scrutiny process in order to enable the 'voice' of local people and communities to be heard; in relation to the Budget proposals as part of BREP's investigations, providing evidence as part of the item on Safeguarding and participation in the Collaborative Committee on the subject of Dementia.
24. Scrutiny also challenges the Authority's consultation and engagement process and ensures findings from consultation and engagement activities are included in reports and are listened to, presented objectively and used to directly inform decisions.
25. Under the Wellbeing of Future Generation (Wales) Act, public service providers had to carry out and publish a Wellbeing Assessment, which looked at the state of wellbeing in the area, and in the communities. As part of the consultation process, Members of the Public Service Board Overview and Scrutiny Panel were requested to provide their help, expertise and ideas to ensure the assessment was an accurate reflection of the state of wellbeing in Bridgend. In response to the consultation, the Panel made several comments where they resolved that the assessment used terminology that was difficult to understand and queried the lack of reference within the document to mental health and safeguarding and vulnerability of adults and children.
26. It is this area that is a key focus for Scrutiny under the new structure and over the next 12 months – to enhance public engagement, to ensure there is appropriate representation from outside bodies, organisations and service users that can provide a much more detailed and balanced evidence base from which Members can make recommendations from.

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

6 SEPTEMBER 2017

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

#### OVERVIEW AND SCRUTINY – BUDGET RESEARCH AND EVALUATION PANEL

##### 1. Purpose of Report

- 1.1 The purpose of this report is to provide details of the proposed Scrutiny Budget Consultation Process under the new Scrutiny Committee structure.

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

- 2.1 The key improvement objectives identified in the Corporate Plan have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 which Council will seek to implement. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies which support all of the following Corporate priorities:

1. **Supporting a successful economy** – taking 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.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, 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.

##### 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). The primary purpose of such an approach was to:
- a) Achieve consensus on the direction of the budget over the life of the medium term financial strategy.
  - b) Achieve a detailed overview and assessment of the budget proposals where the expertise and knowledge pertaining to each Committee service area contributes to a Corporate understanding and appreciation of the draft budget proposals;

- c) Assist the Council to develop a budget for 2013/14 that aims to meet the needs of the communities of Bridgend County Borough;
  - d) 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.
- 3.2 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 Previously it has been agreed that each Scrutiny Committee would nominate two members to sit on the Standing BREP.

### **Methodology**

- 3.5 The Standing BREP previously held approximately six meetings, examining the Budget Strategy for the Council as a whole by means of semi-structured interviews with Directors and Officers.
- 3.6 The Panel focused their work on a few specific areas to examine in detail in order to assist with informing the budget proposals and also to ensure that there was no duplication between the work of the Panel and that of the individual Committees who considered budget proposals in detail for each Directorate.
- 3.7 As well as meeting with the Chief Executive early on in the Panel's meetings, the BREP also invited the Deputy Leader/Cabinet Member – Resources to attend each meeting to be part of the BREP process. This proved extremely beneficial in providing a strengthened link between BREP's views and their debate, and Cabinet. It also provided a real opportunity for BREP to help develop and shape Council policies on the delivery of services.

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

- 4.1 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 is proposed that it continues this role and appoints BREP with such Members of the COSC as it agrees to sit on the Panel.
- 4.2 The purpose of the Panel would be as above in para. 3.1 with minor amendments to points b) and c) to reflect the recent changes to the Scrutiny structure and the upcoming financial year:



- b) 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;
  - c) Assist the Council to develop a budget for the forthcoming year that aims to meet the needs of the communities of Bridgend County Borough;
- 4.3 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.
- 4.4 As with all Research and Evaluation Panels it is proposed that the Chair of BREP be appointed at the first meeting of the Panel. Council has not allocated a senior salary to the Chairperson of BREP and therefore no additional remuneration will be made for this role.
- 4.5 There is representation from all three SOSCs on the COSC. The knowledge and experience gained through their work can be utilised within the BREP process.
- 5. Effect upon Policy Framework & Procedure Rules**
- 5.1 None.
- 6. Equalities Impact Assessment**
- 6.1 There are no equality implications arising from this report.
- 7. Financial Implications**
- 7.1 This report has no direct financial implications.
- 8. Recommendation**
- 8.1 Council is asked to approve the process for the Scrutiny Budget Consultation Process under the new Committee structure as detailed in section 4 above.

**Andrew Jolley**  
**Corporate Director – Operational and Partnership Services**  
**10 August 2017**

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**Background documents**

None

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

06 SEPTEMBER 2017

#### REPORT OF THE MONITORING OFFICER

#### APPOINTMENT OF THE CHIEF EXECUTIVE'S APPRAISAL PANEL

##### 1. Purpose of Report

- 1.1 To approve the appointments to a Panel responsible for the appraisal and performance review of the Chief Executive.

##### 2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The appointment and operation of the Panel support the achievement of all of the following Corporate Priorities:

1. **Supporting a successful economy** – taking 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.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, 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.

##### 3. Background

- 3.1 In 19 May 2010 Council established an Appraisal Panel in order to conduct the annual appraisal and performance review of the Chief Executive.
- 3.2 The representation on the Appraisal Panel was revised in January 2013 to reflect the changes to the Council following the 2012 Local Government Elections. A further revision to the membership of the Appraisal Panel is required to ensure that the Appraisal Panel reflects the political make-up of the Council and the involvement of all political groups.

##### 4. Current situation / proposal

- 4.1 It is proposed that appointments made to this Panel be made in preparation for the appraisal and performance review of the Chief Executive.
- 4.2 It is proposed that the Panel is composed of the following Members: -

- The Leader
- The Deputy Leader/The Cabinet Member for Resources
- A Labour Representative
- The Leader/Representative of the Conservative Group
- The Leader/Representative of the Independent Alliance Group
- The Leader/Representative of the Plaid Cymru Group
- The Leader/Representative of the Lynfi Independent Group

4.3 A provisional date for a meeting of the Panel has been identified as 10 October 2017 at 10:00 am.

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

5.1 There is no impact on the policy framework and procedure rules.

## **6. Equality Impact Assessment**

6.1 There are no equality implications arising from this report.

## **7. Financial Implications**

7.1 There are no financial implications.

## **8. Recommendation**

It is recommended that Council:

8.1 appoints a Panel responsible for the appraisal and performance review of the Chief Executive comprising of:-

1. The Leader
2. The Deputy Leader/Cabinet Member for Resources
3. A Labour Group representative
4. The Leader of the Conservative Group
5. The Leader of the Independent Alliance Group
6. The Leader of the Plaid Cymru Group
7. The Leader of the Lynfi Independent Group

8.2 Note that a provisional date for a meeting of the Panel has been identified as 10 October 2017 at 10:00am.

**P A Jolley**

**Corporate Director Operational and Partnership Services**

21 Aug 2017

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**Background documents:** None

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

6 SEPTEMBER 2017

#### REPORT OF THE MONITORING OFFICER

##### INFORMATION REPORTS FOR NOTING

**1. Purpose of Report.**

- 1.1 The purpose of this report is to inform Council of any information reports for noting since its last ordinary meeting.

**2. Connection to Corporate Plan / Other Corporate Priorities.**

- 2.1 The report relates to the Corporate Plan through improving the way we communicate and engage with citizens.

**3. Background.**

- 3.1 Council has previously agreed to receive a report of this content.

**4. Current situation / proposal.**

4.1 Information Reports

The information reports below have been published since the last ordinary meeting of Council:-

<u>Title</u>	<u>Officer</u>	<u>Date published</u>
Urgent Delegated Decision	Monitoring Officer	31 August 2017
Appointment to the Standards Committee	Monitoring Officer	31 August 2017

4.2 Availability of Documents

The above reports have been circulated electronically and placed on the BCBC website. Hard copies of the reports have also been placed in the Members' Room for information and are available on request from Cabinet and Committee Services.

**5. Effect upon Policy Framework and Procedure Rules.**

- 5.1 This report accords with the relevant Procedure Rules.

**6. Equality Impact Assessment.**

- 6.1 There are no equality implications attached to this report.

**7. Financial Implications.**

- 7.1 There are no financial implications regarding this report.

**8. Recommendation.**

8.1 Council is recommended to note the content of this report.

**P A Jolley**  
**Corporate Director Operational and Partnership Services & Monitoring Officer**  
**August 2017**

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**Background documents:**  
None were used in the production of this report



**BRIDGEND COUNTY BOROUGH COUNCIL**

**INFORMATION REPORT TO COUNCIL**

**6 SEPTEMBER 2017**

**REPORT OF THE MONITORING OFFICER**

**URGENT DELEGATED DECISION**

**1. Purpose of Report.**

1.1 To report to Council delegated decisions taken as a matter of urgency.

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

2.1 The ability of Members and Officers to make decisions directly impacts upon the Authority's ability to implement the Corporate Improvement Objectives and Other Corporate Priorities.

**3. Background.**

3.1 This decision is required to be reported to Council under paragraph 18 of the Overview & Scrutiny Procedure Rules which are to be found at Part 4 of the Constitution. The background to the decision is shown at **Appendix A** to the report, ie within the Record of Decision.

**4. Current situation / proposal.**

4.1 OPS-DEM-17-723 - Date of decision 26 July 2017 (Delegated decision form attached at **Appendix A.**)

4.2 Details of Decision

The details regarding the decision is shown in Part 2. of the attached form comprising the Appendix.

4.4 Reason for Decision

The reasons for the decision having to be taken as a matter of urgency, is outlined in Part 3. of the attached form comprising the Appendix.

4.5 Details of Consultation

Details of the consultation undertaken prior to the decision being executed is specified in Part 4. of the attached form comprising the Appendix.

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

5.1 This report has no effect on the Council's Policy Framework and Procedure Rules .

**6. Equality Impact Assessment**

6.1 There are no negative equality implications arising from this report.

**7. Financial Implications.**

7.1 There are no financial implications relating to the report.

**8. Recommendation.**

8.1 It is recommended that Council note this report and the accompanying **Appendix A**.

**P A Jolley**  
**Corporate Director Operational and Partnership Services & Monitoring Officer**  
**August 2017**

**Contact Officer:** **Mark Galvin**  
Senior Democratic Services Officer – Committees

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4WB

**Background documents**

The Overview and Scrutiny Procedure Rules as set out in the Council's Constitution.

**SCHEMES OF DELEGATION OF FUNCTIONS**  
**RECORD OF DECISION**

<b>1. Scheme Information:</b>	
a. Decision Reference Number:	OPS-LEG-17-723
b. Decision Type (Proposed or Actual):	Actual
c. Scheme under which decision is to be made	A
d. Paragraph Number:	1.1
e. Does this Decision contain Exempt Information? If so, provide details with reference to paragraph(s) 12 to 18, Part 4 and paragraphs 19 to 21, Part 5 Schedule 12A, Local Government Act 1972.	No
f. Does this Decision contain "Confidential information:	No
<b>2. Details of Decision (including: Any public interest test undertaken in relation to Part 1(e) above; equalities implications and details of any assessment undertaken)</b>	
<p>Following Cabinet and Council approval on 31<sup>st</sup> January 2017 and 1<sup>st</sup> February 2017 the Authority has entered into a Joint Working Agreement in relation to the Cardiff City Deal. As part of the agreed Implementation Plan the Authority must enter into a Stakeholder Agreement to set up a Special Purpose Vehicle (company) to run the CSC (compound semi-conductor) Project</p>	
<b>3. Reason for Decision (including any reasons for urgency which led to the implementation of the decision before the preparation of this record or before the expiry of 3 working days after the publication of the decision to which call-in provisions apply):</b>	
<p>As part of the Joint working Agreement a Joint Committee has been established to oversee and co-ordinate the discharge of the Councils' obligations in relation to the City Deal. A Special Joint Committee meeting on the 14<sup>th</sup> July 2017 determined that it was necessary to arrange for the Shareholders Agreement to be approved by all Authorities prior to 31st July. This Agreement will allow the Company to be set up. The purpose of the Company is solely related to the implementation of the CSC Project, any matters ancillary thereto and such other matters as the Councils may determine from time to time. As part of the Agreement each Authority must appoint a Director to sit on the Board of the company. Given these timescales this decision needs to be taken before the next</p>	

meeting of Cabinet and will need to be excluded from call in.

**4. Details of Consultation undertaken prior to the decision or, if none reasons why none undertaken:**

The Chairpersons of the Scrutiny committees have been consulted and have agreed that this matter is exempt from call in.

**5. Details of any interest declared in relation to the decision:**

a. by any Cabinet Member consulted in relation to the Decision:

None

b. by any Cabinet Member who would have been the Decision maker except for the declaration of such an interest:

None


c. details of any dispensation granted by the Standards Committee in respect of interest declared:

None

**6. Contact Details:**

**Case Officer**

**Decision-Maker**

a. Name:	Andrew Jolley	Cllr Huw David
b. Job Title/Role:	Director of OAPS	Leader of Council
c. Telephone Number:	(01656) 643136	(01656) 643225
d. E-mail Address:	<a href="mailto:Andrew.Jolley@Bridgend.gov.uk">Andrew.Jolley@Bridgend.gov.uk</a>	<a href="mailto:Cllr.Huw.David@Bridgend.gov.uk">Cllr.Huw.David@Bridgend.gov.uk</a>
e. Date Decision made:		26 July 2017
f. Signature:		

**Notes:**

1. Electronic copies of this form must be sent to Democratic Services - Committees (cabinet\_committee)

**7. Decision Administration Information (Cabinet & Committee Services use only)**

a. Date received

26/7/17

b. Confirmation of Urgency

-

c. Date published

26/7/17

d. End of Call - In period (Scheme A & B1 only)

- N/A

e. Decision Called in.

-

f. Effective date of Decision.

26/7/17



# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO COUNCIL

6 SEPTEMBER 2017

### REPORT OF THE MONITORING OFFICER

#### APPOINTMENT TO THE STANDARDS COMMITTEE

#### 1. Purpose of Report

- 1.1 Members will be aware that a vacancy for a Town and Community Councillor has arisen on the Standards Committee. It is therefore necessary for an appointment to be made to fill this vacancy.

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

- 2.1 The Standards Committee functions directly support the Corporate Priorities.

#### 3. Background

- 3.1 The Standards Committees (Wales) Regulations 2001 provide for the membership of Standards Committees. The Standards Committee of this Council has a current membership of six members comprised as follows:

- Cllr M Clarke (County Borough Member)
- Cllr D Lewis (County Borough Member)
- Mr J Baker (Independent Member)
- Mrs J Keily (Independent Member)
- Mr C Jones (Chair, Independent Member)
- Mr P Clarke (Independent Member)

- 3.2 The Council has previously provided delegated authority to the Monitoring Officer to oversee a recruitment process and appointment and to report to Council any successful appointment.

#### 4. Current situation / proposal

- 4.1 For the vacancy of Town and Community Councillor, the Monitoring Officer contacted all Town & Community Councils within the administrative area of the County Borough.

- 4.2 The following criteria was adopted for the appointment:

- Understanding of the Model Code of Conduct.
- Understanding / experience of undertaking investigative hearings.
- Understanding of Local Government and the role of Members.
- Acceptance of the values required within public office.

4.3 At a meeting of the Standards Committee on 27 July 2017, the Committee approved the appointment of Cllr Graham Walter as a Town and Community Councillor representative of the Committee.

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

5.1 There is no effect upon the Policy Framework and Procedure Rules; however the Standards Committee contributes to the maintenance of probity in the Authority.

## **6. Equality Impact Assessment**

6.1 There are no equality implications arising from this report.

## **7. Financial Implications**

7.1 None.

## **8. Recommendation**

8.1 It is recommended that Council note the appointment of Cllr Graham Walter as a Town and Community Councillor representative with immediate effect for a term of four years.

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## **Background documents**

None



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO COUNCIL

6 SEPTEMBER 2017

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

#### DISCLOSURE AND BARRING SERVICE CHECKS FOR ELECTED MEMBERS

##### 1. Purpose of Report.

- 1.1 The purpose of the report is to seek agreement from Council to make a change to the existing Disclosure and Barring Service (DBS) policy in relation to DBS checks for elected members, to ensure that the public can have trust and confidence in their elected members.

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

- 2.1 None.

##### 3. Background.

- 3.1 The Protection of Freedoms Act 2012 (“PFA”) and the formation of the Disclosure and Barring Service (DBS) in 2012 introduced changes to the arrangements for carrying out criminal records checks. These changes scaled back the number of activities that are regulated, with the aim of becoming more ‘proportionate’ in how DBS checks are used.
- 3.2 Under the revised definition, ‘regulated activity’ involves close work with vulnerable groups, including children. The definition of ‘regulated activity’ is set out in Appendix 1. The DBS can challenge applications for Enhanced disclosures on the basis of the definition.
- 3.3 Previously, the definition specifically included councillors who “discharged functions” relating to the social care of vulnerable adults and children for two or more days in any 30 day period. This definition has been formally repealed so no councillors are legally required to undergo a criminal records check as part of assessing their suitability for such roles.

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

- 4.1 Under our current DBS policy elected members are not subject to a DBS check.
- 4.2 The different types of criminal records checks and the eligibility criteria are set out below:
- a) **Basic disclosure:** Any individual can apply for a basic disclosure, via Disclosure Scotland, on payment of a fee. A basic certificate will only provide details of unspent convictions. There are no eligibility requirements and anyone can apply.

- b) **Standard Check:** To be eligible, the position the individual holds must be included in the Rehabilitation of Offenders Order 1974 and (Exceptions) Order 1975 (as amended). A standard certificate will include details of spent and unspent convictions, cautions, reprimands and final warnings.
- c) **Enhanced Check:** To be eligible, the position must be included in both the 1975 Order and the Police Act 1997 (Criminal Records) Regulations 2002. An enhanced certificate includes the same information as the standard check, plus any additional information held by local police that is reasonably considered relevant to the role being applied for
- d) **Enhanced Check with check of Barred Lists:** To be eligible the position must be eligible for an Enhanced Check and be a role which regularly engages in 'regulated activities'. This provides the same information as an Enhanced Check, and also confirms whether the individual's name appears on the "barred lists".

4.3 It is proposed that all elected members are subject to a **Basic Disclosure** to demonstrate to the public that they can have trust and confidence in their elected representatives.

4.4 In addition to this and with reference to 3.3 above, it is proposed that Cabinet Members and Scrutiny Chairs, in line with their responsibilities to "discharge functions" relating to the social care of vulnerable people and children, are subject to an **Enhanced DBS check** to reflect the important role they play in scrutinising services that are delivered in relation to safeguarding and education functions.

4.5 All Members will need to individually consent to undertaking a DBS check.

4.6 It is our intention to review the position regarding checks for School Governors in due course.

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

5.1 None.

## 6. **Equality Impact Assessment**

6.1 As part of this report an EIA screening report was undertaken. The screening identified that the proposal can be screened out and that a full EIA would not be required .

## 7. **Financial Implications.**

7.1 The Council would incur a charge of £30.25 for each Basic Disclosure check and £49.25 for Enhanced DBS checks.

7.2 Assuming that all members provide consent, based on current composition, the Council would need to undertake 45 Basic Disclosures and 9 Enhanced DBS checks at a cost of £1834.75. This cost would be met from the Member Services revenue budget.

7.3 This would be a recurring charge every 3 years in line with the Council's DBS policy on renewing DBS disclosures.

**8. Recommendation.**

8.1 Council is asked to approve:

8.2 That the Council's DBS policy is amended to reflect the proposals outlined in 4.3 and 4.4 above.

8.3 The Council seeks individual consent from all members to undertake DBS checks.

8.4 That if consent is received the Council arranges for DBS checks for elected members in line with the proposals at 4.3 and 4.4.

**Andrew Jolley**  
**Corporate Director Operational & Partnership Services**  
**31 August 2017**

**Contact Officer:** Sarah Kingsbury  
Head of HR, OD and Customer Services

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**Background documents:** None

## **Regulated Activity - Definition**

Jobs that involve carrying out certain activities for children and adults may require an enhanced DBS check with a check of the barred lists. This will check whether an individual is included in the 2 DBS 'barred lists' (previously called ISA barred lists) of individuals who are unsuitable for working with:

- children
- adults

People on the barred lists can't do certain types of work.

There are specific rules for working with children - known as working in a regulated activity with children. These are different from the rules for regulated activities for adults.

### **Regulated activity with Children**

The new definition of regulated activity (i.e. work that a barred person must not do) in relation to children comprises, in summary:

- i. unsupervised activities: teach, train, instruct, care for or supervise children, or provide advice/ guidance on well-being, or drive a vehicle only for children;
- ii. work for a limited range of establishments ('specified places'), with opportunity for contact: e.g. schools, children's homes, childcare premises. Not work by supervised volunteers;

Work under (i) or (ii) is regulated activity only if done regularly: "regularly" is defined in detail on the following pages under items (a) to (f).

- iii. relevant personal care, e.g. washing or dressing; or health care by or supervised by a professional;
- iv. registered childminding; and foster-carers.

The above summary has been taken from guidance published by the Department of Education. A full detailed description can be found [here](#).

### **Regulated activity with Adults**

There are six categories within the new definition of regulated activity.

1. **Providing Health Care** - The provision of **health care** by any **health care professional** to an adult, or the provision of health care to an adult under the direction or supervision of a health care professional, is regulated activity.
2. **Providing Personal Care** - Anyone who provides an adult with (i) physical assistance with (ii) prompts or supervises an adult who because of age, illness or disability cannot make the decision to (iii) trains, instructs or provides advice or guidance in relation to;
  - eating or drinking,
  - going to the toilet,
  - washing or bathing,
  - dressing,
  - oral care or care of the skin, hair or nails
3. **Providing Social Work**
4. **Assistance with general household matters**
5. **Assistance in the conduct of a person's own affairs**
6. **Conveying** - Any drivers and any assistants who transport an adult because of their age, illness or disability to or from places where they have received, or will be receiving, health care, relevant personal care or relevant social work, are in regulated activity

General points to note:

1. Regulated activity continues to exclude any activity carried out in the course of family relationships, and personal, non-commercial relationships.<sup>4</sup>
2. An adult is a person aged 18 years or over.
3. A person whose role includes the day to day management or supervision of any person who is engaging in regulated activity, is also in regulated activity.

The above summary has been taken from guidance published by the Department of Health. A full detailed description can be found [here](#).

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## COUNCIL – 6 SEPTEMBER 2017

### **Question from Councillor C Webster to the Cabinet Member Wellbeing & Future Generations**

*“What communication have Cabinet Members had with BCBC officers, Halo and Awen with regard to the provision of disabled access to the facilities and services they provide”?*

### **Response from the Cabinet Member Wellbeing & Future Generations to Councillor C Webster**

Whilst I welcome the time taken to submit this question, I must admit I consider it to be a broad question, and thus am not entirely clear what the specific concern is nor what information is being sort. I would like to take this opportunity to remind members that I am more than willing to meet with you regarding queries or concerns you have, at any time, so please don't feel the need to have to wait until a monthly meeting to resolve any concerns.

I have set out an initial response to the question, which is based on my interpretation of the question.

“What communications have Cabinet Members had” the phrasing of this appears to be a freedom of information request and if this is the case, members should note that there is an alternative route for this question.

Turning to the “provision of disabled access to the facilities and services” provided by (i) BCBC, (ii) Halo Leisure and (iii) Awen Cultural Trust, I have interpreted this to relate to individuals described as disabled under the Equality Act 2010 and set out below some information regarding the services that the three providers offer and have specifically tried to focus on the communication methods Cabinet Members are involved in.

#### (i) BCBC

The main interaction between Cabinet Members and BCBC Offices regarding access to facilities and services has been via the Equalities Cabinet Committee meeting and the development of the Strategic Equality Plan 2016-2020 and it's supporting Action Plan. These plans were produced following an extensive consultation and engagement exercise in 2016 involving many disability groups, including Bridgend Coalition of Disabled People, Bridgend Visually Impaired Society, Bridgend Deaf Club, People First Bridgend and Stroke Association. The Strategic Equality Plan contains a specific objective to support people with a protected characteristic, including people with disabilities, to access leisure and cultural services, including those operated on our behalf by Halo Leisure and the Awen Cultural Trust. To support this, Cabinet Members and BCBC Officers have worked with both organisations to develop a plan that will progressively improve opportunities and activities for people with disabilities. Updated plans were presented at the Equalities Cabinet Committee meeting earlier this month, and are available for on the BCBC website.

In addition to this, BCBC offers the Community Chest grants programme, which focusses on tackling inequalities and supports projects that benefit disabled people. A network of “In-Sport” inclusive sports clubs has been developed linked to the Disability Sport Development programme. Disability Inclusion Training (DIT) has been delivered to clubs and leisure providers to better integrate people with disabilities. The “Calls 4 Action” programme has enabled groups of people with varied disabilities to establish clubs and associations. Children and young people with disabilities do have regular access to After School Play Club and school holiday “Discovery Day” programmes, supported by Disabled Children’s Team.

(ii) Halo Leisure

The Healthy Living Partnership Advisory Board which regularly evaluates progress and performance contains Cabinet Members, as well as, the relevant Chair of Scrutiny and representatives from Public Health Wales and Sport Wales. The Advisory Board is in place to review the reporting of Halo Leisure including levels of participation and focus on targeted population groups. There is also an annual service development planning process that is jointly developed between BCBC and Halo Leisure.

Halo Leisure is using both traditional and digital forms of marketing approaches to improve communication with disabled people. In particular, they are continuing to develop their use of social media and web based information whilst recognising those who are digitally excluded. Key opportunities have been promoted via the Dewis national database. The “Piece of the Action” website also features a suite of inclusive case studies that profile locally available opportunities.

Halo Leisure is currently supporting a range of initiatives for people with disabilities. It is working on the “Ageing Well Plan for Bridgend” and have develop services and activities, to help to make Bridgend an age-friendly county. For example, a dementia friendly swimming project is being developed and supports the disability swimming group called “Bridgend Sharks”.

Halo Leisure reports, that in addition to casual visits by disabled people, 600 disabled people commit to regular usage through membership.

The ‘Level Water’ partnership with Halo Leisure supports free ‘Learn to Swim’ opportunities for children with disabilities.

The national exercise referral scheme supports people dealing with Parkinson’s disease, as well as those with pulmonary rehabilitation needs and age-acquired chronic conditions. Halo Leisure has supported free access to swimming for armed forces veterans as part of a Welsh Government initiative. The ‘Later Life’ programme has supported physical activity and exercise in day care, residential care and community settings including the Olympage Games. A successful initiative linking stroke survivors to indoor bowling activities has also commenced.

(iii) Awen Cultural Trust



With regard to the Awen Cultural Trust (“Trust”) partnership, members will note that decision making regarding the performance and direction of the trust is taken by the Trustees, as it is an independent organisation with charitable status. There are two council representatives on the trustee board, neither of whom are Cabinet Members. That said the Trust presents an annual service plan to full Council for approval, which outlines and demonstrates progress against the 5 year commissioning outcomes set by BCBC. The annual performance of both Halo Leisure and Trust are reported to Scrutiny and highlight the impact services are having and how service development plans can respond to local needs and priorities.

There have been a number of ways in which the Trust delivers services and facilities for disabled people for example, the B leaf and Wood B projects, which are work-based horticultural and carpentry projects for adults with disabilities. The library and arts services offer a range of activities to help those with disability enjoy the cultural offer. Examples include: Bounce and Rhyme sessions led with sign language, Booklink service to housebound customers, BoomBox access to audio downloads for those with limited manual dexterity, and a fully inclusive youth theatre. The benchmarking of the Trust’s current performance of libraries, shows that Bridgend is in the top quartile in a number of important areas. The analysis showed customer satisfaction is at 97% overall across approximately 450,000 visits and issuing over 450,000 items of stock. Providing information and effective communication e.g. easy read formats will be developed through the period of the Partnership.

Councillor D Patel  
Cabinet Member Wellbeing & Future Generations

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