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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

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

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



Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services

Deialu uniongyrchol / Direct line /: 01656
643148/643147

Gofynnwch am / Ask for: Mr. Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Thursday, 26 October 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, 1 November 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 - 16
To receive the minutes of a meeting of Council dated 4 October 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. Central South Consortium Coordinated Working Group 17 - 22
7. Half Year Treasury Management Report 2017-18 23 - 40
8. To receive the following Questions to the Cabinet 41 - 58
(a) Question from Councillor Sorrel Dendy to the Deputy Leader

"From the 1 April 2017, local authorities have been able to charge a premium of up to 100% of the standard rate of Council Tax on long-term empty homes and second homes in their areas. Could the Deputy Leader please tell me if it has been considered by Cabinet at any point during their term/terms of office at the Authority?"

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(b) Question from Councillor Altaf Hussain to the Cabinet Member Social Services and Early Help

“Last year the ABMU Health Board said it was “doing everything possible” to deal with the increasing demand for its services during the winter period. This included opening more beds, holding more clinics and working closely with Social Services. Will the Cabinet Member inform Council what plans this Authority has in place to support the ABMU Health Board with managing and minimising the demand for its services, and in turn, reducing the implications for the residents of the County Borough which are likely to occur this winter.”

9. Notice of Motion proposed by Councillor N Clarke

‘That Bridgend County Borough Council:-

Welcomes the measures which Welsh Government has taken to date in promoting tourism across Wales and the positive affect this has had on the County Borough’s tourism industry.

Regrets the inclusion of a ‘Tourism Tax’ in the list of ideas being considered as the first tax Welsh Government will introduce under its new powers.

Believes a tax on tourist accommodation could work against this council’s tourism destination investment strategy targeted at increasing the volume and length of visitor stays across the County Borough.

Believes the proposals could undermine the business sector sustainability, investment and employment opportunities in the hospitality industry in tourism within the County Borough.

Believes there are other more viable and cost effective ways of supporting public funding challenges in the future as per attached analysis.

Makes representation to the Welsh Government that Bridgend County Borough Council strongly opposes the idea of a tax on Tourism for the reasons mentioned.’

10. 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

Councillors

A Hussain
RM James
B Jones
M Jones
MJ Kearn
DRW Lewis
JE Lewis
JR McCarthy
DG Owen
D Patel

Councillors

JC Spanswick
RME Stirman
G Thomas
T Thomas
JH Tildesley MBE
E Venables
SR Vidal
MC Voisey
LM Walters
KJ Watts

PA Davies
SK Dendy
DK Edwards
J Gebbie
T Giffard
RM Granville
CA Green
DG Howells

RL Penhale-Thomas
AA Pucella
JC Radcliffe
KL Rowlands
B Sedgebeer
RMI Shaw
CE Smith
SG Smith

CA Webster
DBF White
PJ White
A Williams
AJ Williams
HM Williams
JE Williams
RE Young

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COUNCIL - WEDNESDAY, 4 OCTOBER 2017

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

Present

Councillor PA Davies – Chairperson

| | | | |
|-------------------|-------------|--------------|--------------|
| S Aspey | SE Baldwin | TH Beedle | JPD Blundell |
| NA Burnett | MC Clarke | N Clarke | RJ Collins |
| HJ David | P Davies | SK Dendy | DK Edwards |
| J Gebbie | T Giffard | RM Granville | CA Green |
| DG Howells | A Hussain | 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 |
| JC Spanswick | RME Stirman | G Thomas | T Thomas |
| JH Tildesley MBE | E Venables | SR Vidal | MC Voisey |
| LM Walters | KJ Watts | DBF White | PJ White |
| A Williams | AJ Williams | HM Williams | JE Williams |
| RE Young | | | |

Apologies for Absence

RM James, B Jones, M Jones and CA Webster

Officers:

| | |
|------------------|---|
| Susan Cooper | Corporate Director - Social Services & Wellbeing |
| Julie Ellams | Democratic Services Officer - Committees |
| Lindsay Harvey | Corporate Director Education and Family Support |
| Randal Hemingway | Head of Finance & Section 151 Officer |
| Andrew Jolley | Corporate Director Operational & Partnership Services |
| Darren Mephram | Chief Executive |
| Martin Morgans | Head of Performance and Partnership Services |
| Andrew Rees | Senior Democratic Services Officer - Committees |
| Mark Shephard | Corporate Director - Communities |

65. DECLARATIONS OF INTEREST

The following Declarations of Interest were made:-

Councillor K Rowlands – Agenda Item 11, personal interest as she is employed by a Member of Parliament.

Councillor DK Edwards – Agenda Item 7, personal interest as he is a Chair of Governors.

Councillor M Clarke – Agenda Item 6, personal interest as he is a Director of Harbourside CIC.

Councillor N Clarke – Agenda Item 6, personal interest as her husband is a Director of Harbourside CIC.

66. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of Council dated 6 September 2017, be approved as a true and accurate record.

67. TO RECEIVE ANNOUNCEMENTS FROM:

The Mayor

The Mayor announced that as Members were aware a lot of work had previously gone into forging good relationships with the Armed Forces and the organisations that supported them. In November 2013 Bridgend signed the Armed Forces Community Covenant and a significant amount of work was undertaken within Bridgend County Borough to underpin the commitment to this pledge. The Mayor had the pleasure alongside the armed forces champion, Councillor Richard Young, to welcome to the civic offices some of the longstanding partners at a “meet and greet” event last month. It was a great opportunity to learn more about the invaluable work that the different organisations undertook and identify future opportunities where work could be undertaken together for the benefit of the armed forces communities. The event was extremely well attended and a great boost to continuing commitment.

The Mayor announced that the fifth Bridgend Business Awards had taken place and it was lovely to attend and meet all finalists. She believed it was vital to continue to encourage local businesses and in the coming weeks she would be visiting some of the winners to see first-hand the excellent work that they did.

On the subject of celebrating local initiative, the Mayor was honoured to attend the annual “It’s my Shout” premier recently. This project originated from the arts service in Bridgend County Borough Council and now fifteen years later, it had grown to be one of the most prolific training and development schemes for the creative industries in the UK. Bridgend Youth Theatre which was run in partnership with “It’s my Shout” was one of her chosen charities so she was delighted when they performed on the night to their usual excellent standard.

The Mayor announced that she also visited the Liberty Stadium for the Duke of Edinburgh Awards in the presence of the Earl of Wessex Prince Edward, and that it was an excellent evening. She also attended the Pavilion to see the Porthcawl Male Voice Choir with Mike Doyle as the entertainer and the Vale of Glamorgan’s Mayors Civic Ceremony.

The Mayor’s Civic Blessing was held in St. Marys Catholic Church, Ewenny Road and she thanked the Mayors Civic Committee for organising everything and also to the Dignitaries and fellow Councillors & friends and family who attended.

Deputy Leader

The Deputy Leader advised that the latest figures demonstrated that Bridgend County Borough was still well on the way to achieving the new recycling targets set by Welsh Government.

However, the Deputy Leader explained, a concerted effort was being made to encourage more people to recycle from their bathrooms following research by the organisation Recycle For Wales. This had revealed that only 60 per cent of bathroom

items such as toothpaste tubes, shampoo bottles and cardboard toilet rolls were recycled compared to 90 per cent of kitchen items.

Across the country, tonnes of recyclable plastic, metal, paper and cardboard unnecessarily ended up in landfill each year, so the authority would be carrying out work over the coming weeks and months to remind local residents what they could do to brush up on their bathroom recycling routine.

The Deputy Leader added that following the recent announcement by the Finance Secretary, Mark Drakeford AM, it was clear that Local Government would have a challenging time ahead. He reported that officers were studying figures closely to protect Bridgend and front line services.

Cabinet Member for Education and Regeneration

The Cabinet Member for Education and Regeneration reported that he was delighted to take part in a ground-breaking ceremony earlier this week to mark the start of work on the all-new £10.8m Pencoed Primary School.

As the current school was built in the early 1900s and provided separate infant and junior education across different sites in Pencoed and Heol y Cyw, the new premises would mean that children would no longer be required to cross a busy main road several times a day in order to walk between classes.

He explained that the new school would cater for up to 510 pupils aged between four and eleven alongside a 70 place nursery and facilities for children with special educational needs. The new premises would also provide associated sports and leisure facilities that could be shared with the wider community.

The project was being jointly funded by Bridgend County Borough Council and the Welsh Government's 21st century schools programme. The Cabinet Member for Education and Regeneration was looking forward to when the new premises opened in September 2018 as it would bring the whole school together on a single site for the first time in its history.

The Cabinet Member for Education and Regeneration also acknowledged a series of recent Estyn inspections on several of the local schools. Current performance and prospects for improvement were found to be good at Mynydd Cynffig, Ysgol Gymraeg Bro Ogwr and Oldcastle, and adequate at Llangynwyd.

The inspectors made a number of positive comments across each of the reports, and he thanked teachers, staff, governors and pupils for their ongoing efforts. Work would now be taking place to address the findings of the reports, and the schools would be looking to capitalise on areas where they were doing well and take a closer look at where further improvements can be made. He explained that there would be a programme of support for Llangynwyd.

The Cabinet Member for Education and Regeneration advised members that they could read Estyn reports for local schools on the modern.gov site.

Cabinet Member for Social Services and Early Help

The Cabinet Member for Social Services and Early Help announced that the council held its first ever 'visioning' event for carers at the Hi-Tide in Porthcawl and he was happy to report that it had been a massive success.

Almost a hundred people attended, many of whom were previously unknown to the authority as carers, and the authority was able to give them access to information and support that they did not know they could receive. The event brought together people who were carers for family members, friends and neighbours, and asked them to look at the future of care services in Bridgend County Borough. Organisations from the public, private and voluntary sectors took part to help develop a shared vision on how care services needed to be adapted and changed in order to meet future needs.

The Cabinet Member for Social Services and Early Help explained that the feedback gained from the event would be used to inform an independent report that would help decide how care services should be developed to meet future needs, and would give carers a chance to discuss what mattered most to them. One of the attendees wrote a poem about her experiences at the event, and if members would like to read a copy, they could get one by contacting Carer Development officer Kathy Proudfoot.

Cabinet Member for Communities

The Cabinet Member for Communities reported that it was with disappointment that he had to report that following the latest approach to the Welsh Government, it had not been possible to upgrade the proposed road safety scheme along the A48 from the reserve list. Despite the scheme being strongly supported in a letter also to Welsh Government by South Wales Police, he had been informed that the scheme, for the moment, remained on the reserve list and would be considered if and when funding became available.

He assured Council that he would continue to lobby on behalf of the scheme, and would continue to keep Council informed of any progress.

However, the Cabinet Member for Communities reported, work had begun to drill two test bore holes close to the former Caerau Colliery in Maesteg. Former mine workings in the valley could potentially offer a geo-thermal source of energy as they had filled up with water, which had an average temperature of around 10 to 14 degrees Celsius. The Council was investigating the idea of pumping water from the old disused mine workings and transporting it through a network of pipes to residents' properties in Caerau. The heat would be extracted and passed through a heat pump, providing heat for the property using its existing radiator system. The mine water would not, at any point, enter the homes of residents.

If results from the drilling proved successful, the project had the potential to make a huge positive impact in the Llynfi Valley and would undoubtedly prove to be an exciting time for the authority at the cutting edge of the UK's green energy revolution.

The Cabinet Member for Communities also made members' aware that a new pilot scheme had been introduced in efforts to reduce dog fouling within the Bridgend County Borough area. New signs had been installed at Maesteg Welfare Park and at the Woodlands playing fields in Pencoed to encourage all dog owners to be responsible and pick up after their dogs. The signs incorporated a supply of dog waste bags which could be used free of charge. The problem of dog fouling was frustrating and the authority was targeting these two locations for the purpose of the pilot due to the number of complaints that had been received about them being problem spots.

He explained that how effective they were in encouraging irresponsible dog owners to change their habits would be monitored and if they were a success, the authority would look at whether it could install more of the units at other locations across the county borough.

Cabinet Member for Wellbeing and Future Generations.

The Cabinet Member for Wellbeing and Future Generations reported that ten years after the Welsh Government's Flying Start programme was launched in Wales, the success of the scheme in Bridgend County Borough was recently celebrated with the official openings of two more facilities dedicated to helping young children get the best possible start in life. She explained that Flying Start provided free, high-quality part-time childcare for two to three year olds, as well as an enhanced health visiting service, help with early language development and access to parenting programmes.

These latest additions were successfully operating at Lewistown and Garth, and they joined eleven other Flying Start facilities located at Betws, Blackmill, Brackla, Cefn Glas, Caerau, Cornelly, Maesteg Park, the Oakwood Estate, Plasnewydd, Sarn and Wildmill. The scheme was all about enabling and equipping families to be able to provide better opportunities for their sons and daughters, and the initiative was currently benefitting more than 1,500 local children.

Chief Executive

The Chief Executive reported that there was a BBC story recently which claimed that Bridgend County Borough Council had made errors of £1.9m in calculating housing benefit. He stated that some members had expressed understandable concern about this, so he took the opportunity to help clarify the matter.

He explained that the £1.9 million figure was a hypothetical amount. The actual error amount was not much more than £3,000. The Wales Audit Office looked at the financial statements for 2016-17. They examined 45 housing benefit claims, and found errors in 11 of them. They then extrapolated that information across the total number of claims that the authority had processed, and through this they arrived at the hypothetical £1.9m.

The Chief Executive added that the reason why this figure was so large was because one of the errors they highlighted was actually quite significant, in the region of £1,889. However, a full two-thirds of the errors they found were for amounts that were the equivalent of £1 a week. Without that single larger error, the hypothetical amount would have been in the region of £400,000.

He stressed that he was not excusing the fact that there were errors. The authority strived for accuracy when calculating housing benefit claims, and the presence of any errors was clearly not good enough.

There were six underpayments which had already been paid to the correct value, and five overpayments. For these, the general principle had been applied of whether a claimant could have reasonably been expected to know that there would be a change. With this in mind, the authority was recovering the overpayment in three cases, and not pursuing it in two cases where the value was £24 and £16 respectively.

The Wales Audit Office had said that despite the errors, they could not detect any material weaknesses in the internal controls, and that it appeared to be a case of human error rather than control failures or weaknesses within the processes.

BCBC was still one of the best performing councils in terms of the time it took to process new claims, although it was closer to average when it came to processing changes of circumstances.

As regards what was currently happening, the authority was carrying out further work and testing each of the error types that had been identified by the Wales Audit Office. It was far too early to provide any findings at this stage, but so far, there was no discernible pattern to be seen other than human error. Management checks on individual claims had increased as a result, and targeted checks were underway alongside additional coaching, training and awareness-raising.

The Chief Executive added that on a more general level, the average housing benefit was approximately £80 per week, but could be as low as 50p or as high as £300 in some cases, for example, where specially adapted accommodation was required. There were around 16,000 claimants in the county borough. The total value of housing benefit accounted for £50m, and around 60 per cent of all housing benefit claimants were in receipt of 100 per cent of their rent. He reported that he would bring further updates on this issue as more details emerged.

Monitoring Officer

The Monitoring Officer reported that following consultation with the Scrutiny Chairs of the following Committees:

Subject Committee 2 had been postponed from 09 October 2017 – to a date yet to be confirmed

Subject Committee 3 had been postponed from 25 October 2017 to 22 November 2017 at 9.30am

Both meetings had been changed due to the unavailability of external invitees, Kier and AMBU for the original meeting dates.

68. TO RECEIVE THE REPORT OF THE LEADER

The Leader announced that the authority continued to engage with partners about the Cabinet Secretary for Local Government and Finance announcement about the potential change to the Health Board that would serve the communities of Bridgend. The Chief Executive met with senior officials at Welsh Government and an outline provisional timeline was out for consultation in the autumn, a decision in the spring (2018) and implementation of a change if there was a change in spring 2019. Details would be shared with members when they were available.

The Leader reported that a draft 5 year strategic business plan was being developed for the Cardiff Capital City Region. Work by the Leaders and Chief Executives was continuing on the plan with the aim to bringing that to all members in all Councils this year. The focus would include developing a skilled workforce, creating an innovation district, increasing entrepreneurial activity and innovation, improving connectivity at a local, national and global level and creating the right environment and infrastructure to encourage growth. These aligned with the independent commission's report and the City Deal agreement with UK Government and Welsh Government.

The Leader thanked all the members from across the chamber that were able to make the consultation meeting with the Lifelong Learning and Welsh Language Minister, Alun Davies AM, 'Our Valleys, Our Future' in Maesteg Town Hall last month. Local residents and members alike made a very strong and clear case for the need for investment in all three of the valleys, the Llynfi, Garw and Ogmores. Officers continued to liaise with officials at the Welsh Government on proposals for a hub for the Bridgend Valleys.

The Leader welcomed the letter from Conservative leaders from across South Wales about the Swansea Bay Tidal Lagoon urging the Prime Minister to seize the day and give the scheme her full support. He explained that he had written as Leader of the authority, several months ago backing the scheme. There was now full support across the political spectrum and across South Wales. The project would not only deliver clean, green, renewable energy and a major boost to the economy but was a unique opportunity for Wales to take the world lead in the development of a new energy technology. He was sure that all supported this call for the UK government to make the decision.

69. ANNUAL REPORT 2016-17

The Chief Executive presented the Council's Annual Report 2016-17 for Council to consider and approve. The Annual Report evaluated the Council's performance against the priorities set in the new Corporate Plan 2016-20. It also reiterated the improvement objectives for 2017-18. The Plan defined 46 commitments to deliver the three priorities and identified 58 outcome-focused indicators for the financial year 2016-17. The Council's Medium Term Financial Strategy (MTFS) identified how it would use its resources to support the achievement of the improvement priorities and statutory duties, including the management of financial pressures and risks over the next four years

The Chief Executive explained that overall, the Council performed strongly in 2016-17 and of its 46 commitments, the Council carried out to completion 32 (nearly 70%), with a further 11 (24%) that were mostly completed. The Council was short of meeting the target set for three commitments, namely, digitalisation of planned services, asset transfer to community groups and organisations, and income generation initiatives however it was recognised that a lot had been done during the year to deliver these commitments.

The Corporate Plan identified 58 indicators to measure success and 57 indicators had been collected for the year. Of those with a target, the Council met or exceeded the target for 59.2%, with further 12.2% missing the target marginally. Of those indicators that missed the target, 25% showed improvement, 45% were new indicators which made it hard to set challenging but realistic targets, and a further 15% were influenced by external circumstances. Overall, 74% of all indicators with comparable data showed improvement. Detailed information about the Council's performance against its commitments and targets was included in the report.

The Chief Executive referred to a number of points in the Annual Report. Under priority one, Supporting a successful economy, 722 local people had taken opportunities to succeed through Communities for Work, Bridges into Work and BEP programmes and registered businesses in the borough increased during the year from 4,440 to 4,540. Under priority two, Helping people to be more self-reliant, 3,879 individuals and families were supported through the Families First programme to help reduce child poverty. Under priority 3, Smarter use of resources, £5,625m of capital receipts were generated from the asset disposal programme, exceeding the £4m target.

A Member asked why the number of visitors to Bridgend and Porthcawl had been recorded but no other areas had been monitored. The Corporate Director Communities explained that only Bridgend and Porthcawl had camera counters so information was available for a comparison to be made. The Member suggested that if counters were installed in Pencoed and Maesteg then a true picture would be available.

A Member referred to the consultation exercise for those that used social care services and the figure of 86.6% of people satisfied with the care and support they received. He

asked if any follow up had been done on the remaining people that were dissatisfied. The Corporate Director Social Services and Wellbeing explained that the exercise was a requirement of the Social Services and Wellbeing Act and that they were now in the second year and comparisons and follow ups could now be made.

A Member asked what the actual cost of days lost due to sickness absence was to the authority. He was advised that this was almost impossible to calculate because sickness had a different impact across the organisation where some services such as social care needed agency workers and other areas could be covered from within.

A Member referred to the 722 local people that had taken opportunities to succeed through Communities for Work, Bridges into Work and BESP programmes and said that this figure should be recognised as a very high target and a great achievement.

A Member asked where we stood as an authority following the statement that Bridgend was one of the two most improved LA's in Wales. The Chief Executive explained that not all comparatives were included in the report and that the authority had not performed as well as in the previous year. There had already been a number of changes such as those to the GCSE system and more changes were anticipated.

A Member referred to the number of private sector dwellings that remained vacant after six months and suggested that WG be lobbied regarding the shortage of homes and empty dwellings. The Leader gave assurances that this had already been raised. Loans and grants were available but there still remained a hard core where the owner of the property did not want to engage. The issue had been raised with Assembly Members and through the WLGA and efforts were made internally to utilise power and resources effectively.

A Member asked how many local jobs had been created from the work to the Jennings Building in Porthcawl. The Corporate Director Communities did not have this information to hand but agreed to email the Member with the information. The Leader stated that he was encouraged by this project and that the businesses were owned by local people employing as many local residents as possible.

A Member raised a query regarding the figure for the revenue support grant and revenue funding. The Head of Finance and Section 151 Officer agreed to check the figures and to report back to the Member.

The Leader recognised that there were further areas for improvement but he paid tribute to staff for the work they carried out and thanked them.

RESOLVED: That subject to any amendments by Cabinet on 3 October, Council approved the Annual Report – 2016-17.

70. CAPITAL PROGRAMME 2017-18 TO 2026-27

The Head of Finance and Section 151 Officer presented a report seeking approval from Council for a revised capital programme for 2017-18 to 2026-27.

On 31st May 2017 Council approved a revised capital programme including slippage into 2017-18, new externally funded schemes and additional council funded schemes relating to the 21st Century Schools Programme. On 28th June 2017, Council approved that the Capital Programme be further amended to include funding for the purchase of a Civil Parking mobile enforcement vehicle which brought the total value of the

programme to £191.562 million, of which £125.404 million was met from BCBC resources, including General Capital Funding from Welsh Government, and £66.158 million met from external resources.

Since the programme was last approved, a number of new schemes had been progressed which required that Council approve changes to the capital programme. These changes were explained in detail in the report:

- Multi Agency Safeguarding Hub (MASH). The establishment of a Bridgend Multi-Agency Safeguarding Hub (MASH) was a key part of corporate priority 2 – helping people to remain independent.
- Storage for the Data Centre.
- Desktop Computer/Monitor Replacement Programme.
- Additional PC's for Civic Offices
- Digital Meeting Spaces
- Brynmenyn Homelessness Unit
- Mayoral Vehicle

A revised capital programme was attached to the report and this showed a total revised programme of £175.031 million, of which £117.536 million was met from BCBC resources, including General Capital Funding from Welsh Government, and £57.495 million met from external resources.

A Member raised concerns about digitisation of meeting spaces, how well it would work and how £150,000 could be better used on other services. The Member was advised that equipment had improved and this would be a valuable asset that could save money. This was a facility that BCBC did not have which other authorities did have and it was important to keep up with this type of technology.

A Member suggested that the update could be rolled out slowly with a few rooms updated initially. If the equipment was effective then other rooms could be added at a later date.

The Leader added that the use of video conferencing with improved technology had dramatically increased across Wales and could save time for both Members and officers. Collaboration was increasing and this could save time and travel.

A Member asked if there was a policy to buy British products and if this had been taken into account when purchasing a new mayoral vehicle. The Member was advised that it was difficult to buy a British vehicle that met the criteria but all factors had been carefully considered when making this decision.

RESOLVED: Council approved the revised Capital Programme as set out in the report.

71. **AMENDMENT TO THE SCHEME OF DELEGATIONS**

The Monitoring Officer presented a report seeking approval for a series of amendments which had been made to the Scheme of Delegation of Functions. A number of administrative amendments had been made and the report consolidated those updates and advised of the outcomes of the subsequent review of the Scheme of Delegations which was undertaken.

The titles and portfolios of the Cabinet Members had been revised. The functions allocated to each Cabinet Member required some amendments to be made in particular Scheme A to reflect the changes to their responsibilities accordingly. He explained that a desktop review had been undertaken to ensure that the Scheme was up-to-date and fit for purpose. A number of revisions were required and were identified in the report using tracked changes.

The Monitoring Officer requested Council to note that a similar report was presented to Cabinet on 3rd October 2017 requesting approval of the amendments to the Scheme in relation to its functions. Once the approval process and call-in had been completed, the Scheme would be updated, published and Corporate Directors would be requested to update their Register of Delegations to reflect these changes.

A Member suggested that under General Powers of Chief Officers, section 1.7 should be amended to read “the tender that offered best value for money” rather than “the lowest tender received”. The Monitoring Officer explained that systems were already in place to establish value for money, the specification and quality before a decision was taken.

RESOLVED: Council approved the Scheme of Delegations in relation to its functions as attached at Appendix 1 to the report.

72. **APPOINTMENTS TO COUNCIL COMMITTEES AND OTHER COUNCIL BODIES**

The Monitoring Officer presented a report requesting that Council approve the revised political balance and appointment to Council Committees and other Council bodies following changes to the political groupings of the Council.

He explained that the recent changes to the political make-up of the Council required a review of the political balance and updated Members on the current political make-up of the Council. The revision required the re-distribution of the committee seat allocation to the political groups as shown in the report.

The Monitoring Officer also reported one for one changes to the committees and panels as detailed in the report plus three additional changes:

Scrutiny Subject Committee 1 – Councillor Lyn Walters to replace Councillor Kay Rowlands.

Scrutiny Subject Committee 2 – Councillor Kay Rowlands to replace Councillor Lyn Walters.

Development Control Committee – Councillor T Giffard to replace Councillor C Webster.

The revised political balance did not affect the current allocation of Scrutiny Chairpersons to the Overview and Scrutiny Committee. The Conservative group had nominated Cllr C Webster as the new Chairperson of SOSC 1 and this was recommended for approval by Council.

RESOLVED Council:-

- a. Approved the revised political balance as shown in Appendix A to the report;
- b. Received nominations from political groups for any one for one changes to their representation on committees and appointed those Councillors to serve on these committees as

shown at Appendix B. Additional changes as detailed below were reported and agreed at the meeting:

Scrutiny Subject Committee 1 – Councillor Lyn Walters to replace Councillor Kay Rowlands.

Scrutiny Subject Committee 2 – Councillor Kay Rowlands to replace Councillor Lyn Walters.

Development Control Committee – Councillor T Giffard to replace Councillor C Webster.

c. Appointed Councillor C Webster as Chairperson of the Subject Overview and Scrutiny Committee 1.

73. INFORMATION REPORTS FOR NOTING

The Monitoring Officer submitted a report, the purpose of which was to inform Council of any Information Reports for Noting since its last ordinary meeting, as detailed in the report.

RESOLVED That Council noted the content of the report.

74. NOTICE OF MOTION PROPOSED BY COUNCILLOR DAVID WHITE

Councillor D White made the following Notice of Motion to which he gave an introductory speech explaining why he had made the proposal. He also asked that a Recorded Vote be taken on the Notice of Motion:

“Bridgend Borough Council has to make savings of £35.3 million over the next 4 years under the most likely scenario, due to the reduction being imposed by the UK Government, as a result of the reduction to the Welsh Government block grant funding. This is addition to the reduction in funding over the last 5 years, which amounts to £ 40 million. The unprecedented scale of reduction to the budget amounts in total to £75.3 million or equivalent of over £1000 per household within the Borough. Although, in my view this council has been subjected to a number of inspections over the last two years and no major concerns have been raised, which cannot be addressed and areas of improvement have or are being addressed. In my opinion this could put enormous pressures on our services and may mean we are unable to fulfil our statutory duties.

It is my opinion Bridgend Borough Council via Welsh Government should receive a fair funding from the UK Government, so this council can achieve its goals in manner that means that our residents, who we were voted to represent. Instead of facing reductions in budgets that are having an impact on an essential range of services and could play a vital role in the health and well-being of the people we serve”. He proposed that Council:

- condemns the potential £75.3 million reduction in its budget imposed by the UK Government, as a result of the reduction in the block grant funding from Westminster, to Welsh Government, which in turn means reduction to Bridgend Council budgets.
- campaigns for a fairer funding grant for Bridgend Council from UK Government.
- continues to be open and honest about the scale of the reduction and the damage they could do to our local communities.
- asks the Leader to write to the Chancellor of the Exchequer and Secretary State for Wales requesting fairer funding for Bridgend Borough Council and its residents.

COUNCIL - WEDNESDAY, 4 OCTOBER 2017

Following comments made by a number of Members on the Notice of Motion, an electronic vote was taken on whether or not a Recorded Vote should be taken on this Notice of Motion. The results were as follows:

| <u>For</u> | <u>Against</u> | <u>Abstention</u> |
|------------|----------------|-------------------|
| 39 | 2 | 2 |

Therefore Council agreed that a recorded vote be taken on the Notice of Motion, the results were as follows:-

| <u>For</u> | <u>Against</u> | <u>Abstention</u> |
|-----------------------|----------------|-------------------|
| Cllr P A Davies | Cllr A Pucella | Cllr M Clarke |
| Cllr G Thomas | Cllr M Voisey | Cllr S Dendy |
| Cllr J H Tildesley | Cllr K J Watts | Cllr A Williams |
| Cllr D White | Cllr R Stirman | Cllr E Venables |
| Cllr N Burnett | Cllr L Walters | |
| Cllr R Collins | Cllr S Vidal | |
| Cllr P Davies | Cllr T Giffard | |
| Cllr J Gebbie | | |
| Cllr R Granville | | |
| Cllr S Baldwin | | |
| Cllr J Radcliffe | | |
| Cllr T Thomas | | |
| Cllr T Beedle | | |
| Cllr R Penhale-Thomas | | |
| Cllr D K Edwards | | |
| Cllr J Williams | | |
| Cllr R Shaw | | |
| Cllr G Howells | | |
| Cllr B Sedgebeer | | |
| Cllr J P Blundell | | |
| Cllr C Smith | | |
| Cllr D G Owen | | |
| Cllr J R McCarthy | | |
| Cllr M Kearns | | |
| Cllr D Lewis | | |
| Cllr J E Lewis | | |
| Cllr J C Spanswick | | |
| Cllr P J White | | |
| Cllr D Patel | | |
| Cllr H J David | | |
| Cllr H M Williams | | |
| Cllr C E Smith | | |
| Cllr R Young | | |

RESOLVED That Council agreed to accept the Notice of Motion made by Councillor David White as detailed in Agenda item 11.

75. URGENT ITEMS

None

The meeting closed at 4.55 pm

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO COUNCIL

1 NOVEMBER 2017

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

CENTRAL SOUTH CONSORTIUM COORDINATED WORKING GROUP

1. Purpose of Report.

- 1.1 The purpose of the report is to present arrangements for strengthening democratic accountability and scrutiny of the school improvement function in the Central South Consortium.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 This report and the establishment of a Coordinated Scrutiny Working Group for the Central South Consortium assists in the achievement of the following Corporate Priority:

- 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.

3. Background.

- 3.1 The Central South Consortium is responsible for school improvement on behalf of five local authorities: Bridgend, Cardiff, Rhondda Cynon Taf, Merthyr Tydfil and the Vale of Glamorgan.
- 3.2 The Consortium is accountable to the local authorities through a Joint Committee comprising the relevant Cabinet Member from each Local Authority.
- 3.3 The Consortium's performance is scrutinised on an annual basis by the relevant Scrutiny Committee in each Local Authority who examine the detail of the latest school performance results and business plan. These meetings focus on data and activity relevant to the individual local authority rather than performance in the region overall.
- 3.4 This accountability and scrutiny structure is critically important since the statutory responsibility for the performance of schools resides in the individual Local Authorities.
- 3.5 Consortium Officers have met regularly with the five Scrutiny Committee Chairs in the Central South Consortium, as a group. Officers representing/working for the five local authorities have also attended.

- 3.6 Part of the discussion has been around developing a 'regional' element to scrutiny work in addition to the current individual local authority scrutiny programmes outline above.
- 3.7 The group's discussion included consideration of the findings from a Cardiff Business School study on coordinated Scrutiny as well as the Erw model of coordinated scrutiny, (Erw: the regional education consortium serving the west of Wales and Powys). The Erw model consists of the Chairs of Education Scrutiny in each of the Local Authorities (or a nominated person other than the Chair) and has been identified as an example of good practice by the Wales Audit Office. They meet termly with the Consortium considering and discussing items such as pupil performance data (pre and post verification), progress against business plan, consortium governance and School categorization.

4. Current situation / proposal.

- 4.1 Using the Erw model, the group proposed to establish a formal working group to consider regional performance and share best practice and information. The working group would offer an element of coordinated scrutiny with a specific focus on regional working.
- 4.2 Appendix A provides detail of the proposal including how many meetings to be held and the following standing items to be considered by the group:
- i. The Consortium's progress against its 3-year business plan on a regional basis;
 - ii. Regional performance trends;
 - iii. Sharing best scrutiny practice across the region.
- 4.3 In addition to this the group have proposed further items for consideration such as the Consortium's value for money, Governor Training and support, the Free School Meal attainment gap and the impact from recent changes to the Pupil Deprivation Grant, focusing each time on the regional and national perspective.
- 4.4 It also proposes that the group would report annually to each relevant Overview and Scrutiny Committee in each local authority and provide recommendations to the Consortium's Joint Committee.
- 4.5 It was proposed that the attached document detailing the group's approach and Terms of Reference be presented to each Local Authority for agreement, following which it will be presented to the CSC Joint Committee for final approval at their meeting in December 2017.
- 4.6 The attached proposal was agreed by the Subject Overview and Scrutiny Committee 1 at its meeting on 14 September 2017 who also agreed to forward the report to full Council for approval prior to submission to the CSC Joint Committee.

5. Effect upon Policy Framework & Procedure Rules.

- 5.1 The work of the Overview & Scrutiny Committees relates to the review and

development of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend.

6. Equality Impact Assessment

6.1 There are no equality implications attached to this report.

7. Financial Implications.

7.1 There are no financial implications attached to this report.

8. Recommendation.

8.1 Council is asked to agree the proposal attached at Appendix A to establish a Scrutiny working group to consider regional performance of the Central South Consortium and share best practice and information.

Andrew Jolley
Corporate Director – Operational and Partnership Services

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Scrutiny Officer

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CF31 4WB

Background documents

None

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Democratic accountability and scrutiny

Purpose:

This document sets out arrangements for strengthening democratic accountability and scrutiny of the school improvement function in the central south Wales consortium.

The paper seeks the agreement of the consortium's joint committee to put these arrangements in place.

This paper proposes to deepen the consortium's relationship with the scrutiny function on a regional level by establishing a working group to consider regional performance and share best practice and information.

The working group would offer an element of coordinated scrutiny with a specific focus on regional working.

"..collaborative scrutiny should only be undertaken where it is likely to add value for all potential contributors and should not be practiced for its own sake. The added value, it was argued, needs to be evident not only to scrutiny teams but also to the leadership of local authorities, other elected members, senior officers, those being scrutinised and the general public." (Excerpt from *Developing a culture of collaborative scrutiny: an evaluation of practice and potential*. Cardiff Business School report 2013)

A research paper published by Cardiff Business School in 2013 found that a coordinated model of this kind could offer:

- 1 A clearer specification of the accountability role that joint local scrutiny could perform in scrutinising collaborations and partnerships (versus inspectorates and regulators), and how elected members best contribute to this role
- 2 The presentation of a clear rationale for regional service delivery and regional scrutiny to elected members
- 3 Further clarity on the governance and service delivery configurations of Welsh public services
- 4 Sufficient resource and capacity to deliver collaborative scrutiny
- 5 Guidance to partnerships, consortia and other collaborations

*(Extract from *Developing a culture of collaborative scrutiny: an evaluation of practice and potential*. Cardiff Business School report 2013, quoting the view of scrutiny officers)*

Proposed model:

That the working group consist of the chairs of education scrutiny in each of local authorities (or a nominated person other than the chair), supported by a nominated scrutiny officer in each case.

Meet three times a year shortly after each joint committee meeting

Consider standing items such as:

- i. The consortium's progress against its 3-year business plan on a regional basis
- ii. Regional performance trends
- iii. Sharing best scrutiny practice across the region

The group would also:

- Report annually to the relevant committee in each local authority (and/or feedback to the next meeting of the relevant scrutiny committee in each local authority?)
- Make recommendations to the joint committee and receive a response to these from the joint committee

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO COUNCIL

1 NOVEMBER 2017

REPORT OF THE HEAD OF FINANCE & SECTION 151 OFFICER

HALF YEAR TREASURY MANAGEMENT REPORT 2017-18

1. Purpose of Report

1.1 The purpose of the report is to:-

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice 2011 Edition (the Code) to report as part of a mid-year review an overview of treasury activities;
- Report on the projected Treasury Management and Prudential Indicators for 2017-18

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The 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.

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 2017-18 on 1 March 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 For the period 1 April to 30 September this report covers the following areas:

- The Council's treasury position
- External Context
- Borrowing Strategy and Outturn
- Investment Strategy and Outturn
- Review of the Treasury Management Strategy 2017-18
- Treasury Management and Prudential Indicators 2017-18

4. Current Situation

4.1.1 The treasury position for 1 April to 30 September 2017:

| | | Principal as at 01-04-17 | Average Rate | Principal as at 30-09-17 | 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 |
| Total Long Term External Borrowing*** | | 96.87 | 4.69 | 96.87 | 4.69 |
| Other Long Term Liabilities*** (including PFI) | | 21.77 | | 21.45 | |
| TOTAL GROSS DEBT | | 118.64 | | 118.32 | |
| Fixed rate investments | | 28.50 | 0.56 | 41.00 | 0.48 |
| Variable rate investments | | 5.25 | 0.45 | 3.00 | 0.52 |
| TOTAL INVESTMENTS**** | | 33.75 | 0.55 | 44.00 | 0.48 |
| TOTAL NET DEBT | | 84.89 | | 74.32 | |

* 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 and includes the short term element of the liability

**** 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 1 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 this period is shown in Section 4.4.

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 The £19.25 million in the above table relates to Lender's Option Borrower's Option (LOBO) loans due to mature in 2054, and 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 dates and therefore, the Council being given the option to accept the increase or to repay the loan without incurring a penalty. The trigger dates are July and January however the Council understands that the lender is unlikely to exercise their option in January 2018. The current average interest rate for these LOBO's is 4.65% compared to the PWLB Loans average interest rate of 4.70%.

- 4.1.3 The long term liabilities figure of £21.45 million at 30 September 2017 includes £17.94 million for the Council's Private Finance Initiative (PFI) arrangement (for the provision of a Secondary School in Maesteg– 16.5 years remaining term) and £2.40 million relating to a loan from the WG Central Capital Retained Fund for regeneration works within the Llynfi Valley which has not yet commenced.
- 4.1.4 It should be noted that the accounting practice required 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 above table 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.
- 4.1.5 The Council's Treasury Management advisors are Arlingclose. 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
 - Training courses (training was provided to Members 26 June 2017)

4.2 External Context

- 4.2.1 The interest rate views incorporated in the Council's Treasury Management Strategy for 2017-18, were based upon officers' views supported by a selection of City forecasts provided by Arlingclose. When the Treasury Management Strategy for 2017-18 was prepared in January 2017 it was forecast that the Bank Rate would remain at 0.25% during 2017-18 with a low possibility of a drop close to zero, with a very small chance of a reduction below zero.
- 4.2.2 The Bank Rate started the financial year at 0.25% and the Bank of England implied a rise in Bank Rate in "the coming months" at their September meeting. Arlingclose however is not convinced that the UK's economic outlook justifies such a move at this stage and are forecasting that it will remain at 0.25% for the remainder of 2017-18.

4.3 Borrowing Strategy and Outturn for 1 April to 30 September 2017

- 4.3.1 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.
- 4.3.2 With short-term interest rates lower than long term rates, it is likely to be more cost effective in the short term to either borrow short term loans 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 in **Appendix B**. 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 assist the Council with this 'cost of carry' and breakeven analysis.
- 4.3.3 The last time the Council took long term borrowing was £5m from the PWLB in March 2012 and it is not expected that there will be a requirement for any new long term borrowing in 2017-18, however for cash-flow purposes £2 million short term borrowing was taken 24 May 2017 and repaid 5 June 2017. Following advice from Arlingclose, the Council approached the LOBO's lender for potential repayment options however the premium was deemed too excessive to action. Market conditions have meant that there has been no loan rescheduling so far this year however, in conjunction with Arlingclose, the loan portfolio will continue to be reviewed for any potential savings as a result of any loan rescheduling.
- 4.3.4 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.

4.4 Investment Strategy and Outturn for 1 April to 30 September 2017

- 4.4.1 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 major objectives to be followed in 2017-18 are:-

- To maintain capital **security**
- To maintain **liquidity** so funds are available when expenditure is needed

- To achieve the **yield** on investments commensurate with the proper levels of security and liquidity

4.4.2 The Annual Investment Strategy incorporated in the Council's Treasury Management Strategy 2017-18 includes the credit ratings defined for each category of investments and the liquidity of investments. The Council's investments have historically been placed in short term 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 diversifying into more secure and/or higher yielding asset classes during 2017-18 any new instruments used will be in full consultation with the Council's Treasury Management advisors. In order to be able to use the majority of these different types of instruments, the Council is required to use a nominee account(s) with a third party for safe custody of such investments (a custody account) as we are unable to deal direct. On 5 September 2017, Cabinet approved the opening of a King & Shaxson custody account. It also delegated authority to the Section 151 Officer, in consultation with the Monitoring Officer, to open additional custody accounts to support delivery of Treasury Management responsibilities if required. The custody account was not used prior to 30 September 2017.

4.4.3 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 is therefore 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.

4.4.4 On a day to day basis, the Council typically has surplus 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.

4.4.5 The Council's primary objective for the management of its investment portfolio is to give priority to the security and liquidity of its funds before seeking the best rate of return. As shown in the tables below, the majority of surplus cash has been held as short term investments with UK Local Authorities, banks and building societies of high credit quality. This has therefore resulted in more of the investment portfolio being moved into investment instruments with lower rates of return but higher security and liquidity.

4.4.6 There are three long term investments (original duration of 12 months or more) outstanding as at 30 September 2017 totalling £6 million with Local Authorities - £2 million maturing in November 2017, £3 million maturing in November 2020 and £1 million maturing in December 2020. All other investments at 30 September 2017 are short term (deposit or notice accounts or fixed term deposits). The table below details these investments by counterparty type:

| Investment Counterparty Category | Balance 01 April 2017 (A) £m | Investments Raised (B) £m | Investments Repaid (C) £m | Balance 30 Sept 2017 (A+B-C) £m | Average Duration Investments in force during Apr - Sept 2017 Days | Average Original Duration of the Investment Days | Weighted Average Investment Balance Apr - Sept 2017 £m | Weighted Average Interest Rate Apr-Sept 2017 % |
|--------------------------------------|------------------------------------|---------------------------------|---------------------------------|---------------------------------------|--|---|---|---|
| Govt DMO | - | 38.80 | 38.80 | - | 8 | 8 | 1.49 | 0.10 |
| Local Authorities | 19.50 | 88.10 | 80.60 | 27.00 | 50 | 142 | 32.14 | 0.46 |
| Building Societies | 6.00 | 8.00 | 8.00 | 6.00 | 57 | 123 | 4.83 | 0.34 |
| Banks (Fixed Maturity) | 3.00 | 8.00 | 3.00 | 8.00 | 120 | 209 | 6.83 | 0.61 |
| Money Market Fund (Instant Access)* | - | 3.40 | 3.40 | - | n/a | n/a | 0.46 | 0.18 |
| Banks Instant Access/Notice Period * | 5.25 | 53.65 | 55.90 | 3.00 | n/a | n/a | 5.39 | 0.37 |
| Total/Average | 33.75 | 199.95 | 189.70 | 44.00 | 59 | 120 | 51.14 | 0.45 |

* An average duration is not shown as there is no original duration as instant access or notice period and money is added and withdrawn to/from these accounts as required by cash-flow

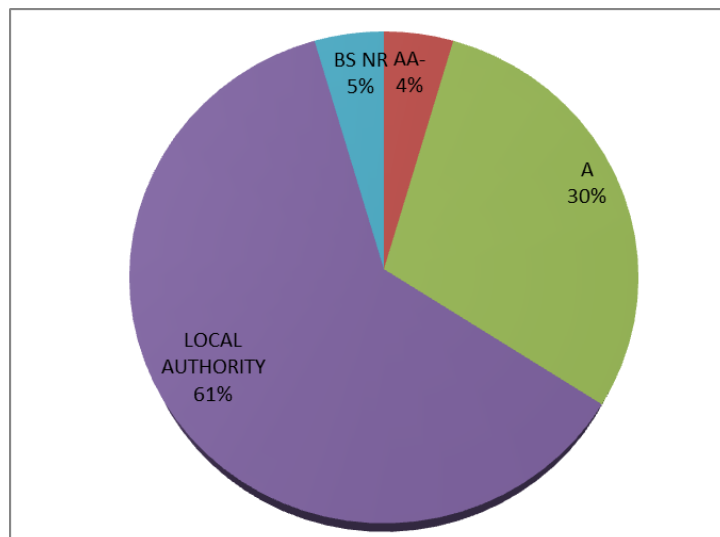
4.4.7 The Council opened a Money Market Fund in August 2017 which is a pooling of public sector deposits wholly aligned with the principles and values of the public sector. It is UK domiciled and regulated by the Financial Services Authority and there is also an advisory board representing the public sector depositors which ensures strong governance arrangements of the Fund. This is an approved financial instrument in our Treasury Management Strategy 2017-18 and provides instant access to the funds. There was no balance outstanding at 30 September 2017.

4.4.8 Occasionally, investments are placed with the UK Debt Management Office (DMO - Executive Agency of UK Government) but only for very short term deposits and after all other options have been explored. The interest rates offered by this facility are lower than most 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 at 30 September 2017.

4.4.9 Favourable cash flows have provided positive cash balances for investment and as shown above the balance on investments at 30 September 2017 was £44.00 million. The table below shows a breakdown by counterparty type based on the remaining maturity period as at 30 September 2017:

| Counterparty Category | Instant Access Deposit Accounts £m | Notice Period Deposit Accounts £m | Deposits Maturing Within 1 Month £m | Deposits Maturing Within 1-3 Months £m | Deposits Maturing Within 4-6 Months £m | Deposits Maturing Within 6-12 Months £m | Deposits Maturing Within 1-2 Years £m | Total £m |
|-----------------------|---------------------------------------|--------------------------------------|--|---|---|--|--|--------------|
| Local Authorities | - | - | 11.00 | 2.00 | 4.00 | 6.00 | 4.00 | 27.00 |
| Building Societies | - | - | 4.00 | 2.00 | - | - | - | 6.00 |
| Banks | - | 3.00 | 3.00 | 1.00 | 2.00 | 2.00 | - | 11.00 |
| Total | 0.00 | 3.00 | 18.00 | 5.00 | 6.00 | 8.00 | 4.00 | 44.00 |

4.4.10 The Council defines high credit quality as organisations and securities having a credit rating of A- or higher and **Appendix A** shows the equivalence table for credit ratings for Fitch, Moody's and Standard & Poor's and explains the different investment grades. The pie chart below summarises the above table by credit ratings and shows the £44.00 million investments at 30 September 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 whilst the remainder of our investments all had a credit rating of A or above.



4.4.11 The Council participates in a benchmarking exercise with Arlingclose but the benchmarking data from them is not available as at 30 September 2017, however, as shown below, the Council's average rate of return at 30 June

2017 on investments was more favourable compared to the average of Arlingclose Welsh Local Authority clients:

| 2017-18 | Bridgend CBC Average Rate of Return on Investments | Arlingclose Welsh Local Authorities Clients Average Rate of Return on Investments |
|----------|--|--|
| 30-06-17 | 0.45% | 0.40% |

4.5 Review of the Treasury Management Strategy 2017-18

4.5.1 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 changes to the Treasury Management Strategy 2017-18.

4.6 Treasury Management and Prudential Indicators 2017-18

4.6.1 The 2011 Treasury Management Code and Prudential Code require the Council to set and report on a number of Treasury Management Indicators within this report, however, the Council has decided to report on all indicators in this report so the Prudential Indicators are also included. The indicators either summarise the expected activity or introduce limits upon the activity, and reflect the underlying capital programme. **Appendix B** details the estimate for 2017-18 set out in the Council's Treasury Management Strategy and also the projected indicators for 2017-18.

5. Effect upon Policy Framework and 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 Statement 2017-18 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 Council's treasury management activities for the period 1 April 2017 to 30 September 2017;
- Council approve the projected Treasury Management and Prudential Indicators for 2017-18

Randal Hemingway
Head of Finance and Section 151 Officer
11 October 2017

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Background documents:
Treasury Management Strategy 2017-18

APPENDIX A

Credit Rating Equivalence Table

| | Description | Fitch | | Moody's | | Standard & Poor's | |
|--------------------------|------------------|-------|-------|---------|----------------|-------------------|-------|
| | | Long | Short | Long | Short | Long | Short |
| INVESTMENT GRADE | Extremely strong | AAA | | Aaa | | AAA | |
| | Very strong | AA+ | F1+ | Aa1 | P-1 | AA+ | A-1+ |
| | | AA | | Aa2 | | AA | |
| | | AA- | | Aa3 | | AA- | |
| | Strong | A+ | F1 | A1 | P-2 | A+ | A-1 |
| | | A | | A2 | | A | |
| | | A- | | A3 | | A- | |
| | Adequate | BBB+ | F2 | Baa1 | P-3 | BBB+ | A-2 |
| | | BBB | | Baa2 | | BBB | |
| | | BBB- | | Baa3 | | BBB- | |
| SPECULATIVE GRADE | Speculative | BB+ | B | Ba1 | Not Prime (NP) | BB+ | B |
| | | BB | | Ba2 | | BB | |
| | | BB- | | Ba3 | | BB- | |
| | Very speculative | B+ | C | B1 | Not Prime (NP) | B+ | C |
| | | B | | B2 | | B | |
| | | B- | | B3 | | B- | |
| | Vulnerable | CCC+ | C | Caa1 | Not Prime (NP) | CCC+ | C |
| | | CCC | | Caa2 | | CCC | |
| | | CCC- | | Caa3 | | CCC- | |
| | | CC | | Ca | | CC | |
| | C | | | | C | | |
| Defaulting | D | D | C | | D | D | |

APPENDIX B

1 TREASURY MANAGEMENT INDICATORS 2017-18

- 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 that relate 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.

| No. | | Treasury Management Strategy 2017-18 £m | Projection 31-03-2018 £m |
|-----------|--|---|------------------------------------|
| | Total Projected Principal Outstanding on Borrowing 31 March 2017 | 96.87 | 96.87 |
| | Total Projected Principal Outstanding on Investments 31 March 2017 | 24.00 | 24.00 |
| | Net Principal Outstanding | 72.87 | 72.87 |
| 1. | Upper Limit on fixed interest rates (net principal) exposure | 130.00 | 68.62 |
| 2. | Upper Limit on variable interest rates (net principal) exposure | 50.00 | 4.25 |

The Section 151 Officer will manage interest rate exposures between these limits in 2017-18.

- 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.

The 19.87% shown in the table below 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 paragraph 4.1.2 of the main report. 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 which is January 2018, however, the lender is not expected to exercise this option due to current low interest rates, so the maturity date is actually uncertain but is shown in the "Under 12 months" category as per the Code.

| No | Maturity structure of fixed rate borrowing during 2017-18 | Upper limit | lower limit | Projection 31-03-18 |
|----|---|-------------|-------------|---------------------|
| 3. | Under 12 months | 50% | 0% | 19.87% |
| | 12 months and within 24 months | 25% | 0% | - |
| | 24 months and within 5 years | 25% | 0% | - |
| | 5 years and within 10 years | 50% | 0% | 13.91% |
| | 10 years and within 20 years | 60% | 0% | 23.49% |
| | 20 years and above | 100% | 40% | 42.73% |

- 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. | | Treasury Management Strategy 2017-18 (Limit) £m | Projection Principal Outstanding Over 364 days 31-03-18 £m |
|-----|---|---|---|
| 4. | Upper Limit for Total Principal Sums Invested for more than 364 days | 15 | 6 |

2 PRUDENTIAL INDICATORS 2017-18

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 version 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 is 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 | Estimate Treasury Management Strategy 2017-18 £m | Projection 31-03-18 £m |
|-----|--|---|----------------------------------|
| 1 | Estimates of Capital Expenditure Non – HRA | 63.85 | 46.23 |
| | Total Capital Expenditure | 63.85 | 46.23 |
| | Financed by :- | | |
| | Capital Grants and Contributions | 24.37 | 13.85 |
| | Capital Receipts | 20.04 | 14.82 |
| | Revenue Contribution to Capital | 9.92 | 6.54 |
| | Net Financing Need for Year | 9.52 | 11.02 |

The capital expenditure figures have changed from the Treasury Management Strategy 2017-18 as further information on the capital spend has become available and this has resulted in an increase in the Net Financing Need for 2017-18 which will be an increase in Unsupported Borrowing.

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 2017-18. Directorates who receive Council approval for capital schemes via Unsupported Borrowing make annual contributions to the capital costs of their schemes known as Voluntary Revenue Provisions (VRP) or additional MRP. This type of borrowing is only approved when Directorates have the necessary revenue resources to make VRP to fund the capital costs though this will be deferred in some cases until the asset becomes operational in accordance with the Council's MRP Policy.

- 2.1.2 The second Prudential Indicator is the **Capital Financing Requirement (CFR)** for the Council. 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 in line with the Prudential Code.

The MRP requirement for the Maesteg School 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.

| No. | Prudential indicators For Prudence | Est. Treasury Management Strategy 2017-18 £m | Projection 2017-18 £m |
|----------|---|---|-----------------------------|
| 2 | Capital Financing Requirement (CFR) | | |
| | Opening CFR (1 April 2017) adjusted excluding PFI & other liabilities | 150.65 | 149.80 |
| | Opening PFI CFR | 18.24 | 18.24 |
| | Opening Innovation Centre | 0.66 | 0.66 |
| | Opening Coychurch Crematorium | 0.08 | 0.08 |
| | Total Opening CFR | 169.63 | 168.78 |
| | Movement in CFR excluding PFI & other liabilities | 2.90 | 4.54 |
| | Movement in PFI CFR | (0.60) | (0.60) |
| | Movement in Innovation Centre CFR | (0.06) | (0.06) |
| | Movement in CREM CFR | (0.08) | (0.08) |
| | Total Movement in CFR | 2.16 | 3.80 |
| | Closing CFR (estimated 31 March 2018) | 171.79 | 172.58 |
| | Movement in CFR represented by :- | | |
| | Net Financing Need for Year (above) | 9.52 | 11.02 |
| | Minimum and Voluntary Revenue Provisions* | (7.36) | (7.22) |
| | Total Movement | 2.16 | 3.80 |

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

2.2 Limits to Borrowing Activity

2.2.1 The Council's long term borrowing at the 30 September 2017 was £96.87 million as detailed in section 4.1.1 of the Treasury Position. External Borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. As 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 4.3.4 in the main report.

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

| No. | Prudential indicators For Prudence | Estimate Treasury Management Strategy 2017-18 Est. £m | Projection 31-03-18 £m |
|----------|---------------------------------------|---|------------------------------|
| | Gross Debt 31 March | | |
| 3 | External Borrowing | 96.87 | 96.87 |
| | Long Term Liabilities (including PFI) | 21.07 | 21.07 |
| | Total Gross Debt | 117.94 | 117.94 |

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 external debt does not, except in the short term, exceed the Capital Financing Requirement for 2017-18. The table below shows that the Council is on target to comply with this requirement.

| No. | Prudential indicators For Prudence | Estimate Treasury Management Strategy 2017-18 £m | Projection 31-03-18 £m |
|----------|------------------------------------|---|----------------------------------|
| 4 | Gross Debt & the CFR | | |
| | Total Gross Debt | 117.94 | 117.94 |
| | Closing CFR (31 March 2018) | 171.79 | 172.58 |

2.2.3 A further two Prudential Indicators control the Council's overall level of debt to support Capital Expenditure. These are detailed below and confirms that the Council is 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 could 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 | Treasury Management Strategy 2017-18 £m | Projection 31-03-18 £m |
|----------|---|---|----------------------------------|
| 5 | Authorised limit for external debt - | | |
| | Borrowing | 140 | |
| | Other long term liabilities | 30 | |
| | Total | 170 | |
| 6 | Operational Boundary | | |
| | Borrowing | 105 | |
| | Other long term liabilities | 25 | |
| | Total | 130 | |
| | | | |
| | Borrowing | | 97 |
| | Other long term liabilities | | 21 |
| | Total | | 118 |

2.3 Prudential Indicators for Affordability

2.3.1 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 the Welsh Government in the form of Revenue Support Grant. The estimates of capital financing costs include interest payable and receivable on treasury management activities and the MRP charged to the Comprehensive Income and Expenditure Statement. The revenue stream is the amount to be met from government grants and local taxpayers.

| No. | Prudential Indicator for Affordability | Estimate Treasury Management Strategy 2017-18 | Projection 2017-18 |
|-----|--|---|---------------------------|
| 7. | Ratio of Financing Costs to Net Revenue Stream | 4.84% | 4.76% |

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COUNCIL – 21 NOVEMBER 2017

AGENDA ITEM 8 (A)

Question from Councillor Sorrel Dendy to the Deputy Leader

“From the 1 April 2017, local authorities have been able to charge a premium of up to 100% of the standard rate of Council Tax on long-term empty homes and second homes in their areas. Could the Deputy Leader please tell me if it has been considered by Cabinet at any point during their term/terms of office at the Authority?”
“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 Deputy Leader to Councillor Sorrel Dendy

I wish to reassure Cllr Dendy that I and my Cabinet colleagues are giving this issue much thought and consideration.

Members will be aware that Labour councillors stood for election on a manifesto commitment to “Bring long term empty homes back into domestic use”.

Increasing council tax levied against empty homes could be one of many levers we will consider using.

Cabinet members together with Scrutiny Chairs recently received a housing solutions presentation by the Housing team which highlighted the many challenges to be overcome.

The Leader and Cabinet Member for Housing have set up a taskforce of key officers from across the Authority, to consider additional actions to tackle these issues.

To enable a one Council solution to this complex issue, a proposal to create a dedicated empty properties officer is being considered, to build on the good work we are undertaking and develop a fresh approach, which will be a combination of reward and enforcement.

Cllr Hywel Williams
Deputy Leader

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Response to Question from Councillor Altaf Hussain by the Cabinet Member Social Services and Early Help – Meeting of Council – 1 November 2017 – Agenda item 8 (b)

In response to the Council question concerning Winter resilience planning across Bridgend, the Health Board's Primary Care and Community Services maintain constant efforts to maintain flow through its services to ensure maximum capacity is made available daily, a significant part of which are integrated with Bridgend CBC social care and wellbeing services. This is one element of a whole system that underpins Secondary Healthcare performance across the region. The annual Flu campaign continues and the Public Health message encouraging uptake has been important in our winter preparations, as is the "Choose Well" campaign. This reminds us that we, the public, all have a role to play in safeguarding our hospitals through the Winter and every other time during the year, to ensure hospital services are available to those that require their specific intervention.

The specific Bridgend component to support the Winter planning and resilience, which has been enhanced since last Winter, is now embedded in usual service provision and includes:

- Domiciliary care/Home care as an embedded 7 day service
- The provision of **Acute Care team (ACT)** in the community providing rapid response and intervention to support patients in their own homes, including care homes. This is a core component of the "optimal model" for the integrated Community Resource Team (CRT) implemented through Western Bay. These services are consultant led and operate 7 days a week
- ACT Bridgend are offering more services to enable people to remain at home where it is appropriate to do so, such as Intra Venous therapies, sub cutaneous fluid therapy.
- ACT Bridgend have developed a referral pathway with the Care of the Elderly team in Princess Of Wales Hospital to facilitate earlier discharges by undertaking clinical reviews/ interventions in the community rather than keeping individuals in hospital. Requests include restarting medications, monitoring responses to treatments, reviewing blood tests to review of clinical condition in very frail patients. Before this pathway, these patients would have remained in hospital. This can facilitate improved bed availability.
- 'In Reach Coordinators' from the CRT will continue to work from the Princess of Wales site to offer and support earlier discharge from the Better@Home service until the Short Term Assessment Services can commence.
- Telecare continues to support people to remain in their own homes for longer periods with the support of 24/7 Mobile Response Team who will respond to pendant and sensor alerts. This can prevent the need to call for 999 emergency services, thereby supporting better outcomes for people who fall and ensuring ambulances are not used inappropriately.
- Implementation of the **Directed enhanced service for Care Homes** to support regular GP review to enable people to remain at their care home and prevent patient deterioration which could trigger an admission.

- An additional OT resource in Short Term Assessment and reabling service for people living with Dementia- Bridgeway; this will improve access and flow through the service.

Furthermore, from a preventative and awareness raising perspective:

- ACT Bridgend have met Welsh Ambulance Service Trust colleagues to update their knowledge on the interventions they are able to deliver and the referral pathways.
- ACT Bridgend have met GP's updating them of services available, this is resulting in an increase in GP referrals to ACT, as an alternative to people presenting at hospital.
- ACT Bridgend, linking in with Anticipatory Care within the GP clusters to assist in the development and delivery of anticipatory care plans. Again, offering alternatives to presenting at hospital, where those plans are in place.

In addition:

- Roll out the '**I Stumble**' training programme in care homes across the Local Authority, to avoid and reduce the number of falls and conveyances to hospital.
- Maximising the benefit of the **Diarrhoea & Vomiting pathway** developed between WAST and our community services at the end of last winter, to support prevention of un-necessary admissions to hospital.
- Increased **community pharmacy capacity** at weekends and bank holidays for medication dispensing. Primary Care has commissioned 8 pharmacies to open on a Sunday to provide greater access, while 122 pharmacies are open on a Saturday across ABMU Health Board.
- Maximise the benefit of the **(IT) mobilisation programme** for community staff by releasing staff capacity for clinical/ hands on patient care.

A number of these schemes/ plans may be targeted at providing increased support and capacity for our frailty services, where we can predict that there will be an increased call on our unscheduled care services over the winter months.

Please find enclosed a copy of the Regional Winter Resilience Planning document that Western Bay partners have worked on under the leadership of ABMU HB.

ABM UNIVERSITY HEALTH BOARD

SEASONAL PRESSURES PLAN 2017/18

1. INTRODUCTION

The Seasonal Pressures Plan for the ABMU area builds on the Health Board's existing programme for unscheduled care improvement as well as the Western Bay workstream on integrated community services. The key features of these are summarised below:

- Continue to direct and signpost an increasing number of patients into **alternative pathways** avoiding ED, through 111, WAST pathways, and Community Resource Teams
- Increase the number of patients following **Ambulatory Emergency Care (AEC) pathways** by continuing to implement AEC service models on each acute site in accordance with BAEC guidance.
- Increase the number of patients benefiting from **a frailty assessment process** at each acute site, underpinned by a Comprehensive Geriatric Assessment
- Improve compliance with **SAFER flow bundle** on every ward in every hospital,
- Improve access to **health and social care community support** for admission prevention and timely discharge through effective use of ICF
- Continue to implement any additional recommendations of external review to improve performance at Morriston Hospital as part of targeted interventions status (80% plus 4 hour waits)

Unlike previous years, the Health Board has not been in a position to support additional investment in Unscheduled care services, as the Health Board's targeted intervention status requires financial recovery in 2017/18, through achieving best value and efficiency from within the agreed financial resource envelope, alongside the development of more sustainable service models of care.

Additionally a number of external reports commissioned during 2016 and 2017, have identified that there is an opportunity to deliver improved efficiency through better use of our existing capacity and resources. Alongside the Unscheduled care improvement plan there are a number of workstreams being progressed to realise this improved efficiency, and to achieve better value for money in terms of resource allocation.

The purpose of the seasonal plan is to recognise the additional pressures that are experienced over the winter months, and to set out the additional measures that are being implemented to assist with improving patient flow and capacity over this period.

Whilst unscheduled care performance has improved in 16/17 compared with 15/16, further and continued improvement is required to ensure that patients can be sure of acceptable access times to urgent and emergency care when they need it.

2. APPROACH TO WINTER PLAN 17/18

Following a National evaluation of seasonal plans for 2016/17 a number of themes/ learning emerged:

1. Resource envelopes to support winter resilience should be agreed as soon as possible and availability of national investment pots should be more clearly communicated

2. Clinical leaders from across the system should be involved in the planning process from the outset.
3. Organisations should prioritise a small number of winter initiatives to maximise impact at pace.
4. Data intelligence and analyst capability needs to improve locally to support winter resilience planning
5. A nationally co-ordinated and locally executive driven whole system focus on the 3 week period following Christmas Day should be prioritised.
6. National organisations can improve winter planning process through greater visibility and proactive support on issues like epidemiology, surveillance and by providing one clear message to the public.
7. The regional partnership boards need to consider winter 2017/18 and recommend clear action to support greater integrated resilience through improved understanding of available demand and capacity for winter 2017/18
8. National executive groups and the National Programme for USC need to make more of local learning and share with organisations across Wales.

The Executive Team considered these themes on 26th June 2017, and agreed that the ABMU Health Board seasonal plan for 2017/18 would reflect this learning as far as possible, with a particular focus on targeting frailty services, enhancing ambulatory care and patient redirection opportunities, as well as adopting the 3 week breaking the cycle approach.

The development of the seasonal plan has been undertaken with the input of the service delivery units within the Health Board, the Community services board and the Community services operational group, and WAST.

The winter plan has been developed on the basis of the emerging themes from the National evaluation, our own learning within ABMU Health Board from previous winters, and on the principles agreed by the Executive team. Each of the service delivery units has provided outline seasonal plans, which will become more detailed as we move towards the winter period.

As part of the development of the winter plans, consideration has been given to flexing capacity over the winter months – although it is recognised that workforce and financial constraints can impact upon our ability to provide this in a safe and cost effective way.

WG guidance on the development and publication of our seasonal plans was provided on 21st August.

The timelines for the provision of the winter plan are as follows:

| Date | Milestone |
|----------------------------|---|
| 1 st September | Organisations nominate winter resilience lead and provide contact details to Welsh Government |
| 18 th September | Submit completed Integrated Winter resilience plan for 2017/18 |
| 11 th October | Winter resilience planning event launched by Cabinet Secretary |
| 16 th October | Integrated Winter Resilience Plans to be published on websites. |

3. RESOURCES AND CAPACITY

As part of ABMU Health Board's Recovery and sustainability programme for 2017/18, and in light of benchmarking, capacity modelling and best practice reviews, changes to our service models and pathways of care have been implemented in Quarter 2, which are delivering improved efficiencies, enabling a reduction in length of stay and consequently a reduction in hospital bed based capacity. At the same time, the Health Board has been able to evidence incremental improvement in unscheduled care performance.

Improved frailty and increased ambulatory care models have largely underpinned this approach to date, alongside prudent use of workforce capacity to ensure that staff resources are targeted in the most effective way to improve patient experience. The winter plan builds on the foundations of this service redesign by targeting resources to support service models that evidence improvement in patient flow, as well as providing resources to provide temporary increases in bed capacity over the winter months in recognition of expected changes to our demand profile over this period. The Health Board has allocated the sum of £500k for this purpose.

In addition to this, circa £600k of Intermediate Care Funding (ICF) has been secured to support the development of a number of schemes to move further towards the agreed Western Bay optimal model. These schemes are also largely targeted at frail older people, and increasing community capacity/ patient flow across the Health Board. ICF revenue funding will also be allocated to commission additional services from third sector organisations.

As the ICF revenue allocation has been confirmed much earlier this financial year, plans are in place to recruit to the additional staffing, and to implement the agreed schemes so that they are in place prior to the winter. A number of these schemes are described in Section 4 on the plans being progressed to mitigate demand.

The main themes and opportunities emerging from the development of winter plans to date are summarised in the following sections.

4. ACTIONS TO MITIGATE DEMAND

A number of actions are being implemented to reduce demand into our acute services over the winter months. These include:

4.1 Flu Plan

A comprehensive flu plan has been developed, building upon lesson learnt from previous years. Having improved uptake in the staff groups and children's uptake over the past two years, we are focussing this year on those aged between 6 months and 65yrs with a chronic condition, as well as improving uptake rates in the children's programme and other groups. The WG target for those with a chronic condition this year is 55%, and our uptake last year was 44%. The support of specialist nurses is being sought to promote uptake, and there is an intent to routinely vaccinate /signpost those at risk in hospitals.

This year we have a Clinical Director for flu in primary care, and a number of practices have prioritised flu in their cluster plans. 96 Community pharmacies have been commissioned to deliver flu vaccinations during the 2017/18 period, compared with 86 pharmacies during the 2016/17 period.

Primary Care has also introduced an offsite flu process to enable community pharmacies to safely and effectively vaccinate patients in care homes, and in the work place. This process

has been developed in conjunction with GPs to promote collaborative working as encouraged by the recently published BMA guidance.

In relation to front line staff, the target for this year has increased to 60%. Local Authority staff flu vaccine uptake has been relatively static and our Occupational health lead has been in contact with colleagues to share lessons learnt within the Health Board, that have resulted in increased uptake for front line staff in previous years. The winter immunisation plan also incorporates the provision of other vaccines such as shingles and pneumococcal vaccinations, as well as promoting Making Every Contact Count.

4.2 Targeted use of additional ICF funding to increase capacity in older people services.

The majority of this additional resource will be targeted at providing increased support and capacity for our frailty services, where we can predict that there will be an increased call on our unscheduled care services over the winter months.

This includes:

- The provision of **3 Acute Care teams** in the community providing rapid response and intervention to support patients in their own homes, including care homes. This is a core component of the “optimal model” for the Community Resource Team implemented through Western Bay. These services are consultant led and operate 7 days within Swansea and NPT. Additional ICF funding has been allocated to support the recruitment of additional staff to expand the 5 day service in Bridgend to provide 7 day cover before the winter.
- The provision of **2 step up nursing care beds in NPT** to enhance community capacity in the locality through supporting alternatives to admission to hospital for appropriate patients.
- The expansion of the **Common Access Point MDT** in Swansea and NPT through the recruitment of additional therapists and social work staff prior to the winter. This will improve timeliness of assessments/ earlier intervention to support admission avoidance as well as earlier discharge .
- Implementing **7 day working in the Community resource team** in Swansea before the winter months (currently a 5 day service), which will support admission avoidance and also enhance discharge capacity across the 7 days of the week.
- Roll out of **recruitment strategy for domiciliary care** across the Western Bay region with the aim of increasing capacity in the market place.

4.3 Continue to maximise the benefit of the urgent Primary care service (111/ out of hours) within ABMU.

This service simplifies patient access to urgent care services out of hours, and ensures that patients are assessed and managed by the most appropriate health care professional. This has had a positive impact on reducing the conveyance of lower acuity calls by an emergency ambulance, and has also resulted in increased calls into the service from care homes for advice and support on patient management out of hours.

The clinical manager role in the out of hours service is being reviewed to increase resilience, and the service is continuing to develop new non medical support roles, such as the utilisation of a paramedic within the team .

Some clinical managers have been granted access to the WAST ambulance stack to take calls away from the ambulance service.

4.4 Primary care.

Various additional measures are being implemented in primary care which will have a positive impact on increasing resilience through the winter.

This includes:

- Implementation and roll out of the **telephone first model** to practices within ABMU HB to support practices to look at managing patient demand in a different way, with the aim of supporting improved access, patient signposting and practice sustainability.
- Implementation of the **Directed enhanced service for Care Homes**, which emphasises the importance of admission avoidance and supports a multi disciplinary approach to maintaining patients in their own home. 70 practices have currently signed up to this service with ongoing encouragement and promotion of remaining practices.
- Implementation of a **new community based IV pathway** in Gorseinon community hospital during the summer, with a plan to introduce this model in Maesteg community hospital so support admission avoidance as well as earlier discharge.
- Increased **community pharmacy capacity** at weekends and bank holidays for medication dispensing. Primary Care has commissioned 8 pharmacies to open on a Sunday to provide greater access, while 122 pharmacies are open on a Saturday across ABMU Health Board.
- Maximise the benefit of the **(IT) mobilisation programme** for community staff by releasing staff capacity for clinical/ hands on patient care.
- The **anticipatory care programme** continues to operate in eight clusters .This model identifies patients who may be at risk of admission or loss of independence and have developed clear management plans in place to support admission avoidance.
- The introduction of the **anticoagulation (Warfarin) DES** is on track to be implemented on a phased basis from October 2017. This will deliver a greater proportion of patients whose INR is within therapeutic range.
- The additional workforce that has been employed through the utilisation of **cluster funds** will increase resilience, with GP practices are already reporting the benefits particularly of the cluster based pharmacists. Other members of the workforce include paramedics, assisting with home visits, and additional cluster based nurses that can assist with flu immunisation.
- ACT Bridgend have developed a referral pathway with COTE in POWH to facilitate earlier discharges by undertaking clinical reviews/ interventions in the community rather than keeping individuals in hospital. Requests include restarting medications, monitoring responses to treatments, reviewing blood tests to review of clinical condition in very frail patients.
- Recruitment underway in Bridgend for additional OT resource in Short Term Assessment and reabling service for people living with Dementia- Bridgeway. It is anticipated that this will improve access and flow through the service.
- ACT Bridgend meeting GP's updating them of services available, this is resulting in more numbers of GP referrals to ACT.

4.5 Joint initiatives with WAST

- A Bevan foundation grant has been awarded to NPT and Swansea acute care teams to have access to the WAST ambulance stack to provide the team with access to acutely unwell patients who may benefit from assessment and intervention by the team in the community, rather than admission to hospital. This will be implemented on 18th October.
- Roll out the ' **I Stumble**' **training** programme in care homes across the 3 Local Authority areas, to avoid and reduce the number of falls and conveyances to hospital.
- The development of a more cohesive **multi agency training programme** for care homes.
- Maximising the benefit of the **D&V pathway** developed between WAST and our community services at the end of last winter, to support prevention of un-necessary admissions to hospital.
- Continue to build upon the multi-agency **frequent attenders** work to sign post patients to the right service, and the provision of clear management plans that result in reduced attendance at hospital.
- Acute Care Team in Bridgend and Swansea to **update referral pathways** with WAST and identify further potential for direct patient referrals.
- Recruitment to 3 **Advanced paramedic practitioner** vacancies in the Autumn which are resourced by the Health Board.

5. OPTIONS TO FLEX AND OPTIMISE CAPACITY

Each hospital site has reviewed opportunities to create additional capacity and flow over the winter period.

These options have been based on consideration of local opportunities to create physical space, as well as the feasibility of staffing additional capacity or initiatives to target improvements in patient flow, in the context of some key nursing, medical and therapy staff shortages.

The options outlined have been contained within the £500k winter revenue funding allocation.

Princess of Wales Hospital.

- Flexible use of the short stay unit and Bridgend clinic (private patient facility) as and when required, to support periods of increased demand.(4 spaces).
- Flexible access to the short stay unit at weekends dependent on system pressures (up to 14 spaces). The unit is currently open and staffed Monday to Friday.

Neath Port Talbot Hospital

- Increase bed capacity on Ward C by 8 'surge' beds from December to March. Ward A at NPT (elective ward) was consistently used as surge capacity between January 2017 and early April 2017, which impacted upon elective activity and resulted in increased patient cancellations. The current remodelling of the service at NPT hospital allows for 8 beds to be opened at the end of an existing medical ward template, which will mitigate the need to access the elective surgical ward on this site

- Expansion of the TOCAL service (reablement and early discharge model) implemented in Morriston hospital to Singleton and Princess of Wales hospitals. This service commenced at Morriston in mid June, with a positive impact to date on admission avoidance, and earlier discharge.

Singleton Hospital.

- Support 5 additional beds as ‘surge capacity’ over the winter through additional HSCW resource.
- Progressing the implementation of the new acute frailty service assessment model at the ‘front door’ of Singleton hospital (linked to the development of the wider ambulatory care model at Singleton) . This clinically led model was implemented on 11th September. Additional social work and therapy services input will be supported via the winter plan to enhance this developing model with the aim of reducing admissions and improving patient outcomes, reducing risks of deconditioning.
- Continue the improvement work on the stroke and orthogeriatric pathways from Morriston hospital to support timely patient transfers from Morriston hospital and reduce bed days lost.
- Changes to consultant on call rotas to align with the arrangements implemented at Morriston hospital in 2016/17. Following capacity redesign within the Unit, this will enable the implementation of Consultant Gastroenterologist of the day and associated hot clinics, additional Physician working at the front door, and additional medical support to outlying patients.
- Improved access to senior respiratory opinion through the medical day unit.

Morriston Hospital

- Opportunities to increase physical capacity on this site are limited.
- The Health Board has therefore explored the potential to provide a temporary 16 space unit, and it has been confirmed that this could be provided by the end of December, with a view to commissioning the additional capacity during January 2018.
- This provision of this unit would facilitate maintenance of urgent elective activity over the winter months, with the additional benefit of releasing capacity for unscheduled care flow through enhanced ambulatory/ hot clinic/surge capacity provision.
- Increased therapy provision in the Emergency department.
- Additional junior medical doctor cover over the winter period.

Mental Health services

The unit will work closely with partners to expedite patient transfers and reduce delays in the patient pathway over the winter months. An additional mental health flexible resource team will commence in November in Swansea to support acute sites with the management of patients with dementia.

Expansion of the presence of the psychiatric liaison service within the Emergency department at weekends has also been supported to improve access to this service out of hours.

Primary Care services

Additional 'virtual capacity' will be provided through the range of measures being progressed by primary care and community services and through the development of services for older people using the ICF funding and some additional Health Board resource. It is estimated that these measures will increase overall capacity by circa 10-15%.

Pre-emptive capacity opportunities

The acute hospital sites invoke the pre-emptive protocol as part of routine escalation processes following an individual patient risk assessment, This protocol supports the movement of additional patients from the 'front door' to wards/ day rooms. This increase in temporary capacity is over and above the established and funded bed capacity, with current pre-emptive capacity is estimated to equate to circa 29 additional patients across the Health Board.

Elective capacity

The Health Board winter plan has been reviewed to ensure alignment with our plans to deliver our planned care and cancer care commitments.

The RTT delivery plan has been predicated on ensuring the maximisation of existing elective capacity within Neath Port Talbot hospital, which is not exposed to 'front door' winter pressures, and also to maximise and ringfence the reconfigured elective surgery ward at Singleton hospital, which undertakes elective work for Swansea residents, and also some out of area patients - eg bariatric surgery.

An opportunity also exists to create additional temporary elective (ringfenced) capacity at Morriston hospital from January to March 2018, which is being factored in to the Health Board's RTT delivery plan.

Our RTT delivery plan confirms the need to continue to support orthopaedic elective activity requiring an MRSA screened ward environment during the winter period.

Critical care capacity

Options to increase critical care capacity over the winter months are limited. There is potential to flex up to a 9th bed in the Princess of Wales hospital, to use theatre recovery on all sites as temporary surge capacity for critical care patients, alongside the effective and timely discharge of patients from the critical care areas.

Summary of additional capacity

The plans to date have identified the following potential additional capacity:

| Table 1 | Pre empty capacity opportunity | Additional capacity | Total |
|----------------------------|---------------------------------------|---|-----------------------|
| Morriston Hospital | 13 | <i>11 ambulatory care spaces +9 beds</i> | 33 |
| Princess of Wales Hospital | 6 | <i>Up to 4 beds in Bridgend clinic, (plus weekend flex capacity in SSU)</i> | 10 (+14 at weekends) |
| Singleton Hospital | 10 | 5 | 15 |

| | | | |
|---------------------|----|------------------------|----------------------------|
| | | | |
| NPT | 0 | 8 | 8 |
| Community hospitals | 0 | 2 step up/down beds | 2 |
| Mental Health | 0 | 0 | 0 |
| Total | 29 | 27 | 66(+14 at weekends) |

The additional measures being supported through the winter planning/ICF resource allocation will also realise improvement in patient flow through admission avoidance, improved patient flow and earlier discharge, and are estimated to provide an additional 10-15% increase in system wide capacity.

6. SYSTEM WIDE ACTIONS TO IMPROVE PATIENT FLOW AND REDUCE PATIENT RISK

Escalation processes

Effective whole system escalation is essential, and should be focused on pre-emptive and proactive action to avoid crisis.

All hospital based units are reviewing their escalation actions/ plans as part of their unscheduled care improvement plans

Within ABMU the agreed Health Board wide "boarding protocol" is a key part of our escalation process to create capacity in the Emergency department and to release ambulance crews back into the community.

As part of the learning taken from the national evaluation of the winter plan for 2016/17, it has been decided to adopt the **Executive led 'breaking the cycle' approach** for the 3 week period immediately post Xmas day. This has historically been a period when patient flow slows down across the system, the biggest mismatch occurs in relation to demand and capacity, patient risk increases, and the USC system takes several weeks to recover.

Within ABMU Health Board annual leave for this period will be closely scrutinised and signed off at a very senior level to provide assurance that staffing levels in all clinical areas and within management teams is adequate to support and manage the anticipated increase in demand and emergency pressures at this time. It is also proposed that all Health Board meetings that are not essential to core operating business are cancelled during this period, to release senior management and clinician time to provide increased visible presence and support in clinical areas, and to assist with patient flow.

Other arrangements in place to improve escalation include:

- Director of the Day model to ensure maximum escalation of any issues impeding flow (NPT)
- Development of agreed inter professional standards (eg specialty response to ED)
- Ability to convene additional multi agency conference calls in addition to the planned twice daily conference call arrangements already in place.
- Daily presence of CRT team on site at Morriston and Princess of Wales hospital to support early decision making on patient flow
- Weekly detailed Highlight Meeting of complex patients (with LA and CRT partners)

- Rapid ABMUHB wide repatriation pathway escalation within the Health Board for interhospital patient transfers (24 hours)
- Daily executive led escalation of patients with other Health Boards where repatriation exceeds 24 hours.
- Strengthened bed management/system wide demand predictors. Improved reporting of community capacity through the development of a community dashboard.
- Improved reporting on inter hospital transfer flows/ delays to trigger an escalation response.

Other actions being implemented or explored, both within the Health Board, and by Local Authority partners to improve resilience and flow include:

- Increased **non emergency patient transport capacity** to support discharge 7 days a week between Xmas and New Year. £15k has been allocated to increase capacity during this period. Swansea Local Authority is also exploring potential to use LA vehicles for discharge purposes over the Christmas period.
- Increased access to the **community equipment store**, including over the Christmas period, when access has historically been reduced.
- Early discussions taking place with **carers association and 3rd sector** in terms of capacity and use of additional resources to support winter plans.
- Ongoing and rapid **reviews of packages of care** to ensure they are 'right sized' for discharged patients.
- The appointment of **two additional local area co-ordinators** in NPT Local authority.
- Recruiting to 4 new Local Area Coordination Areas in Swansea
- **Managing patient expectations on discharge, alongside systematic review** of request for double handed packages to ensure optimal use of available capacity.
- Introduction of **new flexible resource service in mental health services** (10 new Band 3 appointments in Swansea) to support patients with mental health issues on acute hospital wards – recruitment is currently underway.
- Expansion of the operational hours of the **acute psychiatric liaison team** to reduce the number of mental health patients breaching 4 and 12 hour waiting times.
- Further improvement in the **Falls Pathway** – WAST has submitted a proposal to replicate the successful model in Aneurin Bevan whereby patient admissions have reduced through collaboration between a paramedic and an OT (with a dedicated falls response vehicle). The outcome of this proposal is awaited.
- Targeted **increased support from therapies** to support the front door – particularly over the 3 week break the cycle period. This is likely to be through the targeted redirection of some therapy staff and through provision of additional cover via locums.
- **Additional CEPOD capacity** being implemented in Morriston and Princess of Wales hospitals to support emergency flow in surgical specialities.
- Improved **hospital at night** response/ support (Morriston)
- Strengthened **weekend pharmacy cover** at Morriston and Princess of Wales hospitals.
- Discussions have taken place with the Director of Public Health for ABMU to explore opportunities to provide proactive and **early public health intelligence** to inform better/ earlier responses to changes in demand e.g respiratory admissions/ flu prevalence.
- **Review of physician job plans** alongside RTT profiles to identify opportunities to further enhance consultant physician presence on ward rounds and at the 'front doors of our hospitals, particularly during the planned break the cycle period post Xmas. Significant clinical engagement is also taking place to ensure that

opportunities are maximised to reassign released outpatient capacity in the short term for surgical colleagues to undertake increased outpatient/ virtual clinics to support a reduction in surgical waiting times.

7. COSTS

The following costs for providing additional capacity and improved patient flow within the Health Board's seasonal plan have been confirmed as follows and are accommodated within the current financial plan and forecast:

| Activity | Cost (000's) |
|--|---------------------|
| Short stay unit at weekends and intermittent use of Bridgend clinic (Princess of Wales) | 130 |
| 8 additional 'surge' beds NPT hospital | 95 |
| Singleton Ward 9 extended capacity – 5 beds | 82 |
| NPT Tocal (transfer and reablement) team extension to Singleton and PoW | 43 |
| Additional social work support Singleton | 18 |
| Additional therapy support front door Morriston and Singleton | 54 |
| Additional SHO twilight cover Morriston hospital | 30 |
| Additional capacity primary care (increased 3 rd sector support) | 23 |
| Additional discharge vehicle capacity (Xmas and New Year) | 15 |
| Extended psychiatric liaison cover in ED out of hours | 10 |
| TOTAL | 500 |

This is in addition to the use of ICF support as noted earlier in the document, and in addition to further options being explored to maintain and protect planned activity during the winter months. These will be included within the Health Board's RTT proposals for Q3 and Q4.

8. RISKS

The main risks that have potential to affect the delivery of the above plan are as follows:.

Workforce

All parts of the health and social care system are experiencing workforce pressures. This impacts on core services and also the ability to flex capacity.

Within the Health Board there is an enhanced focus on rostering and sickness management arrangements to ensure that existing staff resources are utilised as efficiently and effectively as possible.

Changes are also being implemented in the nurse bank from mid October, which will provide staff with 24 hour access to review vacant bank shifts up to 6 weeks ahead and will allow staff to book bank shifts electronically. We are expecting to see an increased uptake of shifts once this is implemented.

There is also an all-Wales piece of work being progressed regarding the development of an all-Wales bank. A feasibility study is underway, and will be reported to CEOs by the end of September. The potential here is that a bank nurse could work anywhere in Wales, and again this may mean increased cover for HBs at times of pressure in particular areas.

The development of a bank incentive scheme is also being considered by the workforce recovery and sustainability work stream.

An improved staff wellbeing advice and support service within the Health Board is being launched in the Autumn, which will improve access to confidential, bespoke support for staff with emotional and musculoskeletal issues.

A number of new risks have emerged in terms of consultant and middle grade medical staffing at Morriston ED, which have potential to impact on our winter planning/capacity arrangements. A more detailed workforce plan to mitigate this risk is under development.

The Morriston delivery unit is also implementing a 'Well being in winter' programme to support ED staff in particular.

Health Board bed capacity

The Health Boards winter capacity plan builds upon the work undertaken in Quarters 1&2 to implement different and more sustainable models of care, alongside targeted use of resources over the winter months to improve patient flow and capacity, to manage the predicted increase in demand upon our frailty services in particular.

Demand increases over and above predicted levels have the potential to destabilise the unscheduled care system, and in light of workforce constraints, the ability to further flex capacity is limited.

LA capacity/commissioned capacity

There are already significant risks in the system associated with shortfalls in capacity that impact upon patient flow – be it social work capacity at our hospital sites, care homes, or domiciliary care. There may be some potential for ICF slippage to be used to commission additional capacity for the winter, but it is not possible to confirm this position at present.

Provider failures in the domiciliary care market have the potential to impact on capacity and patient flow through the system at any time, but this risk is greater to manage and has a bigger impact during the winter months, when demands on this capacity increase.

A recruitment strategy for domiciliary care across the Western Bay region is planned, with the aim of increasing capacity in the market place. Steps are also being taken to review all packages of care, and measures are being implemented to tighten up the allocation of packages to ensure that they are right sized for individuals.

Implementation of new Welsh PAS

The implementation of the updated Welsh PAS will take place over the winter period and will be phased into Morriston and PoW ED's between November 2017 and January 2018. This may have a short term impact on capacity, flow and performance as the system beds in.

Infection and single room capacity

Increased prevalence of the 'winter vomiting' bug has potential to impact on available bed capacity, and also slows down patient flow. The number of single rooms available to isolate

patients remains a constraint on all hospital sites. This is mitigated as far as possible through improved communication and IPC measures with support from the Infection control team, together with the implementation of some additional measures outlined in section 4 to reduce hospital admissions, and to contain the spread of infection.

All of the above factors have the potential to increase risk to patients and the aim of this plan is to ensure that all possible actions and measures are in place to mitigate the potential impact on patient flow and safety.

9. QUALITY AND PERFORMANCE MONITORING

The effectiveness of this plan will be monitored through a number of system wide quality and performance indicators, both in terms of in-year trends and comparison with last year:

- Impact on unscheduled care standards – 4 hour, 12 hour, 1 hour, ambulance response times
- DToCs and discharge fit numbers
- Cancellations of operations for bed reasons
- Critical care utilisation and delayed discharges
- Medical outliers on non medical wards
- Use of pre-emptive policy to place additional patients on wards
- Transfer times between hospitals within the health board.
- Bed days lost due to delays in patient repatriation outside of the health board
- Flu uptake rates
- Home before Lunch metrics
- Serious Incidents in ED
- Datex reports on 12 hour waits in ED.
- Patient and staff experience (eg Family and Friends test)

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