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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: Michael Pitman

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 12 June 2018

Dear Councillor,

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

A meeting of the Corporate Overview and Scrutiny Committee will be held in the Council Chamber - Civic Offices Angel Street Bridgend CF31 4WB on **Monday, 18 June 2018 at 09:30.**

#### **AGENDA**

1. Nomination of Chairperson 3 - 6
2. Apologies for Absence  
To receive apologies for absence from Members.
3. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
4. Approval of Minutes 7 - 30  
To receive for approval the minutes of 21/02/2018, 29/03/2018 and 30/04/2018
5. Corporate Parenting Champion Nomination Report 31 - 34
6. Nomination to the Public Service Board Overview and Scrutiny Panel 35 - 38
7. Cardiff Capital Region City Deal - Joint Overview and Scrutiny Committee 39 - 56
8. Scrutiny Annual Recommendations Monitoring 2017 - 18 57 - 276
9. Overview and Scrutiny Forward Work Programme 2018-19 277 - 294
10. Social Services Annual Report 2017/18 295 - 344  
Invitees

Cllr Phil White, Cabinet Member – Social Services and Early Help;  
Susan Cooper Corporate Director Social Services and Wellbeing;  
Jacqueline Davies, Head of Adult Social Care;  
Laura Kinsey, Head of Children's Social Care

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11. 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.

12. Exclusion of the Public  
The Minutes relating to the following item is not for publication as it contains exempt information as defined in Paragraph 16 of Part 4, and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

If following the application of the public interest test the Committee resolves pursuant to the Act to consider this item in private, the public will be excluded from the meeting during such consideration.

13. Approval of Exempt Minutes 345 - 346  
To receive for approval the exempt minutes of 29/03/2018

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

JPD Blundell

N Clarke

J Gebbie

T Giffard

CA Green

Councillors

M Jones

RL Penhale-Thomas

B Sedgebeer

RMI Shaw

SG Smith

Councillors

JC Spanswick

G Thomas

T Thomas

CA Webster

DBF White

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2018

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

#### ELECTION OF CHAIR

#### 1. Purpose of the Report

- 1.1 The purpose of this report is to receive nominations for the role of Chair of the Corporate Overview and Scrutiny Committee.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2018–2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background

- 3.1 As part of the centralised Overview and Scrutiny structure it has been determined that the membership of the Corporate Overview and Scrutiny Committee would consist of the Chairs of each Subject Overview and Scrutiny Committee and 9 other Members that reflect the political balance of the Authority.
- 3.2 At the Annual Meeting of Council on 18 May 2018, the 3 Subject Overview and Scrutiny Committee Chairpersons were appointed and as stated in the Council report, the Chairperson of the Corporate Overview and Scrutiny Committee would be appointed by the members of this Committee from one of the Chairpersons of the Subject Overview and Scrutiny Committees, but not the Chairperson representing the Executive group.

#### 4. Current Situation/Proposal

- 4.1 The Committee is requested to receive nominations and elect a Chairperson of the Corporate Overview and Scrutiny Committee in accordance with the provisions set out at paragraph 3.2 of this report.
- 4.2 As set out in the Constitution, should the appointed Chair of the Corporate Overview and Scrutiny Committee be unable to attend a meeting, it is for the Committee to appoint a Chair at the meeting in accordance with the political balance rules.

## **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. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council constitution to be updated.

## **6. Equality Impact Assessment**

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

## **7. Well-being of Future Generations (Wales) Act 2015 assessment**

- 7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long Term - The Chairperson of the Corporate Overview and Scrutiny Committee will assist in the long term planning of the business of the Council
- Prevention – The Chairperson of the Corporate Overview and Scrutiny Committee will be preventative in nature and ensure that appropriate policies and procedures are in place
- Integration – This report supports all the well-being objectives
- Collaboration - The Chairperson of the Corporate Overview and Scrutiny Committee will support partnership working with other organisations both locally and regionally
- Involvement – The Chairperson of the Corporate Overview and Scrutiny Committee will promote the full involvement of external stakeholders, service users, expert witnesses and partners in scrutiny activity

## **8. Financial Implications**

- 8.1 There are no financial implications attached to this report.

## **9. Recommendations**

- 9.1 The Committee is requested to receive nominations and agree to elect a Chairperson of the Corporate Overview and Scrutiny Committee in accordance with the provisions set out at paragraph 3.2 of this report.

**PA Jolley**  
**Corporate Director - Operational and Partnership Services**

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CF31 4WB

**Background documents**

None.

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# Agenda Item 4

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 21 FEBRUARY 2018

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE  
HELD IN COMMITTEE ROOMS 2/3 - CIVIC OFFICES ANGEL STREET BRIDGEND CF31  
4WB ON WEDNESDAY, 21 FEBRUARY 2018 AT 09:30

## Present

Councillor CA Green – Chairperson

JPD Blundell  
B Sedgebeer

J Gebbie  
RMI Shaw

T Giffard  
JC Spanswick

M Jones  
T Thomas

## Apologies for Absence

N Clarke, RL Penhale-Thomas and CA Webster

## Officers:

Sarah Daniel  
Mark Galvin

Democratic Services Officer - Scrutiny  
Senior Democratic Services Officer - Committees

## Invitees:

Susan Cooper

Corporate Director - Social Services &  
Wellbeing

Councillor Huw David  
Lindsay Harvey

Leader  
Corporate Director Education and Family  
Support

Andrew Jolley

Corporate Director Operational &  
Partnership Services

Darren Mepham  
Mark Shephard  
Councillor Charles Smith

Chief Executive  
Corporate Director - Communities  
Cabinet Member for Education and  
Regeneration

Councillor Philip White

Cabinet Member for Social Services and  
Early Help

Councillor Hywel Williams  
Councillor Richard Young

Deputy Leader  
Cabinet Member Communities

## 41. DECLARATIONS OF INTEREST

None.

## 42. FORWARD WORK PROGRAMME UPDATE 2017-18

The Scrutiny Officer presented a report, in order to outline the items due to be considered at the Committee's meeting dated 29 March 2018, and seek confirmation of the information required for the subsequent scheduled meeting to be held on 30 April 2018. The report also itemised a list of potential Forward Work Programme (FWP) items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

Members discussed the FWP, and accepted the items allocated for future Committees as detailed in the report.

Members also requested an un-redacted copy of the Waste Contract from the Corporate Director Operational and Partnership Services, and requested that a confidential

meeting of the Corporate Overview and Scrutiny Committee be convened following the Annual meeting of Council, to discuss the contract management issues within the Contract. Members also prioritised the Waste Services performance issues, to be scheduled at the June meeting of SOSC 3.

43. BUDGET MONITORING - QUARTER 3 2017-18

The Chairperson welcomed the Invitees to the meeting.

On behalf of Committee she expressed her disappointment over the fact that a specialist Finance Officer was not in attendance at the meeting, particularly as the item was a Budget Monitoring report

The Chief Executive advised that he would be able to answer queries Members had on the report, together with assistance from the Deputy Leader. He explained that the Interim Head of Finance had pre-booked annual leave for a planned holiday prior to her being employed by the Authority on a temporary basis. This was compounded by the fact that a number of other Finance Officers were on annual leave for half term. The Chief Executive apologised for this to Members.

A Member referred to paragraph 3.1 of the report and noted the fact that the capital programme for the year had reduced from a figure of £63.854m to £49.893m, so as to take into account new approvals and slippage of schemes into 2018-19. He asked for the reasons behind this, and queried why this was not an area of growth, rather than a slippage of capital monies.

The Chief Executive advised that any changes with regard to schemes included in the Capital Programme were reported to Council, and an explanation for such changes were given in the report (submitted to Council) at this time. Any such changes to allow for any new approvals and/or slippage of schemes were not necessarily picked up in the quarterly monitoring reports considered in respect of the Budget. Further information and explanation could be found in Section 4 of the report.

The Member whilst accepting the explanation, considered a slippage of around £14m to be a significant amount of money, and he felt that more explanation regarding changes to the Capital Programme should be included in the Quarter 4 Budget Monitoring report to Committee, as well as further examination of contingency funds being examined by Members at year end.

A Member asked what impact the Budget was having on staff reductions and vacancies.

The Chief Executive advised that the Authority used to have a freeze on the recruitment of posts, but due to more demand being put on himself and Directors to achieve savings required of them, a minimal number or no posts at all had been frozen in the Authority for some time. This was negated by some work slipping in terms of its priority in being completed, or staff having to become increasingly skilled to adapt to other areas of work aside of their core duties.

Though it appeared that there was an underspend across the Authority in the area of vacancy management, this was due to the fact that Directorates were continually having to look at achieving increased savings through carrying out Directorate re-structures. The Chief Executive added that whilst the re-structuring of Directorates was the responsibility of the appropriate Director, he as Chief Executive, also looked at any restructuring proposals from a corporate perspective.



A Member asked if there were any major issues with regard to staffing within the Authority.

The Chief Executive advised that whilst some posts within the Authority that were vacant did not have a significant impact on the provision of services, other frontline or professional vacancies that had been subject to 'shrinkage' in terms of the number of staff, inevitably did have some negative impact for the Authority. The majority of the Council's budget was spent on salaries for employees, and due to this, he felt that perhaps the Committee at a future meeting should look at and scrutinise workforce data.

The Chief Executive added that he was undertaking a piece of work that would be soon presented to Council, regarding a review of his Senior Management staffing complement. He further added that expectation for the way the Authority changed and progressed its work through leaner and more innovative ways to continue due to ongoing financial restraints. This was required in order to continue to adequately provide services to/for the public.

The Chairperson felt that Table 1 on page 18 of the report entitled 'Comparison of budget against projected outturn at 31 December 2107', needed a further column inserted in this, that detailed underspends being carried over to the next financial year to negate any overspends.

The Chief Executive responded by stating that as Members were examining the Quarter 3 period, there was no requirement at the present time to encourage any planned underspends. He assured Members that through bodies such as Cabinet/CMB, CMB and CPA, Management ensured that any underspends and overspends affecting Directorates negated each other by year end.

A Member referred to page 47 of the report, which contained a Table entitled 'Total movement on Earmarked Reserves as at 31/12/2017'. She to the Chief Executive Partnership Reserve, and asked what this signified and if it was a new earmarked reserve.

The Chief Executive thought that this was a financial commitment to the funding of the Public Service Board (PSB), though he advised the Member that he would confirm this to her outside of the meeting. He added however, that it was not of an operational nature.

A Member asked how BCBC's Reserves compared with that of other neighbouring authorities.

The Chief Executive responded by saying that Council's Reserves were based on a number of factors that made it difficult to accurately respond to this question. It was based on factors such as the percentage of the authorities turnover, and that larger Council's usually held bigger reserves. It was also dependent upon differing settlements to local authorities from Welsh Government, where the better the deal meant that more reserves could be set aside. The benchmark however, was that BCBC had enough in reserves to support what it needed to, as well as to deal with any un-anticipated crisis, and he was therefore happy with the current level of reserves.

In summary the Chief Executive advised that the report was headline material, but that perhaps for the next and end of quarter, further information would be appreciated by Committee on staffing within the Council, with more of a forensic analysis being included in future reports, on the Capital Programme and how Council functioned in relation to the Scrutiny Forward Work Programme.

At this point in the meeting, the Chairperson invited in the Corporate Director – Operational and Partnership Services.

The Corporate Director – Operational and Partnership Services advised the meeting that as things presently stood, his Directorate was estimated overall to have a healthy underspend come year end.

He then gave a resume of expenditure and outturn with regard to the different service areas that were included within his Directorate.

In respect of Housing options and homelessness, the Corporate Director – Operational and Partnership Services confirmed that the net under spend of £214,000 is a combination of reduced costs on temporary accommodation, following the receipt of non-recurrent grant funding, and also vacancy savings across the service, including in community safety. In October 2017, Council approved the use of £120,000 of the service under spend towards structural repairs at Brynmenyn Homelessness Unit. A further commitment has been made to meet the cost of an out of county housing related placement. Any recurrent savings will be put towards the MTFS for next year.

The under spend on legal services he advised, was due mainly to staffing vacancies, and some under spends on non-pay budgets. These would be considered as part of the MTFS for 2018-19.

For Members and Mayoral Services, the majority of the projected under spend (£145,000) was in respect of the Members' Community Action Fund following the delay in implementation of this after the Council elections in May. Any under spend will be carried forward and ring-fenced for Members to use prior to the end of October 2018, as agreed in the training provided.

For Customer Services, the under spend related partly to posts held vacant in preparation for future MTFS savings, in addition to savings arising from a temporary secondment to progress digital transformation, which is funded from an earmarked reserve (£62,000), and under spends on superannuation costs (£42,000).

Finally, the Corporate Director – Operational and Partnership Services confirmed that the net over spend in the ICT Department had arisen as a result of under spends on vacancies within the team, along with a further under spend of approximately £275,000 on software licences, which are offset by revenue contributions to capital for investment in PCs, digital meeting rooms, and data storage, totalling £790,000, as approved by Council on 4th October 2017. The majority of the savings on software are ring-fenced for 2018-19 MTFS savings.

A Member noted from the above, that there were a number of staffing vacancies within the Operational and Partnership Services Directorate, and he asked if this was bearing a strain on both existing staff and service delivery.

The Corporate Director – Operational and Partnership Services, advised that staff were under pressure with their respective workloads, but as a significant amount of his underspend had also come from the non-staffing side of his budget, he was able to approach the Corporate Centre of the Authority in order to find a resource to strengthen his staffing compliment in any pressure areas, if and when, this was required.

He added that it was difficult to recruit and retain lawyers in certain specialised areas, particularly in the area of Contracts and Procurement. However, he had been able to recently recruit within the Authority two trainee lawyers who had recently fully qualified.

Staff in his Directorate also undertook electronic time recording, which documented areas of work they covered during the course of a working day and the hours they worked, so from this, he was able to detect staff or sections of his Directorate that were under pressure from a work perspective. The use of trainees and apprentices were increasing throughout the Authority in order to give much needed extra support the existing workforce.

A Member asked how the partnership aspect of the Operational and Partnership Services Directorate was progressing. He was aware that the Commissioner of SW Police had increased its precept by 7%, and that there was £5m available through this in order to progress local projects.

The Corporate Director – Operational and Partnership Services advised that the collaboration of Public Protection involving the Council's of Bridgend, Cardiff and the Vale, was progressing well, and if Bridgend had not joined this, then further cuts to staff would have had to be made, including in the forthcoming year. There had been problems experienced in recruiting staff in the Trading Standards section of the Public Protection collaboration, and therefore the recruitment of agency staff and/or trainees or apprentices were being explored for additional support, as inspections of retail premises were behind schedule. He confirmed that as the Police are a partner of the Council, by virtue of the Community Safety Partnership, then he could explore avenues with a view to bidding for an apportionment of the £5m funding as highlighted above

The Member added, that the Police Commissioner confirmed that the Police had indicated that the 7 Unitary Authorities within the boundary area it covered, were able to put bids in for any local project work they proposed, and that these could be supported by the Council's representative on the Police and Crime Panel.

At this point in the meeting, the Corporate Director – Communities and the Cabinet Member – Communities were invited to the meeting.

The Corporate Director – Communities advised that the net budget for the Directorate for 2017-18 is £23.795m, and the current projection was an anticipated under spend of 12k, with the main variances being shown in respect of all the service areas in the Table on pages 25/26 of the report.

A Member noted that as part of the budget proposals, there was an under spend of approximately £500k, due to current staff vacancies in the different sections that comprised the Directorate. He asked what effect this had on staffing and the Directorates budget overall.

The Corporate Director – Communities advised that there were staff vacancies in Property (Estates) Landlord, Parks and Open Spaces, Street Scene and Network Management. The first of these sections was being restructured, and therefore the problems with recruiting in this section would hopefully be finalised. The £500k of savings he added would eventually be realised, and would contribute towards hopefully more suitably skilled individuals being employed, though he pointed out, that he was finding some difficulty with regard to recruiting qualified Surveyors in the Property Section.

A Member noted from page 26 of the report that there was a projected under spend of £100k, which had arisen following the LGBTI programme and replacements of lanterns and subsequent reduction in energy costs and required maintenance. He asked if this was to be eventually re-invested into new street lighting, or alternatively, committed to the corporate budget.

The Corporate Director – Communities advised that every street light would eventually be in the form of LED lighting, and that this was being funded by Welsh Government, after an initial borrowing period. He added that this would be a 3 – 5 year programme, and would result in savings in both energy and monetary costs. The savings overall would pay for the loan.

A Member added that perhaps help could be forthcoming from certain Town and Community Councils in respect of financial assistance for the above, from their precepts.

A Member further added, that she was happy that lighting in the form of LED was being provided, and that this should be conveyed to the tax payer, ie that the Council were looking at ways to become more environmentally friendly, at the same time cutting costs.

The Corporate Director – Communities further added that an assessment was also being carried out to see what lighting columns needed replacing, and to establish if some of these could or needed to be removed from their existing places and moved to perhaps other areas where they were more needed. He stated that an investment programme was being carried out, and that he would send this to Committee Members when this was fully completed.

The Chairperson at this stage of the meeting invited in the Interim Corporate Director – Education and Family Support.

A Member expressed some concerns regarding the projected overspend for School Transport provision, as detailed in the report.

The Interim Corporate Director – Education and Family Support, advised that this overspend was in the region of £300k, and that ways were being looked at to reduce these costs by perhaps jointly using transport with Social Services or the introduction of joint/collaborative working by entering into Contracts with neighbouring authorities for the purpose of providing transport initiatives, should this be feasible and achievable. He added that £4.7m of the Directorates budget was spent on transport costs, which as Members would appreciate, is a considerable amount.

With regard to Schools delegated budgets, a Member asked if the Education Department provided advice and guidance on these to School Management teams (SMT's) and the School governing body, so that they are aware of how to best manage their budgets more effectively.

The Interim Corporate Director – Education and Family Support advised that training was given to both SMT's and governing bodies. Regional support in this area was also provided by the Central South Consortium. .

A Member referred to page 23 of the report, and the fact that Safe route (to school) assessments had not been progressed as quickly as anticipated, but should be completed by the end of the year. She asked when this was.

The Interim Corporate Director – Education and Family Support stated that this was the end of the academic year in July. Safe Routes to Schools, once the assessments had been completed, would inform other things such as transport routes and catchment areas.

The Corporate Director – Social Services and Wellbeing was then invited to the meeting with the Cabinet Member – Social Services and Early Help.

A Member referred to page 24 of the report, where it was stated that there was a projected over spend of £200k against older person services in total. The reason being was due to MTFS budget reductions being applied to the budget, but actual savings being unrealised to date. He asked the Invitee if she could expand as to what these unrealised savings were.

The Corporate Director – Social Services and Wellbeing explained that this related to older people, and savings looking to be fully secured in areas such as residential care, domiciliary care and respite care. All the savings that had been earmarked in these service areas had not as yet been realised, so this had been made a priority for the Directorate in 2018/19, and a Directorate Financial Action Plan had been put in place to achieve such savings. She added that the budget for domiciliary care was increasing, as less people were requiring residential care. Work was therefore ongoing, in order to reducing care packages across the whole spectrum of Adult Social Care, and together with more innovative ways of working, this would lead to the savings required eventually being achieved.

A Member asked what the long term scenario was in respect of numbers of Looked After Children (LAC).

The Corporate Director – Social Services and Wellbeing, advised that she was hopeful that the numbers of LAC would be safely reduced in the future, as increased numbers had resulted in an overspend of around £1m in each of the last few years. She added that in 2016-17 around £10.3m had been spent on LAC, while this had reduced to £9.8m in 2017-18. There was a long term Strategy to keep children wherever possible in care arrangements locally as opposed to Out of County provision, which was far more expensive, but also sometimes necessary and therefore unavoidable. She stated that a report with proposals for re-modelling Bridgend's in-house residential care, was being considered by Cabinet next week entitled future remodelling proposals for Children's Residential Care.

A Member felt that the vast numbers of children having to be placed in specialist Out of County care was a common problem being experienced by most, if not all local authorities, and the expense attached to this for any local authority was almost unmanageable. He felt that this was something that should be taken up nationally by all welsh local authorities. He added that it should also be made more transparent to the public, how much the local authority spend on LAC.

The Corporate Director – Social Services and Wellbeing advised that she had sent a survey just last week to the Care Inspectorate for Wales, that included information as to how many LAC the Authority presently had, in order that this could form part of national statistics. She was aware that the Councils of Camden and Newport had reduced numbers of LAC compared to most other authorities. She added that this was not just about social services but early help and intervention which was part of the Education and Family Support directorate as it was important to continue to develop early help and intervention measures.

Conclusions:

1. In addition to Members attendance at formal meetings being recorded and available for the public to view, the Committee recommended that the attendance of Chief Officers required at each overview and Scrutiny Committee should also be recorded and made available to the public. Members were disappointed that there was no representative from finance available to attend a Scrutiny meeting that related to a Budget monitoring item, therefore members were unable to get the answers they required on certain points in the report. The Committee further recommended that if the

lead officer for a particular item is not available to attend then an appropriate representative should be sent in their place

2. Members recommended an audit of vacancies across the whole Authority to include the following:

- How many vacancies are there across the whole Authority
- How long they have been vacant for
- The reasons for them being vacant – budget related or difficulties recruiting
- A breakdown of the vacancies within each Directorate so members are able to see exactly what posts are vacant
- The impact on the service area due to number of vacant posts
- Information from Trade Unions in relation to the direct impact on staff for each Directorate

3. Members recommended that future budget monitoring items detail more information in relation to the underspends in each Directorate so members could see exactly what impact the underspends has to the service

4. Members requested receive further information relating to the slippage of schemes and new approvals for the Capital Programme into 2018-19. The Chief Executive agreed to detail this in the next budget monitoring item to the Committee

5. Members recommended that a Community Safety Plan be established for Bridgend. It is proposed that the plan includes how the Authority are working collaboratively with external partners such as South Wales Police to secure grant funding in respect of Community Safety.

6. Members requested clarification on the £50,000 projected underspend relating to the tender of new play equipment and if this related to the revenue budget

7. Members welcomed the LED replacement lighting throughout the Borough and recommended that this news is shared with the public as it was pleasing to hear of the potential future savings that this project could achieve

8. Members recommended communicating with Town and Community Councils to see if there was interest in them subsidising the costs towards the replacement of the pillars/ lanterns for the streetlights as some were in desperate need of repair and replacement and members understood there was an appetite from some TCCs to contribute to get this completed more timely

9. Members requested information on the process for the replacement of street lighting within the Borough including the criteria used to prioritise the areas for replacement first.

10. Members were pleased to hear that Education and Family support Directorate would be working in Partnership with the Social Services and Wellbeing Directorate to explore options to rationalise home to school transport and encouraged the dual use of the mini buses, working in partnership with other Local Authorities and exploring the option of bringing the service back in house.

11. Members were concerned at the responsibility of schools managing their individual budgets and sought reassurance from Officers that schools were fully supported and that the relevant staff and governors received regular training to allow them to effectively manage their budgets.

12. Members remained concerned at the projected overspend in the Social Services and Wellbeing Directorate and asked that at their next meeting where the Social Services and Wellbeing Director was due to bring a report to the Committee on the Directorate Financial Plan that the report include detail on how savings will be realised against the following areas:

- Services to older people
- Looked After Children
- Care at Home for Adults with Learning disabilities

44. URGENT ITEMS

None.

The meeting closed at 12:45

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**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 29 MARCH 2018**

**MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON THURSDAY, 29 MARCH 2018 AT 09:30**

Present

Councillor CA Green – Chairperson

JPD Blundell	N Clarke	M Jones	B Sedgebeer
RMI Shaw	JC Spanswick	CA Webster	

Apologies for Absence

J Gebbie, T Giffard, RL Penhale-Thomas and T Thomas

Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Rachel Keepins	Democratic Services Officer - Scrutiny

Invitees:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Councillor Huw David	Leader
Lindsay Harvey	Corporate Director Education and Family Support
Andrew Jolley	Corporate Director Operational & Partnership Services
Gill Lewis	Interim Head of Finance and Section 151 Officer
Councillor Dhanisha Patel	Cabinet Member for Wellbeing and Future Generations
Mark Shephard	Corporate Director - Communities
Councillor Charles Smith	Cabinet Member for Education and Regeneration
Councillor Philip White	Cabinet Member for Social Services and Early Help
Councillor Hywel Williams	Deputy Leader

46. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Members:-

Councillor T Thomas  
Councillor J Gebbie  
Councillor T Giffard  
Councillor RE Young

47. DECLARATIONS OF INTEREST

Councillor C Webster declared a personal interest in Agenda item 6, in that her son had previously been in receipt of Social Care support.

48. APPROVAL OF MINUTES

**RESOLVED:** That the Minutes of the meetings of the Corporate O&SC 1 dated 14 December 2017 and 25 January 2018, be approved as a true and accurate record.

49. FORWARD WORK PROGRAMME (FWP) UPDATE

The Corporate Director Operational and Partnership Services submitted a report, which presented:-

- a) The items due to be considered at the Committee's meeting to be held on 30 April 2018, and seek confirmation of the information required for the subsequent scheduled meeting, the date for which has yet to be confirmed;
- b) A list of responses to comments, recommendations and requests for additional information from the previous meeting of the Corporate Overview and Scrutiny Committee;
- c) A list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees

Feedback from the previous meetings of the Corporate Overview and Scrutiny Committee was attached at Appendix A to the report.

Attached to the report at Appendix B was the Corporate Overview and Scrutiny Forward Work Programme, which included the items scheduled for the next two meetings to be held today and on 30 April 2018.

Further attached at Appendix C to the report, was the Subject Overview and Scrutiny Committees FWP, which included the topics prioritised and agreed by the Corporate Overview and Scrutiny Committee for the next set of Subject Overview and Scrutiny Committees in Table 1 attached to the report, as well as a list of proposed future topics at Table 2.

The Scrutiny Officer reminded Members that additional items using the criteria form for future consideration on the Scrutiny Forward Work Programmes, could be identified by Members following the establishment of future dates of Scrutiny meetings following the Annual meeting of Council in May coming.

Members agreed to make some changes to the FWP's for the next two scheduled meetings of each of the four different Scrutiny Committees, and these were reflected in the decision below, together with the original items also being listed for the sake of completeness.

**RESOLVED:** That the following agenda items be considered for the next two rounds of the Corporate Overview and Scrutiny Committee, and Subject Overview and Scrutiny Committees 1,2 and 3:-

Corporate O&SC

- 18 June - Public Service Board update  
2017-18 Quarter 4 Financial Performance  
Social Services Annual Report
- 26 July - Collaborative working with the Police  
Quarterly Performance report Quarter 4

Subject O&SC 1

24 May – Budgetary impacts of Parc Prison  
4 July – School Standards

Subject O&SC 2

6 June – Home to School Transport  
12 July – Safeguarding

Subject O&SC 3

12 June – Highways Services  
10 July – TBC

50. DIRECTORATE BUSINESS PLANS 2018-19

The Scrutiny Officer presented a report, the purpose of which, was to present the Council's draft Directorate Business Plans for 2018-2019 for the Committee to comment upon.

The Chairperson advised that the relevant Cabinet Member and Corporate Director would both be invited to the meeting, in turn, to respond to questions on their Business Plans. She added that the Corporate Director – Organisational and Partnership Services, would remain present throughout the meeting as he was deputising for the Chief Executive who was presently on annual leave.

The Cabinet Member – Education and Regeneration advised Committee in response to a Members question, that the Council were lobbying Network Rail for electrified rail connections and were looking to design a scheme at Pencoed for the new bridge, together with a traffic management scheme. He added that the likes of the Welsh Government Transport Secretary and the appropriate Member of Parliament needed to discuss the scheme further, and give consent for a date for this being given the go ahead.

The Member responded by stating that the Cardiff Regional City Deal should also be lobbied for a contribution to the scheme, as it was scheduled to be completed by March 2019, and electrified trains may not be in operation within the location by this time.

The Corporate Director – Communities advised that there was a whole range of schemes that the Council had submitted to the City Deal initiative to be progressed, however, other participating authorities and organisations had put similar bids in for schemes in their areas also. Therefore, if the scheme at Pencoed railway station was added to these, it would firstly need to be assessed and prioritised against others that had been put forward for consideration.

The Chairperson referred to page 106 of the report, where it stated a Key Achievement, namely that the Council supported 722 local people develop skills so that they could take advantage of opportunities to succeed through our Communities for Work, Bridges into Work and BESP programmes. She felt that these groups should to some degree interlink, so that more information was shared between them, which would then in all probability equate to this number increasing and resulting in better outcomes for people who commit to these programmes.

The Corporate Director – Communities advised that Cabinet had considered a report this week entitled Employability Programmes, and the main thrust of this, was to establish a single team to create and join up programmes such as those detailed above.

Funding from Welsh Government and European funding would be committed to these programmes also.

The Cabinet Member – Education and Regeneration added that the Authority also needed to keep track on young people still in school as it had an obligation as the local Education Authority to track individuals up to the age of 25 (NEETS, etc), and this would assist in encouraging them to look at developing their skills which would assist them in subsequently obtaining employment opportunities.

A Member referred to page 124 of the report and Ref PAM020/20/22 and the percentage of A roads, B roads and C roads in overall poor condition.

The Corporate Director – Communities confirmed that with regard to the highway network, his Directorate was trying to maintain performance with a reduced budget, and that it was possible that he would need to look to secure extra budget from capital funding, as £2m was required a year for each of the next 10 years just to maintain highways at their present condition, as opposed to them being approved.

A Member referred to page 125 of the report and PAM031, the percentage of municipal waste collected by local authorities sent to landfill, and that the target for 2019/20 was the same as 2018/19 ie 30%. He asked if this was realistic given the uncertainty around MREC disposal/treatment options.

The Corporate Director – Communities advised that this target was being set as a conservative one, as the contract with MREC was both long term, ie for the next 12 years and unfavourable in respect of the terms of the Contract. The only way this performance indicator would probably improve he added, was through a change in the terms of the contract itself.

A Member referred to the narrative on page 98 of the Communities Directorate Business Plan, and felt that this should explicitly confirm the savings (in monetary terms) that the Directorate had made since austerity and the on-set of the recession, and the further estimated savings it yet had to make, to increase public awareness of the decline in certain front line services. The public would then be better placed to be aware of the challenge the local authority faced, particularly in having to make cuts to non-statutory services that the Directorate provided. He added that the Directorate had also supported the Council's School Modernisation Programme, yet there was no mention of this that he could see in its key achievements.

He added that all the Narratives of the other Directorate Business Plans, should be similarly altered.

The Corporate Director – Communities whilst taking these comments on board advised that he did not wish the narrative to be too negative, despite the cutbacks his Directorate had faced and those still yet to come. There were more challenges that lie ahead, but he was confident these could be met by working leaner and more innovatively. His Directorate still had over £20m to spend on public facing services he added.

A Member referred to page 199 of the report and Ref: FIN3.4.1, the number of working days lost per FTE through industrial injury (Finance), as set by the Health and Safety Manager. He asked what the target was for the coming year as this was shown as TBC, to which the Interim Head of Finance replied that she would have a further look at this and come back to him outside of the meeting, as well as subsequently updating this part of the Plan accordingly.

A Member referred to page 141 of the report and the Budgets for Learning and Strategy and Partnerships and Commissioning, and he noted the progressive reduction in this for years 3, 4 and 5 of the MTFS. This estimated that the Net Total Budget was £108,363 for 2017/18 reducing year by year to £105,439 by 2021/22. He accepted that this was indicative at present, but asked Invitees how this could be mitigated in other ways, as well as it not impacting either too severely on schools budgets. He also noticed that school attendance figures were on the increase in the majority of schools, and asked if this was in any way connected with the School Modernisation Programme.

The Interim Corporate Director – Education and Family Support, advised that the savings for years 3, 4 and 5 as mentioned above, were indicative at present. The Directorate's budget overall was approximately £108m as the Member confirmed, and of this, he explained that approximately £88m is delegated directly to schools for statutory education. The actual figure delegated however, was closer to £94m to schools, with the additional £6m relating to post-16 settings. Therefore, £20m related to the differential (ie the centrally retained element of the budget). It would be a challenge he added to make the recurring £630k saving against budget year on year as part of the current MTFS.

The Interim Corporate Director – Education and Family Support also advised that pupil attendance at schools had improved and was continuing to do so, as was attainment. To the extent that data revealed that in both these areas, BCBC schools, ie both primary and secondary were now in the top quartile in Wales. School attendance figures overall did correlate with good attainment, as pupils were not falling behind in their work etc, when their attendance at school was at an expected level or above. The Cabinet Member – Education and Regeneration added, that modern schools were a better and more improved environment to work in, and therefore, this was probably one of the factors why school attendance figures had improved.

A Member noted from this section of the report, that there was an estimated overspend in the sum of £304k for School Transport costs. He felt that ways should be looked at to cut this by providing shared transport arrangements with others, ie Social Services or even immediate neighbouring authorities school run operations.

A Member referred to pages 143/144 of the report, and the key achievements of the Education and Family Support Directorate, which were substantial in terms of their number. She felt that it was information such as this that needed to be made available to the public, in order to reflect the excellent work that this Directorate was providing, in the face of the recession. Referring to page 160 of the report, she was also pleased to see the good progress being made in catering themes, and was interested in knowing more about some of these innovative projects.

A Member referred to page 232 of the report and Ref: DOPS4, the performance indicator description of increasing the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) and noted that the actual for 2016-17 was 11.3%, with a target for the following 2 years of a 5% increase for each of these years. She asked if this would mean that the target would therefore be 11.8% for the subsequent years.

The Corporate Director – Operational and Partnership Services confirmed that this would be an added 5% to years 2017-18 and 2018-19 in terms of a target, meaning that it would 16.3% for both of these years.

The Cabinet Member – Wellbeing and Future Generations added that the new digital transformation proposals that were going to be rolled out, including new phone applications (and possibly Skype for Business) would assist in realising this increased target.

The Chairperson referred to page 216 of the report, and the Budget in Regulatory Services specifically relating to Trading Standards. In 2017-18 this was £351k but would be increased to £397k for 2018-19, which she calculated was a 12% increase. There were then proposed, indicative reductions for the three year period following 2018-19, though it was anticipated that the budget for each of these years would still be in excess of that allocated in 2017-18.

The Corporate Director – Operational and Partnership Services, advised that the Shared Regulatory Service collaboration had resulted in savings to all 3 of the participating Authorities, though like other areas of his Directorate, savings would be required in future years to coincide with further cuts that were anticipated (for all Welsh local authorities). He added that the increase in budget for 2018-19 helped off-set other reductions in Regulatory Services, particularly in the Licensing Section where there had been reduced income coming in over the last few years.

He added that the Housing Department, was going to be restructured, and this together with some grant funding added to an under spend, would allow investment to be committed to emergency housing. This was important he explained for a number of reasons, such as accommodating children moving from into/care and finding such a transition difficult to cope with. The Department had to work closely with the Education and Social Services Department's for this reason, as well as to support certain vulnerable individuals who may find themselves evicted and subsequently homeless, and as Corporate Parents, Members (and Officers) had a duty and responsibility to look after these people, particularly the young and old who were in more vulnerable positions than other age groups. The Authority were also bound by legislation to a degree, to look after the homeless.

A Member referred to page 232 of the report and DOPS4, and the P.I. to increase the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter). She noted that this was 11.3% in 2016-17 and that there was a 5% increase for each of the years 2017-18 and 2018-19. She asked how this percentage was derived for 2016-17, and how could targets be set for future years that would be in any way accurate.

The Corporate Director – Operational and Partnership Services advised that these could be interrogated through systems in place that were being used by the Communications, Marketing and Engagement team, and the methods adopted with regard to their interaction with and through social media. The targets for the next 2 years were based on the above and past performance, but were obviously also estimated he added.

The Member advised that it may be better splitting Facebook and Twitter for this P.I. in future, in order to get more accurate targets for both for next year and the year after, as they operated in different ways, ie Facebook ran on a 28 day cycle then lapsed, whilst Twitter didn't.

The Corporate Director – Operational and Partnership Services advised he would discuss this point further with the Communications, Marketing and Engagement Manager, to see if these could/should be split in future into two separate P.I.'s based on the Member's advice.

A Member made the point that the Directorate Business Plans should link in more closely with the Council's Corporate Plan.

The Corporate Director – Operational and Partnership Services advised that Directorate Business Plans were more of an internal document, whereby the Corporate Plan 2018-

2022 was both an internal and external document, that was actually made available to the public, as well as being published on-line.

The Member felt that it was important that the public recognised that the Authority had now adopted a 'One Council' approach in terms of conducting its business and providing services.

The Cabinet Member – Wellbeing and Future Generations, confirmed that the financial savings required as part of the MTFs were outlined in the Directorate Business Plans, and asked if the Member wanted these broken down further than they were in these documents.

The Member replied by stating that he just felt that the Council needed to explain more explicitly to the public of the challenges that lie ahead and the further savings it was required to make, on top of those it already had made.

A Member referred to page 117 of the report and DCO16.8 P.I., regarding number of Council owned assets (CAT) transferred to the community for running. He noted that that none of these had been taken over in 2016-17, and that the target was fairly modest for the next 2 years. He felt that aspirations for this P.I. should be higher.

The Corporate Director – Communities advised that the targets for CAT were not aspirational but they were realistic. It was difficult to convince community groups and more particularly Clubs and Associations to take over the likes of Sports Pavilions and Club changing rooms, particularly as a substantial number of these were in a poor condition, and required some considerable work to then make them more fit for purpose, some of which was costly, ie structural as opposed to just maintenance work. This was compounded by the fact that Clubs, ie football, rugby and cricket teams had an 80% subsidy off the Council under current arrangements, with the local authority being responsible for the upkeep of the buildings as well as any maintenance works that were required from time to time. If Club's and Associations etc, operated any such asset completely through CAT, then they would lose this subsidy, and be totally responsible for the ongoing maintenance of the building in question.

The Cabinet Member – Education and Regeneration added that there was political support for CAT's, and in 2018/19 a total takeover from the Council of Bryntirion Playing fields would be secured by way of a CAT.

51. SOCIAL SERVICES AND WELLBEING FUTURE SERVICE DELIVERY PLAN

The Corporate Director – Social Services and Wellbeing submitted a report, that shared with Committee the Social Services and Wellbeing Future Service Delivery Plan.

She explained that over the last 4 years, the Council has reduced the budget by over £12m in social care and wellbeing. This had been achieved by doing things differently, ie remodelling, reconfiguring, restructuring and developing new ways of working together with new service delivery models. The strategy for the next few years was to manage demand and introduce new ways of working, in order to lessen dependency and enable people to maximise their independence. This required to be achieved within existing budget and after taking account of the current overspend of £2.2m.

Attached at Appendix 1 to the report, was the Future Service Delivery Plan ("the Plan"), however, it was be noted that the Plan was an evolving document, and the planned actions and targets within it may potentially be subject to change.

The Plan was made up of two sections, namely Section A – highlighting work completed and MTFS savings achieved to date and MTFS shortfalls, while Section B – Delivery Plan, set out the planned actions to be undertaken in order to make the required MTFS savings and maximise income opportunities by March 2019.

The Corporate Director – Social Services and Wellbeing added that under the Plan, MTFS savings of over £400k had been achieved in 2017/18 through reviewing and implementing new models of delivery for partnership contracts. There remained a shortfall of £237k for which additional planned actions were being developed, as identified in the Plan.

She added that a Corporate Governance Board had been established to monitor and review the Directorate's Plan. The Board was to be chaired by the Chief Executive and was made up of Officers as shown in paragraph 4.6 of the report.

Attached at Appendix 2 to the report, was a table that detailed governance arrangements in the Directorate.

The report went on to advise that the projected overspend in the quarter 3 Cabinet Budget Monitoring report, was £200k against older people's services. However, at period 10, the projected overspend had reduced to £70k. This together with Welsh Government also having recently allocated winter pressure grant funding to local authorities, would mean older persons services will at least break even by year end.

In respect of Looked After Children, the projected overspend in the quarter 3 Cabinet budget monitoring report was £1.049m. This was mainly due to children being placed in Out of County placements, with such placements costing up to £460k per annum per placement.

The Corporate Director – Social Services and Wellbeing reminded Members however, that the Directorate were presently in a more improved financial position this year than the previous year, which reflected the Service's Strategy to place more children into more cost effective placements.

Similarly, high cost independent fostering placements had also actually reduced from an average of 90 in 2016/17 to an average of 75 in 2017/18. As a consequence, the average number of these in-house placements had increased from an average of 208 in 2016/17 to 217 this year (2017/18) at a much reduced average annual cost per placement of £18k. This change also evidenced the services Strategy, to place children in more cost effective places.

The Corporate Director – Social Services and Wellbeing confirmed that under the Service Delivery Plan there sat a Financial Monitoring Plan, established to assist in securing the outstanding shortfall, which would be not only be reviewed quarterly but monthly also.

The Chairperson asked what quartile BCBC were in when it came to an average spend per head for Adult Services and Childrens Services.

The Interim Head of Finance advised that we were in the same position as most other welsh authorities when it came to spend per head, though the cost to support adults was obviously lower than for children, due to the high expense associated with LAC costs.

A Member referred to paragraph 4.11 of the report, and the ongoing and high costs associated with LAC. He asked if there was any scope to collaborate with neighbouring authorities to provide support facilities within localised regions, as opposed to expensive



Out of County arrangements as part of an Invest to Save type initiative. This could possibly be co-ordinated through Welsh Government.

The Corporate Director – Social Services and Wellbeing advised that some regional work had been completed in respect of the above, through a Regional Adoption Service. Some work had also taken place with certain providers with a view to reducing some elements of costs for LAC and expensive placements. She added that there was a piece of work being looked at which may possibly see the conversion of the Glan-yr-Afon site for the purpose of considering a commercial approach, of not only a care provision suitable for young people in Bridgend, but also as a facility where places could be sold elsewhere outside the area, which would then also potentially bring in a source of much needed income.

The Cabinet Member – Social Services and Early Help advised that numbers of LAC were difficult to adequately control, and were costly for the Authority, and therefore certain initiatives were being looked at by CMB, such as that above, which would be shared with Cabinet in due course accordingly.

The Corporate Director – Social Services and Wellbeing added that there was some assistance for the support of children entering various care environments through avenues of grant funding from Welsh Government, such as 'Reflex' for care arrangements in respect of post pregnancy and a similar initiative known as 'Baby Mind'.

A Member referred to Appendix 1, Section B, of the Delivery Plan and the RAG (Red, Amber, Green) status of the various saving targets shown therein and with the commencement of the new financial year just days away, he asked when all the savings earmarked would be fully realised.

The Interim Head of Finance advised that this was currently work in progress, and that payback of the Directorate shortfall in terms of savings, would be closely monitored for progress as the Corporate Director – Social Services and Wellbeing had advised earlier in debate, ie monthly, quarterly and finally on an annual basis, with a view to fully achieving all the over spend.

Finally, in response to a further question from the Chairperson regarding the Council charging other local authorities for the use of certain services provided to the Authority as referenced on page 260 of the report, the Interim Head of Finance confirmed that this would be investigated further as was confirmed in this section of the report, and possibly discussed at a future meeting of the Budget Research and Evaluation Panel (BREP), as part of future delivery of savings.

**Conclusions:**

- The Committee asked that in future meetings the RAG status be completed in the financial plan.
- The Committee proposed charging for things as Discovery days as a method of income generation.
- The Committee agreed to receive an information report on the Social Services Financial Plan at each Corporate Overview and Scrutiny meeting so that they can continue to monitor the plan and pick up on any concerns as necessary.

**Additional Information:**

The Committee requested that they receive detail of the average spend per head for adults and children separately and where we sit as an Authority in comparison to other LA's.

52. URGENT ITEMS

None.

53. EXCLUSION OF THE PUBLIC

RESOLVED:

That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following item of business as it contains exempt information as defined in Paragraphs 16 Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

The Senior Democratic Services Officer - Committees confirmed that this item was not subject to the public interest test for reasons of legal professional privilege and should therefore be considered in private. The public interest therefore did not apply in respect of this item.

54. ACCESS TO INFORMATION

The meeting closed at 13:30

**MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE  
HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB  
ON MONDAY, 30 APRIL 2018 AT 09:30**

Present

Councillor CA Green – Chairperson

JPD Blundell  
RL Penhale-  
Thomas  
CA Webster

N Clarke  
B Sedgebeer

J Gebbie  
JC Spanswick

M Jones  
T Thomas

Apologies for Absence

T Giffard and RMI Shaw

Officers:

Mark Galvin  
Gail Jewell

Senior Democratic Services Officer - Committees  
Democratic Services Officer - Scrutiny

55. DECLARATIONS OF INTEREST

None.

56. OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2017-18

The Corporate Director – Operational and Partnership Services submitted a report, the purpose of which, was to present the items due to be considered at the Committee's next meeting which is provisionally scheduled for 18 June 2018, and seek confirmation of the information required for the subsequent provisionally scheduled meeting set for 26 July 2018. Also, the report presented a list of responses to comments, recommendations and requests for additional information from the previous meeting of this Committee, and finally to present a list of potential Forward Work programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

Feedback from the last meeting of the Corporate Overview and Scrutiny Committee, as requested by Members was attached at Appendix A to the report, while Appendix B to the report detailed the Corporate O&SC Forward Work Programme.

The Scrutiny Officer referred Members to items prioritised and delegated to the Subject Overview and Scrutiny Committees for May/June and July 2018, that were contained in Appendix C to the report.

Arising from discussions that ensued on the content of the report, it was

RESOLVED: The Committee agreed with the contents of the report and attached Appendices, subject to the following:-

- That the performance of and working relationship between Registered Social Landlords (RSLs) and Bridgend County Borough Council be added to the FWP. In the first instance, Members requested to receive the feedback and conclusions of the meetings that have previously discussed this topic, to determine whether there is justification to add such item(s) to the FWP.

- Chase-up a date for the closed meeting where the item of Waste was on the agenda, to enable Members to have sight of the un-redacted Contract (for Waste). Members also highlighted the need to allocate the Waste Services item to a date of a future meeting, in order to allow invitations to be sent out to Kier in order to provide them with as much notice of the meeting date as possible, in order that they may adequately be able to arrange for a representative from the Company to attend the meeting.

57. CITY DEAL

The Chief Executive submitted a report, in response to the Committee requesting that a report be submitted to today's meeting on the topic of the Cardiff Capital Region City Deal.

The Chairperson advised Members that Councillor Peter Fox, Monmouthshire County Council an Invitee for today's meeting, could not attend today's meeting, whilst the Chief Executive could only attend the meeting for around half hour or so, as he had an urgent appointment that he had to attend.

Members expressed their concerns regarding this, as they felt that both the Invitees needed to be in attendance together with the other key Invitees, in order that they could respond to questions of Members, on what was a very important and multi million pound project.

In view of this Members by way of a unanimous vote, agreed with the following courses of action:-

Recommendations:

- The Committee agreed that the City Deal item be deferred to a future Committee meeting, which will ensure an appropriate level of attendance at that meeting by Invitees, in order to ensure that sufficient time is allocated to the item, and for Members questions at the meeting to be asked and fully responded to. Members felt this crucial in view of the level of importance of the topic.

Members of the Committee further requested that a letter be sent to the Chief Executive, formally highlighting their disappointment on learning of the reduced attendance of Invitees at the meeting.

58. FESTIVAL OF LEARNING - SUMMARY OF ACTIVITY AND PROJECTED OUTCOMES

The Interim Corporate Director – Education and Family Support, submitted an Information report that advised Members of the activities planned for the Festival of Learning, and the proposed objectives and outcomes that come from that.

The Chairperson advised that it would be beneficial in the future, on the basis of the inaugural event being successful, to involve local businesses in order to secure increased support for the event going forward. This would be two-way, in that the Council would also ascertain what local businesses require from the Authority in terms of learning.

A Member felt that the report was of sufficient importance for it to be more than just an Information report, and that the Interim Corporate Director – Education and Family Support, should be invited to a future meeting, in order to respond to questions on the success or otherwise of the project.

The Chairperson agreed to this, adding that it would be beneficial for Members to have sight of certain statistical information on the success (or otherwise) of the project.

A Member further added that a large sum of money had been committed to the project, so therefore outcomes from it should be the subject of evaluation. Referring to paragraph 4.4 of the report, the Member noted that 120 pupils from different schools would be involved in the pre-Festival of Learning activities, and she hoped that there would be a contrast of pupils in term of their selection ie including from disadvantaged families etc. She added however, that this amount formed only around 1% of the student population. She had some reservations as to what clear outcomes, aims, achievements and objectives would come from the project, other than those of good practice.

The Scrutiny Officer advised that as Members may be aware, BREP had also made certain recommendations in respect of the Festival of Learning Initiative, and that a response to these was being awaited from the Interim Corporate Director – Education and Family Support.

A Member of BREP added that this body were also keen for the Interim Corporate Director – Education and Family Support, to look at sponsorship initiatives for the future support of the Festival of Learning should it be agreed to continue with the project in future years.

A Member also made the point that the financial implications of the project needed to be more clearly set out.

Conclusions:

- Members referred to the recommendations made by the Budget Research and Evaluation Panel (BREP) in relation to this item and the Committee queried whether the Directorate had been successful in securing any sponsorship from local businesses for the event, as there was no reference provided within the finance section of the report.
- The Committee also emphasised the importance of local businesses involvement in the event to provide greater clarity regarding what skills are required by employers to ensure future students employability.
- Again, with reference to the recommendation made by BREP regarding the need for schools to select a broad range of pupil representation to partake in the event, to ensure a variety of view to be incorporated, the Committee note that there was no mention of how the students would be nominated.
- Members requested clarification in relation the funding amounts for the festival of learning and queried whether the £15k would be deducted from the £65k applied for and highlighted the need to make this clearer within the report.

Members recommend that a future report be presented to Scrutiny to provide an evaluation of the Festival of Learning, to stipulate what outcomes were achieved and provide statistics evidencing success following the event.

59. CENTRAL SOUTH CONSORTIUM COLLABORATIVE SCRUTINY GROUP

The Corporate Director – Operational and Partnership Services submitted an Information report, the purpose of which, was to present the Committee with an annual update on the work of the Central South Consortium (CSC) Collaborative Scrutiny Group.

The Scrutiny Officer outlined the report, which commenced with some background information on how the Working Group had been established, including its role and remit.

The Working Group supported the Central South Consortium Joint Committee, a body which was accountable to its participating local authorities, ie Bridgend, Cardiff, Rhondda Cynon Taf, Merthyr Tydfil and the Vale of Glamorgan Council's, with the CSC being responsible on their behalf for school improvement.

As a result of the above, last year a Collaborative Working Group was introduced, with each Council involved in this approving its establishment as well as its Terms of Reference. The Group would consider issues such as the following standing items:-

1. The Consortium's progress against its 3-year business plan on a regional basis;
2. Regional performance trends;
3. Sharing best scrutiny practice across the region

She continued by advising that through detailed consideration, the Group had also identified some regional topics that they deemed were worth consideration, and these had therefore been added to the Group's Forward Work Programme attached to the report for information at Appendix A for information purposes.

The report also highlighted, that the Consortia across all of Wales were also looking to work together, in order to establish an agreed Work Plan, with a view to sharing best practice.

Conclusions:

- That the report be noted.

The Committee further noted that meetings of the Central South Consortium Collaborative Scrutiny Group usually coincide with scheduled meetings of Council, and due to this, requested that this is taken into consideration when arranging its future meetings.

60. URGENT ITEMS

None.

The meeting closed at 10:15

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

18 JUNE 2018

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

#### CORPORATE PARENTING CHAMPION NOMINATION REPORT

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

- 1.1 The purpose of this report is to request the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Corporate Parenting Cabinet Committee.

##### 2. Connection to Corporate Improvement Objectives.

- 2.1 The key improvement objectives identified in the Corporate Plan 2018-2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### 3. Background

- 3.1 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.<sup>1</sup>
- 3.2 In order to further develop and enhance the Council's corporate parenting role with its partners, a Corporate Parenting Cabinet Committee comprising all Members of Cabinet was established by Cabinet on 4 November 2008.
- 3.3 The inaugural meeting of the Cabinet Committee was held on 27 November 2008 where it was agreed that the Cabinet Committee will meet bi-monthly. The terms of reference for the Cabinet Committee are:
  - to ensure that looked after children are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership;

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

- to seek the views of children and young people in shaping and influencing the parenting they receive;
- to ensure that appropriate policies, opportunities and procedures are in place;
- to monitor and evaluate the effectiveness of the Authority in its role as corporate parent against Welsh Government guidance.

3.4 At its inaugural meeting, the Cabinet Committee requested that a Corporate Parenting “Champion” be nominated from each of the Overview and Scrutiny Committees to become permanent invitees to the Cabinet Committee.

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

4.1 The Committee is requested to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Corporate Parenting Cabinet Committee.

4.2 The role of the Corporate Parenting Champion is to represent their Overview and Scrutiny Committee, partaking in discussions with Cabinet over items relating to children in care and care leavers.

4.3 It is also suggested that in this role each Champion considers how all services within the remit of Scrutiny affect children in care and care leavers and encourage their own Committee to bear their Corporate Parenting role in mind when participating in Scrutiny.

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

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

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

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

6.1 There are no equality impacts arising from this report.

#### **7. Well-being of Future Generations (Wales) Act 2015 assessment**

7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:



- Long Term – The establishment of the Corporate Parenting Cabinet Committee demonstrates the Authorities long term commitment to improving and strengthening their role as Corporate Parents to care leavers and Looked After Children.
- Prevention – The Corporate Parenting Cabinet Committee are preventative in their nature and ensure that appropriate policies, opportunities and procedures are in place for all care leavers and Looked After Children
- Integration – This report supports all the well-being objectives
- Collaboration – All members are Corporate Parents and this report supports collaborative working with Cabinet and Members of Scrutiny and emphasises the role of Corporate Parents for all Elected Members.
- Involvement – Corporate Parent Champions provide practical support and guidance to children in care and care leavers to ensure they achieve their well-being goals

## 8. Financial Implications.

8.1 None.

## 9. Recommendation.

The Committee is asked to nominate one Member of the Committee as its Corporate Parenting Champion to represent the Committee at meetings of the Corporate Parenting Cabinet Committee

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## Background Documents

Bridgend County Borough Council Constitution

Part II of the Local Government Act 2000: Executive Arrangements

Report of the Corporate Director – Children to Cabinet, 4 November 2008: Establishment of a Corporate Parenting Cabinet Committee

Report of the Corporate Director – Children to the Inaugural Meeting of the Corporate Parenting Cabinet Committee, 27 November 2008

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2018

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

#### NOMINATION TO THE PUBLIC SERVICE BOARD OVERVIEW AND SCRUTINY PANEL.

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

- 1.1 The purpose of the report is to request the Committee to nominate three Members to sit on the Public Service Board Overview and Scrutiny Panel.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2018–2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### **3. Background.**

- 3.1 From 1 April 2016, the Well-being of Future Generations (Wales) Act 2015 introduced statutory Public Services Boards (PSB) across each local authority area in Wales. PSBs work together to improve the social, economic, cultural and environmental well-being of the board's area. The Act specified that one Committee take an overview of the overall effectiveness of the Board which this Authority determined to carry out via a PSB Overview and Scrutiny Panel which is now proposed to sit under the remit of the Corporate Overview and Scrutiny Committee.
- 3.2 The purpose of the Panel is to review and scrutinise the efficiency and effectiveness of the PSB and its decisions as well as the governance arrangements surrounding it. The Panel will hold up to two meetings a year and will make reports or recommendations to the Board regarding its functions, with the aim of enhancing its impact. These recommendations are to be presented to the Corporate Overview and Scrutiny Committee for approval prior to submission to the Board.

- 3.3 A copy of any report or recommendation made to the Public Service Board must be sent to the Welsh Ministers, the Commissioner and the Auditor General for Wales.
- 3.4 The membership of the PSB Panel is determined annually and incorporates three Members from the Corporate Overview and Scrutiny Committee, one Member from each of the Subject Overview and Scrutiny Committees and counterpart representatives that sit on the Public Service Board.

#### **4. Current Situation / proposal.**

- 4.1 In addition to the one Member nominated from each of the three Subject Overview and Scrutiny Committees, the Committee is asked to nominate a further three Members to sit on the Public Service Board Overview and Scrutiny Panel.

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

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

#### **6. Equalities Impact Assessment**

- 6.1 There are no equalities impacts arising from this report.

#### **7. Well-being of Future Generations (Wales) Act 2015 Assessment**

- 7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The establishment of the PSB Panel will assist in the long term planning of the business of the Council by the continuation of effective relationships with other organisations to improve wellbeing in Bridgend County now and in the future.
- Prevention - The PSB Overview and Scrutiny Panel will monitor the Public Service Board's objectives and priorities within the Wellbeing Plan which address underlying causes of problems and prevent them getting worse or happening in the future.
- Integration - The report supports all the wellbeing objectives.

- Collaboration - The PSB Panel supports partnership working with other organisations both locally and regionally.
- Involvement - The PSB Panel will maintain a relationship with other Organisations through effective partnership working and act as a critical friend to ensure the PSB are involving citizens of Bridgend when making decisions that affect them.

## **8. Financial Implications**

8.1 There are no financial implications arising from this report.

## **9. Recommendation**

The Committee is asked to nominate three Members of the Corporate Overview and Scrutiny Committee to sit on the Public Service Board Overview & Scrutiny Panel.

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## **Background Documents**

None

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2018

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

#### CARDIFF CAPITAL REGION CITY DEAL – JOINT OVERVIEW AND SCRUTINY COMMITTEE

##### 1. Purpose of Report.

- 1.1 The purpose of the report is to present the Committee with the proposal to establish a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal (CCRCD).

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2018-22 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### 3. Background.

- 3.1 At its meeting held on the 20 November 2017, the CCRCD Joint Cabinet received a report detailing proposals for the establishment of a Joint Overview and Scrutiny Committee (JOSC) to consider the CCRCD. This report also included a draft Terms of Reference (TOR) for the Joint Committee.
- 3.2 The report proposed that one of the ten authorities host the CCRCD Joint Overview and Scrutiny Committee and provide such dedicated support and advisers.
- 3.3 Following a proposal, it was subsequently determined by the Joint Cabinet that Bridgend County Borough Council would carry out the role of Host Authority.

##### 4. Current Situation / Proposal

- 4.1 Attached at **Appendix A** is a brief paper that provides background and information on the origins of the proposal for a JOSC and how it would be established over the first year.

- 4.2 The Regional Joint Cabinet report and draft TOR are attached as **Appendix B** for information.
- 4.3 In accordance with Statutory Guidance issued under the Local Government (Wales) Measure 2011, when establishing a JOSC, a report containing details of the proposal should be considered by each of the participating authorities' appropriate scrutiny committees (or sub-committees) before being endorsed by full Council.
- 4.4 It is for this reason that this report is being presented to the Corporate Overview and Scrutiny Committee prior to it being submitted to Council for formal approval.

## **5. Effect upon Policy Framework and 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.
- 5.2 Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Council's Constitution to be updated.

## **6. Equality Impact Assessment**

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

## **7. Well-being of Future Generations (Wales) Act 2015 Assessment**

- 7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

Long-term -	The approval of this report will assist in the establishment of a JOSC to monitor the CCRC D business plan
Prevention -	The JOSC Panel will monitor the CCRC D's business plans, objectives and priorities
Integration -	The report supports all the wellbeing objectives
Collaboration -	Consultation on the establishment of the Joint Overview and Scrutiny Committee has taken place with the 10 local authorities in the CCRC D programme.
Involvement -	The Joint Overview and Scrutiny Committee will maintain a relationship with other local authorities involved in the



CCRCD and with through effective partnership working and act as a critical friend to the CCRCD Joint Cabinet.

## **8. Financial Implications**

- 8.1 As the Joint Cabinet report states, the 2017/18 Joint Cabinet Budget contains a contingency budget in the sum of £69,500, an element of which has been set aside to meet the cost developing the Joint Scrutiny Committee arrangements. Based on initial estimation's provided for the first year, it was agreed that an amount of £25,000 would be allocated to the host authority to carry out the Joint Scrutiny role. From 2018/19 the budget headings will be realigned to separately identify the pre-determined sum from the remaining contingency budget.
- 8.2 It is essential that the JOSCS use the first year to develop a detailed and informed Forward Work Programme (FWP) which will not only focus their work but also assist greatly in determining the workload and needs for the future including the number of meetings and future budget required.

## **9. Recommendation**

The Committee is recommended to:

- a) Consider the report and appendices and recommend to Council the establishment of a JOSCS for the CCRCD;
- b) Identify and recommend to Council a non –executive Member to represent this Authority on the CCRCD JOSCS , taking into consideration paragraph 2.3 of Appendix A;
- c) Note that it will be a decision for each of the ten authorities if it wishes to establish the JOSCS proposed.

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**Background Documents**

Bridgend County Borough Council Constitution

Bridgend County Borough Council Corporate Improvement Plan 2013 -17

## **Cardiff Capital Region (CCR) City Deal Joint Overview and Scrutiny Committee Proposal and Draft Terms of Reference**

### **1. Background**

- 1.1 The Cardiff Capital Region (CCR) Joint Working Agreement (JWA) states in paragraph 10.19.2 that “The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Overview and Scrutiny Committee (JOSC) and how the same will be resourced and funded”.
- 1.2 At the meeting of the CCR Joint Cabinet on 20 November 2017, it was proposed that the Regional Cabinet consider the establishment and governance arrangements for the CCR City Deal JOSC.
- 1.3 The purpose of the JOSC is to enable Members to be kept up to date with Cardiff Capital Region (CCR) City Deal developments. The draft Terms of Reference (TOR) (attached to the Joint Cabinet report as Appendix B2) expands upon this outlining that one of its main functions would be to perform the overview and scrutiny function for the CCR City Deal on behalf of the ten local authorities whilst not excluding a local authority’s right to carry out its own individual scrutiny of any decision of the Regional Cabinet or City Deal.
- 1.4 Subsequent to this meeting, it was agreed by the CCR Joint Cabinet that Bridgend County Borough Council would host the Joint Overview and Scrutiny Committee providing such dedicated support and advisers within a pre-determined sum to be funded out of the annual budget of the Regional Cabinet.
- 1.5 The 2017/18 Joint Cabinet Budget contains a contingency budget in the sum of £69,500, an element of which has been set aside to meet the cost of developing the Joint Scrutiny Committee arrangements. Based on initial estimations provided for the first year, it was agreed that an amount of £25,000 would be allocated to the Host Authority to carry out the Joint Scrutiny role. From 2018/19 the budget headings will be realigned to separately identify the pre-determined sum from the remaining contingency budget. It is essential that the JOSC use the first year to develop a detailed and informed Forward Work Programme (FWP) which will not only focus their work but also assist greatly in determining the workload and needs for the future including the number of meetings and future budget required.

### **First Year of the JOSC**

- 1.6 During the first year of the JOSC there will be a need for Members and Scrutiny Officers to attend training and briefing sessions prior to them undertaking scrutiny of the City Deal. This will help ensure that all Members have the same knowledge base and understanding from which to start from, however this may result in a limited amount of scrutiny work being undertaken in the first year.
- 1.7 It is proposed that two meetings are held within the first year so that the JOSC can amend and finalise the TOR and officially adopt and take ownership of them. The final version of the TOR will be forwarded to each of the ten local authorities for formal approval but this should not necessarily delay the work of the JOSC. Initial discussions will also be held at the first meeting regarding the Forward Work

Programme (FWP) with Members developing in detail their FWP and future focus at the second meeting following their training.

- 1.8 In addition to monitoring the City Deal Business Plan and/or Programme Plan, the draft TOR will also enable any member of the JOSC to refer to the Committee any matter which is relevant to its functions provided it is not a local crime and disorder matter as defined in section 19 of the Police and Justice Act 2006, and subject to a number of conditions and provisos. Therefore, as stated above, it will be the FWP development determined by the JOSC Members that will indicate the needs and growth of the Committee.
- 1.9 It is anticipated that the second meeting will also allow for the JOSC to begin to undertake annual monitoring of the City Deal Business Plan and/or Programme Plan.
- 1.10 The JOSC has the power to make any reports and recommendations to the Regional Cabinet and/or to any of the Appointing Authorities and to any of their Executives in respect of any function that has been delegated to the Regional Cabinet pursuant to the Joint Working Agreement.

## **2. Establishing a Joint Overview and Scrutiny Committee**

- 2.1 It is a decision for each authority if it wishes to establish a Joint Overview and Scrutiny Committee for the CCR City Deal. Statutory guidance issued under Section 58 of the 2011 Measure states at paragraph 3.1 *“that in establishing a JOSC which is additional to a Council’s existing scrutiny committee(s) a report setting out its role, responsibilities, terms of reference and intended outcomes to be generated by the joint exercise should be considered by each of the participating authorities’ appropriate scrutiny committees (or sub-committees) before being endorsed by full Council”*.
- 2.2 The TOR state that the membership of the JOSC shall consist of one non-executive Member from each Appointing Authority. Whilst the draft TOR states that the length of appointment is a matter for each Appointing Authority, it is proposed that consideration be given to the membership (as far as possible) being for the length of term the nominated Member is in office. This will help ensure continuity and with possibly only two to four meetings per year, consistency of knowledge is important.
- 2.3 It is also proposed that in deliberations over nominations to sit on the JOSC, consideration is given to potential skill sets of Members including any prior knowledge and experience of joint working or professional knowledge that relates to the City Deal itself which could potentially be of great value and assistance to the JOSC. Joint Scrutiny is often focused on decisions taken at a more strategic/ regional level and also necessitates considerable learning on the job as Members explore new and complex policy areas.
- 2.4 In 2013 in a supplementary report of the Independent Remuneration Panel for Wales in accordance with section 147 of the Local Government (Wales) 2011, it was determined that the remuneration of chairs of JOSCs (or a sub-committee of JOSCs) is not prescribed and is a matter for the constituent councils to decide whether such a post will be paid. However, if a senior salary is paid, it must be at the level set out within the IRP report. Each council will therefore need to determine whether they would agree to pay the salary required under this legislation should their nominated Member be put forward as Chair of the JOSC.

### **3 Proposal**

- 3.1 It is proposed that this paper, along with the draft Terms of Reference be presented to the relevant Overview and Scrutiny Committee for each local authority prior to it being submitted to each Council, both for endorsement and for the nomination of a non-executive Member to sit on the CCR City Deal JOSC.

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# CARDIFF CAPITAL REGION JOINT CABINET

## JOINT CABINET MEETING 20 NOVEMBER 2017

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### GOVERNANCE ARRANGEMENTS FOR CARDIFF CAPITAL REGION JOINT SCRUTINY COMMITTEE

#### REPORT OF CARDIFF CAPITAL REGION PROGRAMME DIRECTOR

#### AGENDA ITEM: 8

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#### 1. PURPOSE OF REPORT

- 1.1 To make recommendations to Regional Cabinet to consider the establishment of, and governance arrangements for, the Joint Scrutiny Committee which, if acceptable, be referred to each of the ten Councils for formal approval.

#### 2. SUMMARY

- 2.1 The Joint Working Agreement (JWA) in paragraph 10.19.2 states that “The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Scrutiny Committee and how the same will be resourced and funded”.

#### 3. ROLE & PURPOSE

- 3.1 In accordance with the terms agreed in the JWA (as above), Regional Cabinet recognise and value the need for a Joint Scrutiny Committee being established with clear terms of reference which will assist in defining its role and limitations. Draft Terms of Reference have been developed by Officers for Members’ consideration and this is attached at Appendix 1.
- 3.2 It is important that Members of the Joint Scrutiny Committee are kept up to date with Cardiff Capital Region (CCR) City Deal developments. The key discussions and decisions are recorded in the minutes of the Joint Cabinet which are publically available and could be offered for inclusion on the Joint Scrutiny Committee agenda for information.
- 3.3 Whilst the minutes of the Regional Cabinet will be helpful in ensuring the Scrutiny Committee are informed, it is suggested that the Chair of the Regional Cabinet, or another representative, offer to attend meetings of the Scrutiny Committee to give a verbal update on the current position of the City Deal and a view forward to some of the issues anticipated in the coming months ahead.

3.4 The Governance Lead Officer for CCR City Deal (Gareth Chapman, Chief Executive Merthyr Tydfil County Borough Council) has advised that dedicated support and advisers to the Joint Scrutiny Committee would be beneficial. This involvement would enable Members to have continuity of advice during meetings and ensure that Scrutiny Officers have a single point of contact to seek advice when preparing reports. It is proposed that one of the ten authorities hosts the CCRCJ Joint Scrutiny Committee and provide such dedicated support and advisers, within a pre-determined sum to be funded out of the annual budget of the Regional Cabinet. Regional Cabinet are invited to consider and recommend to the Councils for approval which authority should act as the host for the CCRCJ Joint Scrutiny Committee. Whilst one Authority may act as host authority to support the CCRCJ Joint Scrutiny Committee, the venue for the scrutiny committee meetings could rotate amongst the ten authorities.

#### **4. FINANCIAL IMPLICATIONS**

4.1 The attached report sets out proposals in respect of arrangements for a Joint Scrutiny Committee. It is proposed that one of the ten City Deal partnering authorities undertake the role of 'host authority', and in doing so, provide the Joint Scrutiny Committee with dedicated support and continuity of advice.

4.2 It is understood that a pre-determined sum will be agreed, which will form the basis of the budget from which the host authority will deliver this service in full, including all associated and ancillary costs. Depending on the timescales for implementing these arrangements, it is envisaged that a part-year sum may be required in 2017/18.

4.3 The PMO element of the 2017/18 Joint Cabinet Budget contains a contingency budget in the sum of £69,500, an element of which has been set aside to meet the cost developing the Joint Scrutiny Committee arrangements. The pre-determined sum will need to be met from within this budget allocation in 2017/18. From 2018/19 the budget headings will be re-aligned to separately identify the pre-determined sum from the remaining contingency budget to provide transparency and to assist with budget accountability.

#### **5. LEGAL IMPLICATIONS (INCLUDING EQUALITY IMPACT ASSESSMENT WHERE APPROPRIATE)**

5.1 The statutory power to establish a joint overview and scrutiny committee is set out in Section 58 of the Local Government (Wales) Measure 2011("the Measure") and Regulations made thereunder.

5.2 Section 58 of the Measure providing that Welsh Ministers may by regulations make provision under which any two or more local authorities may appoint a Joint Overview and Scrutiny Committee ('JOSC'). Regulations have been



made, namely the Local Authorities (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013 ('2013 Regulations').

- 5.3 It will be a decision for each authority if it wishes to establish the Joint Scrutiny Committee proposed. Statutory guidance has been issued under Section 58 of the 2011 Measure, to which regard must be had. Paragraph 3.1 of the guidance providing *“that in establishing a JOSOC which is additional to a Council’s existing scrutiny committee(s) a report setting out its role, responsibilities, terms of reference and intended outcomes to be generated by the joint exercise should be considered by each of the participating authorities’ appropriate scrutiny committees (or sub-committees) before being endorsed by full Council”*.
- 5.4 Where two or more authorities appoint a JOSOC the 2013 Regulations prescribe that they must enter into an agreement, which addresses a number of prescribed matters. The draft terms of reference, set out in Appendix 1 to the report, have been prepared having regard to these requirements and more generally the provisions of the 2013 Regulations and Statutory Guidance issued. The terms of reference are important because a JOSOC is only able to exercise functions in relation to matters which are identified by the appointing authorities. It is therefore important that the local authorities participating in the joint scrutiny committee (referred to as the appointing authorities) are clear from the outset about the role, responsibilities and terms of reference of the joint scrutiny committee.
- 5.5 The proposed membership of the Joint scrutiny committee is set out in the attached terms of reference and the proposal (1 non executive member each authority) reflects the following paragraph of the Statutory Guidance of the Measure:-
- 3.5 In order to ensure JOSOCs represent fairly the interests of each appointing local authority, it is recommended that an equal number of Committee seats be allocated to each of the participating Councils. Although that would mean larger authorities agreeing to have the same membership as smaller ones, this would appear to be in the best interests of effective partnership.*
- 3.6 The 2013 Regulations provide that a JOSOC is not to be regarded as a body to which section 15 of the Local Government and Housing Act 1989 (duty to allocate seats to political groups) applies.
- 3.7 The terms of reference, at paragraph 15, set out the provisions as regards referring matters to the JOSOC. The JOSOC may make a report or recommendation in relation to any matter referred to it, to any of the appointing authorities, their executives or the Regional Cabinet.

3.8 The joint scrutiny committee will require appropriate resource and the body of the report sets out the proposals in this regard, including the financial implications.

#### General advice

In considering this matter regard should be had, amongst other matters, to:

(i) The Councils' duties under the Well-being of Future Generations (Wales) Act 2015 and;

(ii) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief

## **6. RECOMMENDATIONS**

6.1 That the Joint Committee (Regional Cabinet) consider the draft Terms of Reference attached at Appendix 1 and if content, submit to each constituent Council for approval.

6.2 That it be suggested to the Joint Scrutiny Committee that the Regional Cabinet minutes are included on the future Joint Scrutiny Committee agendas for information.

6.3 That the Chair of the Regional Cabinet, or another Member representative, offers to attend future meetings of Joint Scrutiny to give a verbal update on the progress of the CCR City Deal.

6.4 That Regional Cabinet:

(i) considers and recommends to the Councils for approval, which constituent Council should host the Joint Scrutiny Committee and provide the requisite support services and advice (subject also to that Council's formal agreement) and

(ii) subject to each of the ten Councils determining to establish the Joint Scrutiny Committee proposed and agreeing which Council shall host the Joint Scrutiny Committee, delegate authority to the Regional Programme Director to agree with the Host Council the level of funding required in 2017/18 to fund such Joint Scrutiny Committee hosting arrangements

(provided such level of funding is within Regional Cabinet's 2017/18 approved budget), with future funding arrangements being considered as part of Regional Cabinet's annual budget setting process.

**Sheila Davies**  
**Cardiff Capital Region City Deal Programme Director**  
**14<sup>th</sup> November 2017**

*The following Appendix is attached:*

Appendix 1 – Draft Terms of Reference

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## **TERMS OF REFERENCE: CARDIFF CAPITAL REGION CITY DEAL JOINT SCRUTINY COMMITTEE**

### **Introduction**

1. Cardiff Capital Region (CCR) City Deal is a Joint Committee of all ten local Authorities of South East Wales. Paragraph 10.1 of the Joint Working Agreement states that 'The Councils shall form the joint committee ("Joint Committee") for the purpose of overseeing and co-ordinating the discharge of the Councils' obligations in relation to the City Deal and to carry out the functions set out in Schedule 2 (Joint Committee Terms of Reference) and the Joint Committee shall be known as the "Cardiff Capital Region Joint Cabinet", "Joint Cabinet" or "Regional Cabinet" (as the context requires)'.

For the purposes of these terms of reference;

The Joint Working Agreement means the agreement (as may be amended from time to time) concluded on 1.3.17 between; Blaenau Gwent CBC, Bridgend CBC, Cardiff Council, Caerphilly CBC, Merthyr Tydfil CBC, Monmouthshire CC, Newport CC, Rhondda Cynon Taff CBC, Torfaen CBC and the Vale of Glamorgan Council. The 'Appointing Authorities' are the parties to the Joint Working Agreement the 'Host Authority' means \*\*\* or such other authority as the Appointing Authorities may agree from time to time.

2. CCR City Deal is resourced by the ten Appointing Authorities and is supported by a Programme Management Office (PMO), full time officers, a Programme Board made up of senior Officers representing each of the partner Councils and a Joint Cabinet of the Leader (or Deputy) from each Authority. In addition. Legal, technical and financial external advisers have been appointed to provide expert technical advice.

3. Each Council agreed to work together to create a Joint Scrutiny Committee as stated in Paragraph 10.19.2 of the Joint Working Agreement; 'The Councils shall work together to create and agree terms of reference for, to the extent permissible by law, a Joint Audit Committee and a Joint Scrutiny Committee and how the same will be resourced and funded'.

### **Membership of the Joint Scrutiny Committee**

4. The Joint Scrutiny Committee shall consist of one non-executive Member from each Appointing Authority.

5. It is a matter for each Appointing Authority, from time to time, to nominate, or terminate the appointment of its nominated Member serving on the Joint Scrutiny Committee. Each Appointing Authority shall be entitled, from time to time, to appoint a deputy for its Member representative to the Joint Scrutiny Committee but such deputy shall only be entitled to speak and vote at meetings of the Joint Scrutiny Committee in the absence of his or her corresponding principal

6. The length of appointment is a matter for each Appointing Authority.

### **Quorum**

7. The quorum necessary for a meeting of the joint scrutiny committee is at least 7 out of the 10 Joint Scrutiny Committee Members, present at the relevant time.

### **Election of a Chair**

8. The Joint Scrutiny Committee shall elect a Chair and Vice Chair, which appointments will rotate annually between the Appointing Authorities, in alphabetical order

**Rules of Procedure**

9. The procedure rules will be those of the Host Authority for its Scrutiny Committees,

**Members' Conduct**

10. Members of the Joint Scrutiny Committee will be bound by their Council's Code of Conduct.

**Declarations of Interest**

11. Members of the Joint Scrutiny Committee must declare any interest either before or during the meetings of the Joint Scrutiny Committee (and withdraw from that meeting if necessary) in accordance with their Council's Code of Conduct or as required by law.

**Confidential and Exempt Information / Access to Information**

12. The Host Authority's Access to Information Procedure rules shall apply subject to the provisions of the Local Government Act 1972 :

**Openness and Transparency**

13. All meetings of the Joint Scrutiny Committee will be open to the public unless it is necessary to exclude the public in accordance with Section 100A (4) of the Local Government Act 1972.

14. All agendas, reports and minutes of the Joint Scrutiny Committee will be made publically available, unless deemed exempt or confidential in accordance with the above Act.

**Functions to be exercised by the Joint Scrutiny Committee**

15. The Joint Scrutiny Committee shall be responsible for exercising the following functions:

- a. To perform the Overview and Scrutiny function for CCR City Deal (which City Deal is more particularly specified in the Joint Working Agreement) on behalf of the ten local Authorities.
- b. To develop a forward work programme reflecting its functions under paragraph (a) above.
- c. To seek reassurance and consider if the CCR City Deal is operating in accordance with the Joint Working Agreement, its Annual Business Plan, timetable and / or is being managed effectively.
- d. To monitor any CCRCD project's progress against its Programme plan.
- e. To make any reports and recommendations to the Regional Cabinet and or to any of the Appointing Authorities and to any of their executives in respect of any function that has been delegated to the Regional Cabinet pursuant to the Joint Working Agreement.

Any member of a Joint Overview and Scrutiny Committee may refer to the committee any matter which is relevant to its functions provided it is not a local crime and disorder matter as defined in section 19 of the Police and Justice Act 2006

Any member of any of the Appointing Authorities may refer to the Joint Overview and Scrutiny Committee any local Government matter which is relevant to the functions of the Joint Scrutiny Committee, subject to the following conditions and provisos.

The conditions for a reference by a member of an Appointing Authority to the Joint Scrutiny Committee are that:

- (i) The matter relates to one of the functions of the authority and is relevant to the functions of the Joint scrutiny committee,
- (ii) It effects the electoral area of the member or it effects any person who lives or works there; and
- (iii) It is not a local crime and disorder matter as defined in section 19 of the Police and Justice Act 2006.

**Provisos**

When considering whether to refer a matter to the Joint Scrutiny Committee a member should first consider if it falls within the remit of a single overview and scrutiny committee within the member's local authority, and if that is the case the member should raise the matter there. Members should only refer a matter to a Joint scrutiny committee if it falls clearly within the

responsibilities and terms of reference of the Joint Scrutiny Committee and if there is no scrutiny of the issue in the local authority to which the member belongs.

It is acknowledged that the establishment of the CCRCD Joint Scrutiny Committee shall not serve to exclude a local authority's right to carry out its own individual Scrutiny of any decision of the Regional Cabinet or City Deal matter

### **Duration of Joint Scrutiny**

16. To be co-terminus with the duration of Joint Cabinet or if earlier the decision of the ten authorities to end the Joint Scrutiny arrangements.

### **Withdrawal**

17. Any of the ten local Authorities may withdraw from participating in the Joint Scrutiny arrangements upon three months' notice to each of the other Authorities.

18. The Joint Scrutiny Committee in carrying out its functions must have regard to guidance relating to section 62 of the Measure, which places a requirement on local authorities to engage with the public

### **Foot notes**

1. No provision has been made for sub committees given the scrutiny committee comprises only 10 members and that Regulations (SI 2013/1051) require a Sub- Committee to comprise an equal number of members of the Appointing Authorities.

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2018

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

#### SCRUTINY ANNUAL RECOMMENDATIONS MONITORING 2017-18

**1. Purpose of Report.**

- 1.1 To present the recommendations from the Corporate Overview and Scrutiny Committee, the Subject Overview and Scrutiny Committees and the Budget Research and Evaluation Panel for 2017-18.

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

- 2.1 The improvement priorities identified in the Corporate Plan 2018-2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Plan adopted by Council on 22 February 2018 formally set out the improvement priorities that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

**3. Background.**

- 3.1 Each Overview and Scrutiny Committee is asked to identify topics for consideration at every Committee meeting throughout the year using the pre-determined criteria forms. The criteria forms emphasise the need to consider issues such as whether the proposed item is a Corporate Priority or of public interest; what impact Members could have on the area and what the expected outcome would be from receiving the item.

**4. Current situation / proposal.**

- 4.1 The annual monitoring of all recommendations made by Scrutiny will detail the items that have been raised and discussed throughout the year and provide Members the opportunity to determine which topics they wish to revisit or those which remain a concern provides a foundation for setting the 2018-19 forward Work programme. Members are asked to take into account the Corporate Plan and consider these recommendations and determine which items they wish to revisit for 2018-19 or remain on the Forward Work Programme for consideration at a later date.
- 4.2 It is also recommended that members review outcomes and impacts that Scrutiny has made during the previous year and:

- Assess information they have received over the previous year.
- Identify suggestions for future items.
- Identify potential invitees to attend for specific items/subject areas.

4.3 Attached to this report are the following appendices for consideration by Members:

- Appendix A - recommendations for 2017-18 made by the Corporate Overview and Scrutiny Committee
- Appendix A1 – recommendations made by Subject Overview and Scrutiny Committee 1
- Appendix A2 – recommendations made by Subject Overview and Scrutiny Committee 2
- Appendix A3 – recommendations made by Subject Overview and Scrutiny Committee 3
- Appendix B – recommendations made by the Budget, Research and Evaluation Panel
- Appendix C - reports that Scrutiny have submitted to cabinet for consideration.

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

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

## **6. Equality Impact Assessment**

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

## **7. Well-being of Future Generations (Wales) Act 2015 Assessment**

7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The consideration and approval of this report will assist in the Planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery
- Prevention - The review of Scrutiny recommendations will assist in the preparation of the Forward Work Programme and allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet

- Integration - The report supports all the wellbeing objectives
- Collaboration -Collaboration on the formulation of the Scrutiny recommendations takes place with all Scrutiny members and is shared with Corporate Directors and Cabinet Members after they have been agreed by members.
- Involvement - publication of the Scrutiny Annual recommendations ensures that the public and stakeholders can view recommendations and outcomes that have been progressed from Scrutiny Committees, therefore encouraging engagement so the public can contribute to the improvement of policies.

## **8. Financial Implications.**

8.1 None

## **9. Recommendation.**

9.1 The Committee is recommended to:

- Consider the responses to the recommendations received for 2017-18 attached at Appendix A, A1, A2, A3, B and C
- Identify topics to be revisited on the Forward Work Programme for 2018-19

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

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## **Background documents**

None

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Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 61</p>	<p>Council's Performance against its Commitments and a Summary of its Financial position at Year End for 2016-17</p>	<p><b>Sickness Absence</b></p> <p>The Committee expressed concern regarding the sickness absence figures across the Authority. Members commented that the figures relating to stress/Anxiety/Depression/Mental Health provide a worrying figure and questioned whether there was a direct correlation between the budget reductions and asking staff to take on more work and the sickness absence figure increasing and similarly whether there was a correlation between sickness absence and budget overspend.</p> <p>The Committee requested that they receive the following information in relation to sickness absence:</p> <ul style="list-style-type: none"> <li>a) comparative information with other Local Authorities to determine where we are ranked in relation to Wales on sickness absence and if possible to receive these comparisons at a Directorate level;</li> <li>b) any possible costings associated with sickness absence;</li> <li>c) information on how many agency staff have been employed over the past 6-12 months and at what cost?</li> <li>d) How many staff out of the FTE figure have never been off sick and how many staff relate to recent sickness figures; in order to give a more accurate picture;</li> <li>e) A response as to whether Members could receive Apse data to assist them in considering comparisons with other LAs as the Authority are a member of APSE and its involves public sector benchmarking data for over 200 LAs.</li> </ul>	<ul style="list-style-type: none"> <li>a) The all Wales data for sickness absence is published annually and this year will occur on 14th September 2017. Data is not collected on a Directorate basis</li> <li>b) as we do not have a "costed payroll" we cannot give figures indicating the cost of sickness absence to the Council</li> <li>c) the management information we receive from Ranstad [our agency worker provider] do not provide details of how many agency requests were made specifically to cover sickness, we could explore whether this is possible in the future. The robustness of this data will always be questionable in the sense that: we will be relying on line managers to declare the reason at the time of the request; this will not be the only mechanism for covering sickness [eg, long term cases may be filled by moving resources and back-filling at a lower level, recruiting on a short term temporary contract, etc</li> <li>d) HR would be unable to easily extract this information. This would require large resource to check individual staff records and collate the information</li> <li>e) We will investigate what APSE are able to offer and report back to the Committee but the work would have to be commissioned.</li> </ul>
		<p>In response to the issue of staff remaining off on sick due to waiting for scans and tests on the NHS, the Committee recommended that some form of FastTrack system to provide financial assistance for tests be explored as the cost of this could be far less than the cost of the sickness and therefore would benefit both the individual involved and the Authority.</p>	<p>The Authority has a responsibility to treat all staff equally, whether they are ill or not. Therefore funding for a private healthcare scheme would need to be offered to all staff in the Authority, a decision of which Cabinet would need to make.</p>

<p>The Committee reiterated the views of the previous CRI Overview and Scrutiny Committee in that there was a need for a strategic stance to be taken with sickness absence to determine if there were common issues across the Authority and whether there were pockets of concern so that focus can be provided specifically in these areas. Whilst recognising that the WLGA has carried out a piece of work in this field the Committee commented that things have changed since then and further budget cuts have occurred. They therefore recommended that an overview was required where consultation was carried out with staff and the Trade Unions to determine if there were any correlations. The Committee also once again recommended that the Chief Executive incorporate a specific percentage reduction target for sickness absence in his appraisal so that there is a strategic focus from the top.</p>	<p>“The Council does have a strategic approach to the management of absence in the sense that:</p> <p>There is a corporate policy which is supported by a “Management of Absence” toolkit – readily available on the intranet</p> <p>Corporate training has been provided to support managers in the management of both long and short term absence</p> <p>A new Occupational Health provider has been appointed with whom we are working closely to ensure proactive approaches on preventative measures, eg, health surveillance</p> <p>Management information reports have been and are being developed and refined to make sure line managers are reminded of their required actions and “chased” if necessary</p> <p>An “escalation process” has been put in place should line managers not fulfil their responsibilities</p> <p>A robust approach towards employees who are not adhering to the management of absence policy is being taken, eg, if sick notes are not provided and after warning the employee of the consequences, employees are told their sick pay will not be paid</p> <p>Via Care First we provide a wide range of on line and face to face support services , including Counselling which is available to all employees and their families . The Chief Executive's appraisal requires a strategic approach to the reduction of sickness. The views of the Corporate Scrutiny Committee will be provided to the appraisal panel</p>
<p><b>Social Services and Wellbeing</b></p> <p>The Committee requested that they receive breakdown information on the Looked After Children Population including how many are in Out of County Foster Care.</p>	<p>Please see attached figures as at the end of July 2017.</p>
<p><b>Communities</b></p> <p>The Committee requested that they receive the Town Centre Footprint for Bridgend.</p>	<p>Bridgend Town Centre footprint will be forwarded to all Scrutiny Members</p>
<p>Community Asset Transfer (CAT) – the Committee expressed concern over the CAT process and recommended that a decision needed to be made over the policy and whether to introduce definitive timelines as to when the Council will no longer support the Assets and thus and end date for communities and organisations to put in bids to take them on. It is hoped this would encourage interest as without a deadline there is no urgency for organisations.</p>	<p>The points made will be considered as part of the review of CAT that is ongoing</p>

31-Jul-2017

<p>Members expressed concern over the delays with the Extra Care Scheme in relation to the Authority signing off on the project with Linc and also slippage mentioned in terms of the selling of a school. Members queried whether there was a common theme or issue causing such delays.</p>	<p><i>Extra care - info provided in separate document also.</i></p> <p>Extra care : the delays in relation to the granting of the long leases were due to Linc contending that the sites had nil or nominal value due to the level of site development abnormalities. We did not agree and the District Valuer was appointed to provide an independent valuation and confirmed our stance. As a result we safe guarded and generated a capital receipt of £1,105,000. A number of complex legal agreements were required to protect the long term position of both parties and these were time consuming to draft and agree.</p> <p>Sale of school : delays - not sure which property is being referred to</p> <p>The sale of properties do not generally impact on projects – for example the School Modernisation programme - the sale of land occurs once the school has been vacated and is used as match funding. Sites with potential residential development and high land values, require complex legal agreements to protect the Council’s position and the sales will be reliant on planning consent which can be time consuming. Since 2014, £15million has been generated from the sale of surplus assets which is a real success story.</p> <p>Acquisition of property can delay projects particularly if compulsory purchase powers are used. However, in relation to the new Pencoed Primary School a very swift acquisition of an adjoining house was delivered by Property Services, which required sensitive handling due to the personal circumstances of the householder and overcame the need to use a CPO.</p> <p>Property transactions can be complicated, particularly in circumstances where the Council wishes to retain control / influence in the long term, for example where long leases are granted. This can sometimes result in delays, particularly if not adequately built in to the timeline of the project plan.</p> <p>However, there is currently a significant capacity issue to deliver these projects. Property Services have struggled to recruit and retain over the last few years due to more competitive salaries being offered elsewhere, including in the public sector , compared to the salaries we can offer. There is currently a dearth of Chartered Surveyors employed by the Authority and unless this can be resolved this will undoubtedly result in delays going forward which involve property transaction.</p>
<p><b>Finance</b> Members requested that they receive information on when the Authority expects to go live with Baseware Solutions.</p>	<p>Electronic ordering will commence in Q3 with full implementation (including e-invoicing) on initial supplier/s in Q4. Priority has been given to replace goods previously fulfilled by County Borough Supplies in order to benefit the widest group of internal customers including schools</p>

	<p>The Committee requested that clarification be provided in future reports in relation to paragraph 3.2 of the cover report and the Capital programme figure.</p>	<p>Noted</p>
	<p><b>General Comments</b></p> <p>The Committee agreed that work needed to be done on a different way to report Performance information to the Committee as it was currently too much information with not enough time to consider it. Members agreed that a small workshop be undertaken to consider the best method for reporting the Authority’s performance and budget position to the Scrutiny Committee.</p>	<p>Workshop has been organised</p>
	<p>Members were concerned that the Authority were not signed up to the Code of Practice -Ethical Employment in Supply Chains and recommended officers undertake a review of the full implications of the Authority signing up to the code, including the cost to the Authority for paying the Real Living Wage and report the cost implications back to Members.</p>	<p>A review will be needed to consider the finance and resource implications of implementing the other commitments within the Code. The new National Minimum Wage will reach £9.00 per hour by 2020. The Council is on course for this, and budget provision has been made. It is known that this will cost an extra £800K per annum. It is unknown however is the cost of adjusting the grades in terms of “relativities” – work is being undertaken but is at an early stage. This will mean opening up the collective agreement with the trade unions and so the developments on the NJC spc at national level need to be factored into this. The Real Living wage (to which the ethical code aspires) is currently £8.75 per hour [the current national minimum wage being £7.50]. Already £1.25 an hour higher than the NMW but there is no information on what level it may be set at by 2020. It is proposed to keep Scrutiny informed as progress is made.</p>
	<p><b>Procurement Update</b></p> <p>Members recommended that when undertaking the Procurement Business Review that the Authority state in the procurement specifications that they support ethical employment, and did not support the following:</p> <ol style="list-style-type: none"> <li>1. Gender disparity in relation to pay and career opportunities</li> <li>2. Zero hour contracts except in exceptional cases</li> <li>3. Suppliers who do not allow their employees to join a trade union</li> </ol>	<p>Our current contracts contain the following clause: "The Provider shall ensure compliance with all applicable employment legislation, including any relevant regulations, directions or guidance in force during the term of the Agreement. In particular the Provider shall comply with the provisions of the National Minimum Wage Act 1998 and shall ensure all relevant working time as referred to in said Act is included in calculations for compliance with the National Minimum Wage and Working Time Regulations 1998." This clause would cover the gender disparity and trade union issues mentioned.</p> <p>We do not specifically exclude the use of zero hours contracts. In some circumstances the use of zero hours contracts is legitimate. In certain sectors their use is justified and imposing a prohibition on their use could mean we don't attract the providers needed.</p>



05-Oct-2017

<p>The Committee recommend that Officers look to pursue best practice with other Local Authorities in relation to procurement software packages that identify due diligence and signpost Officers to Due North. Members recommended that as part of the Corporate review process that a mechanism be put in place to support the local economy when procuring contracts and ensure that the contract is efficient, fit for purpose provides value for money and the Authority do not just sign a contract with those suppliers offering the lowest price.</p>	<p>All procurements are tendered on the Most Economical Advantageous Tender (MEAT) - this includes criteria for quality and price. We do not contract purely on price unless we have included a high quality specification in the pre qualification stage. The authority currently utilises up to date software packages - the etenderwales portal - Bravo Solutions- this is the same type of procurement portal as Due North. Recently we have been contacted by another authority to share our best practice on procurement and the etenderwales portal we utilise.</p>
<p><b>Members requested the following further information from Officers</b></p>	
<p>What percentage of contracts awarded are offered to local businesses and welsh based businesses</p>	<p><b>Response/ Comments</b> From 1st October 2016 of the contracts which have been procured through the corporate procurement unit, 44% were awarded to local businesses and 19% are welsh based businesses.</p>
<p>How many Local Authorities in Wales have signed up to the Code of Practice – Ethical Employment in supply Chains, and of those signed up how many pay the voluntary Real Living Wage as set by the Living Wage Foundation which is calculated on actual living costs</p>	<p>We do not have this information at present.</p>
<p>What Strategic Overview is undertaken for large scale contract awarding to ensure due diligence such as reputational issues of suppliers, past performance and engagement and consultation with other Local Authorities.</p>	<p>Procurement utilise theWelsh Government supplier qualification information database (SQuID) as a standard template for assessing bidders. For large scale contracts our finance department assess financial standing of bidders and there is a panel for evaluations consisting of procurement, finance, technical and operational staff to ensure due diligence.</p>
<p><b>Members wished to make the following comments and conclusions:</b></p>	
<p>Members recommended that the Authority engage with the local community, including Town and Community Councils before council owned buildings are demolished and allow an opportunity to retain the heritage of the Community. Members recommended that a written plan be drawn up well in advance with clear timelines on the consultation period so that all consultees are clear on the timings involved in the process.</p>	<p>In the event that it is disposing of buildings with heritage features which may be of interest to the local community, Property Services can incorporate contact with the Town and Community councils, within its marketing strategy.</p>
<p>Members were concerned that there was a lot of land in the Borough that had been left in a poor visible state after the building had been demolished but not disposed of. The Committee supported the Directorates desire for Welsh Government intervention to aide with making communities more aesthetically pleasing when a building has been demolished.</p>	<p>Property Services will establish whether there are opportunities to work with the Welsh Government to seek support in improving the physical appearance of the environment in the vicinity of its demolished properties.</p>

	<p><b>Rationalisation of the Councils Estate</b></p>	<p>Members recommended exploring the opportunity of generating Apprenticeship opportunities during the procurement process. Members recommended that this could be made a part of the contract when companies bid for properties/ land.</p>	<p><u>Response from OPS Directorate</u>                  The Directorate as a whole support the Apprentice programme. We are currently seeking to support 5 new apprentices internally.                  The requirement to provide "Community Benefits, Targeted Recruitment and Training Requirements" has been included within tenders where appropriate. It has been included in the procurement process for school builds. In general the requirement is that for every £1m spent 52 weeks employment and training opportunities must be provided by the contractor. Below are examples of where this has been successful.</p> <p>Pencoed Primary School                  Betws Primary School                  Brynmenyn Primary School                  Porthcawl Town Beach</p> <p><u>Response from Communities Directorate</u>                  Property Services can encourage purchasers to include apprenticeship opportunities within their development programmes but will not be able to enforce as part of a sale contract.</p>
<p>15-Nov-2017</p>	<p><b>Digital Transformation</b></p>	<p>The Committee praised the presentation and expressed confidence in the current officers who are taking forward the Digital Transformation project.</p> <p><b>Recommendations</b></p> <p>1. The Committee recommend that any promotion or communication to the public of any changes relating to digitalisation needs to include reassurance to those who don't have access to IT that there will be other, non-digital, options remaining and assistance provided to them.</p> <p>2. The Committee recommend that joint services with other LAs be explored as part of the Digital Transformation such as jointly buying in, and sharing information through, web-based software such as itrent.</p>	<p>NA</p> <p>Noted, all promotion activity we be focused on adding additional channels such as Digital to supporting the traditional channels such as Face to Face and telephony</p> <p>In terms of "Line" of business applications such as "itrent" etc. Authorities are in different cycles in terms of contract dates and application vendors. Information is shared with other Authorities with regards core "Line" of business applications being used. There are difficulties with changing "Line" of Business applications as there is a significant cost of change due to the emmbedded nature of the applications and the required re-training. This highlights a need for a robust busniess case to align applications as and when contracts expire across authorities.</p>

<p>3. The Committee recommend that work be undertaken in the near future to incorporate schools as part of Digital Transformation considering aspects such as online school admissions and also expanding the current cashless catering system to optimise the available functionality to incorporate any and all payments collected by schools such as those for school trips.</p>	<p>The focus is currently on deliver the core components of "My Account":</p> <ul style="list-style-type: none"> <li>• Council Tax &amp; Benefits</li> <li>• Environmental Reporting</li> <li>• Bulky Waste Bookings</li> <li>• Pest Control Bookings</li> <li>• Registrars Bookings</li> <li>• eBilling</li> <li>• eForms</li> </ul> <p>As part of the Web Site review, schools admissions has been identified as an opportunity to drive user take up of "My Account" solutions are currently being evaluated to drive schools admissions via a digital channel. With regards Cashless Catering this is still an active contract, this will be reviewed to determine feasibility to extend the scope at the point of re-procurement.</p>
<p>4. The Committee supported the involvement of partner organisations in the Transformation Programme however recommended that this be a phased approach and the Authority focus first on launching the system first before looking to include partners.</p>	<p>The delivery of My Account is supported by Agilisys Digital, who were awarded the contract via a procurement exercise. The work associated with the Digital Strategy discovery is supported by Microsoft, no further partners will be involved for the interim period with the focus centred around "My Account" launch and the development of a corporate Digital Strategy.</p>
<p>5. The Committee recommend that the Authority ensure that education of the new online services be a priority with focus on support being provided within Communities.</p>	<p>Engagement with the community programmes will be sought, to understand the feasibility of incorporating support / training for the new digital channel. In terms of digital competency currently 8 out of 10 adults within Bridgend County already regularly use the internet and nearly 100% of 16 – 34 year olds.</p>
<p>6. The Committee requested that some form of contingency plan be put in place for any future resourcing issues, with particular emphasis on lead officers in order to ensure the project deadlines and success are achieved.</p>	<p>The current model is focusing on developing a team from within existing staff resourcues, as the "business process review" is carried out, champions will be identified within the service area to support the change process team. Resource implications will be monitored as the programme develops to ensure that the progress is not stymied due to resource shortages, where necessary recources will be bolstered to maintain continuity and success.</p>
<p>7. The Committee acknowledged that in order for the project to succeed it required organisational change across the whole of the Local Authority. Members therefore recommend that Digital Transformation be considered a priority by all Corporate Directors and Cabinet Members to ensure that support is cascaded down and across all Directorates, departments and service areas.</p>	<p>As part of the Digital Discovery work, a review has been initiated that will incorporate Corporate Directors, Cabinet Members, Heads of Service and Group Managers. The review will involve a top down bottom up approach. The review will inform an overarching Digital Stratgey for the Council.</p>
<p>The Committee requested that the item of Digital Transformation be revisited on the FWP approximately 3 months after its initial launch to enable some evidence to be provided to the Committee in relation to uptake and feedback.</p>	<p>Will be put forward to Corporate OVSC</p>

Page 68	14-Dec-2017	Budget Monitoring 2017-18 – Quarter 2 Forecast	<b>Education and Family Support</b>	
			In relation to the possible future 1% budget efficiency saving for schools, the Committee queried whether schools were making suitable preparations now to try and minimise the impact on the schools and their staff and recommend that they focus on income generation through hiring out their facilities out of school hours.	
			Additional Information:	
			• The Committee have asked to receive a list of the schools that are at full capacity whilst also in deficit.	
			<b>Social Services</b>	
			Due to the increasing numbers of Looked After Children being an issue across Wales, the Committee questioned whether there was any leadership emerging from Welsh Government on this subject, or any working group established to explore this national concern.	
			Additional Information:	
			• Members requested to receive detail on any management restructures which have equated to monetary savings over the past few years.	
			<b>Communities</b>	
			The Committee acknowledged the need for TCCs to collaborate more, but this was difficult to take further as identifying a common purpose amongst themselves was challenging with individual capabilities, needs and priorities being very different. It is recommended that in order to maximise the potential of TCCs and for them to work more effectively together and with the Local Authority, the subject is raised with the TCC Forum for discussion for them to take back to their individual TCCs.	Agreed, an appropriate paper will be prepared for the town and community council forum in due course to promote a discussion about how best this can be achieved.
It is also recommended that a proposal be put to the TCC Forum for more regular meetings to ensure momentum and consistent monitoring of any future collaborative work.	Recommendation sent to Cllr H David as Chair of the TCC Forum for consideration - 16 February 2018			
		Medium Term Financial Strategy 2018-19 to 2021-22	Members commend the Corporate Director of Operational and Partnership Services for his clear strategic vision and future planning for budget cuts.	No comment required
		25-Jan-2018	Corporate Plan	
			Subsequent to the Committee’s consideration of the report and draft Corporate Plan Members made the following comments for amendment and inclusion:	
			• That a brief history of what the Authority had achieved and not managed to achieve over the past year in relation to the Corporate Plan be provided in the introduction;	This comment has been considered and acted upon. The Introduction of the Plan has been re-written and now includes a reference to the Council's Annual Report that highlights how we performed in the previous year. A hyperlink to the Annual Report has been created. In addition, a section titled “How have we done so far” has been added, under each priority, to highlight what the Authority had achieved or not managed to achieve over the past year.

<ul style="list-style-type: none"> <li>• That a greater link be made in the Corporate Plan to the County Borough’s environment and community services. The Committee linked this in with the views of the Subject Overview and Scrutiny Committee 3 on the draft budget proposals; that the corporate priorities need to take account of the public element and realign community services as a corporate priority;</li> </ul>	<p>This comment has been considered. Most community services are core businesses, and are included in the Communities Directorate Business Plan. To determine or change corporate priorities involves a long process.</p>
<ul style="list-style-type: none"> <li>• That the mention of ‘redeveloping the Rhiw Car Park’ under Priority One be updated to state that it has been done – possibly including this also in the history as a successful achievement;</li> </ul>	<p>This comments has been considered and acted upon. The description of the "Successful Economy Programme" under priority one has been updated and "the redevelopment of the Rhiw Car park on time and on budget" has now been included in "How have we done so far" as an achievement.</p>
<ul style="list-style-type: none"> <li>• Plan needs to be more explicit as to the current situation of the Authority in relation to the position of austerity, how the budget has been decreased and how the authority plans to engage the smaller communities in order to still be able to achieve aims. This also need to incorporate how also there are challenges resulting from recent legislation;</li> </ul>	<p>This comment has been acted upon. The Introduction of the Plan has been re-written to make it “more explicit” about the challenging situation the Council faces in relation to the position of austerity and the impact of recent legislation.</p>
<ul style="list-style-type: none"> <li>• Plan needs to reflect other local communities both in its achievements and plans going forward with particular reference to Pencoed and which is the fourth town in the Authority;</li> <li>• All acronyms to be expanded upon to assist with public understanding;</li> </ul>	<p>This comments has been considered and acted upon. Pencoed has now been included in both the achievement section and the forward planning section. For example, the Urdd Eisteddfod in Pencoed is included as one of the achievements for priority one and the consultation on the relocation of Pencoed Primary School as an achievement for priority three. To lobby for the Pencoed rail corssing forms part of the "Successful Economy Programme" under priority one, and is included in the corporate commitment under "to create successful town centres". Pencoed is also added to the success measure of "the number of vacant premises in town centres".</p>
<ul style="list-style-type: none"> <li>• In relation to the percentage of care leavers who are in education, training or employment, a more achievable target should be put forward as the jump from to 70% appears a very large jump from what was achieved in 2016-17;</li> </ul>	<p>This comment has been acted upon. All acronyms have been explained.</p> <p>Based on current performance, the target has been reviewed and amended for 2018-19 : a)60% and b) 55%</p>
<ul style="list-style-type: none"> <li>• In relation to the measuring the percentage of economically active 16-64 year olds, it was proposed that a further measure be included to consider those who are still economically active 65+ to give us a greater understanding of our economy;</li> </ul>	<p>This proposal has been considered, and a preliminary research has been undertaken which suggests that data for the proposed indicator is currently not robust. Further exploration into data is needed. it is therefore suggested that this is for future consideration/development.</p>
<ul style="list-style-type: none"> <li>• That the target for the percentage of pupils achieving 3 A*-A grades at A level be addressed as there appears to be a significant jump for 2017-18 but then a decline for 2018-19, which doesn’t also reflect the comments in the rationale regarding the target confirming an improving positon;</li> </ul>	<p>This comment has been addressed. The target for 2018-19 has been amended to 10.5%, which is an improvement on the 2017-18 actual of 9.5%. The rationale for this target has also been amended.</p>

<ul style="list-style-type: none"> <li>• That clarification be provided within the plan over what the percentage refers to in relation to the gap in educational attachment between pupils 15+ entitled top free school meals and those who are not;</li> </ul>	<p>This comment has been acted upon. A provisional target for 2018-19 has now been provided and as well as clarification for the target setting in the rationale box.</p>
<ul style="list-style-type: none"> <li>• That the 2% increase on total annual expenditure by tourists be amended to take into account recent inflation and possibly be reviewed to be a bit more ambitious;</li> </ul>	<p>This comment has been considered. While the target remains the same, the rationale for the target has been updated to clarify why, that is, to track the Visit Wales national target for increase in visit numbers.</p>
<ul style="list-style-type: none"> <li>• In relation to the number visitors to town centres, the rationale needs to be clearer as to why there is a 0% change target for 2018-19, which Officers explained was due to the footfall in Porthcawl decreasing over the past year;</li> </ul>	<p>This comment has been addressed. The rationale has been amended to explain why the target for Porthcawl is set at 0% change, that is, the data is showing a small decline in footfall. It is not clear at this moment what is driving the reduction or what measures will be taken to reverse the trend. This will be the focus of work for 2018-19.</p>
<ul style="list-style-type: none"> <li>• In relation to Business start ups, it was proposed that the target be revisited once the actual for 2017-18 is known to try and show a strive for improvement and also a greater explanation be provided in the rationale, particularly if the target is not increased significantly;</li> </ul>	<p>This proposal has been considered. The actual figure for 2017 has been gathered and added to the corporate plan. However, due to the nature of the indicator, the outcome of which can be influenced by many external factors, the target is only indicative, to monitor the general level of entrepreneurship in the county borough. The rationale has been amended to reflect this.</p>
<ul style="list-style-type: none"> <li>• Clarification be provided in the plan as to whether the figure provided for business start ups includes those that that have been funded through the Special Regeneration Fund and if not that consideration be given to include a separate line in the Corporate Plan to illustrate these as a success indicator;</li> </ul>	<p>Clarification has been provided in the rationale, and the target includes those supported by the special regeneration fund.</p>
<ul style="list-style-type: none"> <li>• That some detail be provided as to where these business start ups and active businesses are in the county borough;</li> </ul>	<p>The comment has been considered. However, the council's business support services are available on an equal basis across the whole county borough. Inevitably, support to businesses tends to follow the geographical spread as the county's industrial sites and premises.</p>
<ul style="list-style-type: none"> <li>• That clarification be provided in the plan as to who the indictor refers to in relation to 'the number of people who have been diverted from mainstream services to help them remain independent for as long as possible';</li> </ul>	<p>Clarification has been provided in the Plan, in the rationale. The indicator measures the whole of all adult social care. Target is based on current performance. It is recognised that numbers will plateau.</p>
<ul style="list-style-type: none"> <li>• In relation to the indicator for 'the percentage of private dwellings that have been vacant for more than 6 months that have been returned to occupation....', it is proposed that the target needs a greater explanation in the rationale as it is not clear as to why its target remains the same as the previous year;</li> </ul>	<p>A greater explanation has been provided in the rationale, which reads, "The target remains challenging. Priority is being given to create a cross directorate response to the challenge of empty properties within the county borough and a cross directorate project team is in operation."</p>

<ul style="list-style-type: none"> <li>• That the rationale be reworded for the indicator on the percentage of people presenting as homeless to whom the local authority has a legal responsibility to secure accommodation, as it is not clear how the target can be reduced when Welsh Government funding is reduced;</li> </ul>	<p>The rationale has been reworded as follows: "A lower target demonstrates the focus on the prevention and relief of homelessness which has seen the number of final duty cases reduce significantly. This year-on-year reduction in the target is positive and shows that early help and intervention prevents people reaching a more critical stage of homelessness.</p> <p>Some of this work is currently funded through the Welsh Government transitional homeless prevention funding. This grant has been extended for 2018-19."</p>
<ul style="list-style-type: none"> <li>• That a further indicator be provided to monitor how many carers of adults who were offered an assessment or review actually took up the offer;</li> </ul>	<p>Consideration is being given to an additional indicator to "monitor how many carers of adults who were offered an assessment or review actually took up the offer". Once developed, the indicator will be added to the Corporate Plan and the performance management system.</p>
<ul style="list-style-type: none"> <li>• That clarification be provided in the plan as to whether the 45% referred to for the percentage of employees completing e-learning modules is in relation to the total workforce;</li> </ul>	<p>Clarification has been provided in the rationale, as follows: "The target is based on the anticipated number of employees required to complete mandatory training modules. The percentage is of the total workforce and therefore should reduce as staff are trained."</p>
<ul style="list-style-type: none"> <li>• That the actual figure for budget reductions achieved for 2016-17 be provided within the plan;</li> </ul>	<p>The actual figure has been provided in the Plan, under "How have we done so far" of priority three.</p>
<ul style="list-style-type: none"> <li>• That the rationale relating to the percentage of Council Tax customers accessing on line services through 'my account' be more transparent in relation to the delay that has occurred in launching the system and hence why the target has remained the same;</li> </ul>	<p>This comment has been considered. A new, more appropriate indicator has been identified to replace the indicator concerned. The new indicator is: "The number of services that are available to the public online". The target set for 2018-19 is 5. To provide services digitally online requires significant business process re-engineering. The target is challenging but achievable.</p>
<ul style="list-style-type: none"> <li>• That clarification be provided within the plan as to whether the number or percentage is being referred to for the interactions from citizens on the corporate social media accounts as there indicator states number yet the target states percentage. On the same indicator clarification was requested in relation to how many people a 5% increase would refer to;</li> </ul>	<p>Clarification has been provided, with the target (number) having been provided. The rationale has also been updated.</p>
<ul style="list-style-type: none"> <li>• That the target for CATs be reconsidered and increased given the fact that a recent report on CATs stated that at the moment there were 10 expressions of interest.</li> </ul>	<p>The target has been considered, and determined that the target remains the same. Whilst asset transfer to the community remains council policy, the Council is currently reviewing and rationalising the process in order to promote the level of engagement and better meet external circumstances, consequentially lowering the target for 2018-19.</p>
<p><b>Further Comments</b> CATs The Committee expressed concern over the target for CATs and proposed that a major re-think of the process is required with an injection of life and leadership in order for it to succeed.</p>	<p>Discussions are ongoing with Cabinet regarding how the CAT process can be stimulated and given greater impetus, for example, a revised charging structure for pavilions and playing fields is proposed that will help promote CAT as an alternative way forward.</p>

	<p>City Deal The Committee requested that any future focus by Scrutiny on the subject of City Deal include detailed consideration of the planned infrastructure that is required, in order for Bridgend to be properly linked for commuting purposes etc.</p>	<p>Infrastructure requirements to improve commuting opportunities within the County Borough and further afield are part of ongoing discussions for future phases of the Metro for South East Wales.</p>												
	<p>Further Information  The committee requested that they receive the Tourism strategy for information.</p>	<p>The Destination Management plan is currently being reviewed and updated and will be forwarded on when this is complete.</p>												
	<p>How many people out of those who presented as homeless or potentially homeless did the Authority provide accommodation for in 2016-17 and 2017-18.</p>	<p>2016/17 (full year)</p> <table border="0"> <tr> <td>The number of final duty homelessness acceptances</td> <td>83</td> </tr> <tr> <td>The number of homelessness presentations</td> <td>947</td> </tr> <tr> <td>The percentage of final duty homelessness acceptances</td> <td>8.8%</td> </tr> </table> <p>2017/18 (up to QTR3)</p> <table border="0"> <tr> <td>The number of final duty homelessness acceptances</td> <td>63</td> </tr> <tr> <td>The number of homelessness presentations</td> <td>720</td> </tr> <tr> <td>The percentage of final duty homelessness acceptances</td> <td>8.8%</td> </tr> </table>	The number of final duty homelessness acceptances	83	The number of homelessness presentations	947	The percentage of final duty homelessness acceptances	8.8%	The number of final duty homelessness acceptances	63	The number of homelessness presentations	720	The percentage of final duty homelessness acceptances	8.8%
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	<p>How much social interaction with citizens on the corporate social media is instigated by the Authority rather than by the citizens themselves.</p>	<p>Unfortunately we don't record this data. We use the analytics that are provided within Facebook and Twitter and it doesn't report this type of information. It only provides statistical information on how many people have interacted with us and how e.g. via comments, likes and shares.</p>												
	<p>What the actual figure is for 17-18 in relation to sickness absence for the Authority.</p>	<p>As at Quarter 3, the average days lost due to sickness absence per FTE is 7.38. The cumulated total figure as at Quarter 3 is 32656.84 days.</p>												
<p><b>Medium Term Financial Strategy 2018-19 and 2021-22 and Draft Budget Consultation Process</b></p>	<p>The Committee briefly discussed the budget process and the Committees Budget Research and Evaluation Panel (BREP) findings with the Leader, Deputy Leader and Interim Head of Finance Officer where the proposal was made for a brief BREP review to decide how to take things forward next year. Discussions were held around whether the BREP process should start earlier in the year to consider early development of the budget proposals with Cabinet and relevant Corporate Directors. The Leader agreed with the proposal and offered to invite BREP in at an early stage next financial year.</p>	<p>Agreed. Next year, BREP will be engaged in the process as early as possible.</p>												
	<p>The Committee also agreed to present the findings and recommendations of BREP and the Subject Overview and Scrutiny Committees to Cabinet, separating out the relevant Budget recommendations</p>	<p>NA</p>												



<p>21-Feb-2018</p> <p>Page 73</p>	<p><b>Budget Monitoring Quarter 3</b></p>	<p>In addition to Members attendance at formal meetings being recorded and available for the public to view, the Committee recommended that the attendance of Chief Officers required at each overview and Scrutiny Committee should also be recorded and made available to the public on the Council's website. Members were disappointed that there was no representative from finance available to attend a Scrutiny meeting that related to a Budget monitoring item, therefore members were unable to get the answers they required on certain points in the report. The Committee further recommended that if the lead officer for a particular item is not available to attend then an appropriate representative should be sent in their place</p>	<p>This comment was suggested because a finance officer was not present. Whilst not ideal, there was more than adequate support for the committee from the directors who were present. The proposal from scrutiny as drafted is not necessary or appropriate.</p>
	<p>Members recommended an audit of vacancies across the whole Authority to include the following:</p> <ol style="list-style-type: none"> <li>1. How many vacancies are there across the whole Authority?</li> <li>2. How long they have been vacant for?</li> <li>3. The reasons for them being vacant – budget related or difficulties recruiting?</li> <li>4. A breakdown of the vacancies within each Directorate so members are able to see exactly what posts are vacant</li> <li>5. The impact on the service area due to number of vacant posts</li> <li>6. Information from Trade Unions in relation to the direct impact on staff for each Directorate</li> </ol>	<p>The committee discussed vacancies in the context of budget savings and were interested in the contribution that vacancies make to the budget. However the point was also made that vacancies one aspect of staffing information that has relevance to organisational effectiveness. Other factors that are significant are age profile, gender balance, rates of attrition, length of service. Full quarterly reports on workforce data can be made available to the committee so that it could consider the wider workforce implications of trend data</p>	
	<p>Members recommended that future budget monitoring items detail more information in relation to the underspends in each Directorate so members could see exactly what impact the underspends has to the service</p>		
	<p>Members requested receive further information relating to the slippage of schemes and new approvals for the Capital Programme into 2018-19. The Chief Executive agreed to detail this in the next budget monitoring item to the Committee</p>	<p>Will be detailed in the next budget monitoring item</p>	
	<p>Members recommended that a Community Safety Plan be established for Bridgend. It is proposed that the plan includes how the Authority are working collaboratively with external partners such as South Wales Police to secure grant funding in respect of Community Safety</p>	<p>The community safety plan is being prepared with partners - principally the police and the police and crime commissioner in the first instance. The plan is intended to express how the CS partnership will prioritise community safety and community cohesion matters for the coming 12 months. It is further intended that the plan influences the deployment of core resource and not just grant funding which remains a small element of the overall resource available to partners to address community safety and community cohesion</p>	

<p>Members requested clarification on the £50,000 projected underspend relating to the tender of new play equipment and if this related to the revenue budget</p>	<p>In relation to the play equipment we have not deemed the investment to be capital in nature as the definition of capital is as follows:-Play equipment except when it is replacement due to lack of regular maintenance (then it is revenue)</p> <p>The spend will be distributed in the following existing play areas and will only be the replacement of a couple of items per area maximum</p> <ul style="list-style-type: none"> <li>• Griffin Park.</li> <li>• Maesteg Welfare Park</li> <li>• Newbridge Fields</li> <li>• Pencoed Recreation Ground</li> <li>• Victoria Street, Pontycymer</li> <li>• Waun Llwyd, Nantymoel</li> <li>• Ynysawdre Swimming Pool</li> </ul>
<p>Members welcomed the LED replacement lighting throughout the Borough and recommended that this news is shared with the public as it was pleasing to hear of the potential future savings that this project could achieve</p>	
<p>Members recommended communicating with Town and Community Councils to see if there was interest in them subsidising the costs towards the replacement of the pillars/ lanterns for the streetlights as some were in desperate need of repair and replacement and members understood there was an appetite from some TCCs to contribute to get this completed more timely</p>	
<p>Members requested information on the process for the replacement of street lighting within the Borough including the criteria used to prioritise the areas for replacement first</p>	
<p>Members were pleased to hear that Education and Family support Directorate would be working in Partnership with the Social Services and Wellbeing Directorate to explore options to rationalise home to school transport and encouraged the dual use of the mini buses, working in partnership with other Local Authorities and exploring the option of bringing the service back in house.</p>	
<p>Members were concerned at the responsibility of schools managing their individual budgets and sought reassurance from Officers that schools were fully supported and that the relevant staff and governors received regular training to allow them to effectively manage their budgets</p>	

<p>Page 75</p>		<p>Members remained concerned at the projected overspend in the Social Services and Wellbeing Directorate and asked that at their next meeting where the Social Services and Wellbeing Director was due to bring a report to the Committee on the Directorate Financial Plan that the report include detail on how savings will be realised against the following areas:</p> <ol style="list-style-type: none"> <li>1. Services to Older People</li> <li>2. Looked After Children</li> <li>3. Care at Home for Adults with learning Disabilities</li> </ol>	<p>Plan to be presented at the next Corporate Committee</p>
<p>29-Mar-2018</p>	<p><b>Directorate Business Plans</b></p>	<p>General Comments</p> <ul style="list-style-type: none"> <li>• The Committee commented on the fact that in order to support the 'One Authority' approach each Business Plan should make reference to the current financial situation of the Authority and how each Directorate is working together to contribute to the overall savings. It was suggested that this be incorporated into the Foreword of each plan in order to set the tone. Members also commented that by acknowledging the financial situation, and recognising the challenges they are each faced with provides Members with confidence in the Corporate Directors and their Directorates.</li> </ul>	

<p><b>Operational and Partnership Services</b></p> <ul style="list-style-type: none"> <li>Members requested that the Performance Indicator DOPS6 be made clearer as to whether the 75 for 17/18 and 18/19 was an increase on the previous year or not.</li> </ul>	<p>In 2016/17 the Council was striving to meet the obligations placed upon us by the Welsh Language Commissioner in terms of the Welsh Language Standards issued to it. The Council now has a 5 year Welsh Language Strategy and action plan.</p> <p>One of the urgent actions was to ensure that front-facing employees were able to “meet and greet” customers bi-lingually. In response to this training was organised and delivered to those groups of staff [large in number].</p> <p>The numbers of staff reported as having been trained in 2016/17 will therefore never be repeated and this was never regarded as a target figure on which to build. In the meantime we have been developing training to address the need to have sufficient numbers of staff who can do more than simply meet and greet customers bi-lingually but also further develop their conversational ability with customers in Welsh. Further, courses have been developed to enable current fluent Welsh speakers to elevate their skills to a standard where they would be comfortable conducting their business in Welsh.</p> <p>“Meet and greet” courses continue to run for new entrants and those changing roles in the Council. The 30 week courses progress over a period of 3 years and the next course will commence in September 2018. We will continue to run “Business Welsh” courses in line with service need.</p> <p>The figure of 75 for 2017/18 and 2018/19 is a target figure and recognises that the Council has now entered it’s “rolling programme” phase of Welsh language training and as such this is a reasonable target to which it can aspire.</p>
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<p><b>Additional Information</b></p> <ul style="list-style-type: none"> <li>The Committee requested clarification over how the Authority gathers the numbers for social interaction via Facebook and Twitter, asking for real numbers rather percentages.</li> </ul>	<p>The OAPS Business Plan shows the target for the performance indicator in relation to social media both numerically (page 22) and as a percentage (page 24). The statistics used to report on this are downloaded directly from both Facebook and Twitter every month.</p>
<p><b>Communities</b></p> <ul style="list-style-type: none"> <li>The Committee requested that the milestone on p20 of the plan under commitment 1.3.1 in relation to lobbying for Pencoed Railway crossing be expanded upon to clarify exactly what this entails as some Members expressed concern over this and what exactly was being lobbied for.</li> </ul>	<p>Agreed, item description will be expanded. It is to lobby for the proposed bridge widening and improvements that would have been required under the previous electrification project and the closure of the level crossing associated with this.</p>
<ul style="list-style-type: none"> <li>In relation to PAM020/20/22 on p28 of the plan, on the percentage of A, B and C road in overall poor condition, Members proposed maybe presenting this slightly differently to show some improvement.</li> </ul>	<p>Not Agreed. The targets have been set the same as the previous year to reflect the level of investment in the Highway. £2 million on resurfacing will be spent each year. This is the spend needed to model a static state in condition. The network overall should neither improve or deteriorate at this level of spend. Previously the target was a worsening target due to under investment. This has been changed but an improving target as suggested would have no justified basis.</p>
<ul style="list-style-type: none"> <li>In relation to PAM030 on p28, Members proposed that clarification be sought as to the accuracy of the decrease in target for the percentage of municipal waste collected by LAs for reuse, and/or recycled etc.</li> </ul>	<p>The 58% is the statutory target defined by Welsh Government, this will increase to 64% in 2019. The mistake was in the 2017 figure of 60% when the target was actually 58%, which was slightly missed by the authority by a small fraction.</p>
<ul style="list-style-type: none"> <li>The Committee proposed that in terms of achievements, the Directorate should also highlight the work that it has undertaken to support the School Modernisation Programme.</li> </ul>	<p>Agreed. This will be inserted.</p>
<p><b>Additional Information</b></p> <ul style="list-style-type: none"> <li>The Committee requested that clarification be sought in relation to the apparent increase of approximately £2m in the Streetworks budget as illustrated in the Finance breakdown on page 8 of the Communities Business Plan.</li> </ul>	<p>There was a transfer into the local government settlement for Bridgend of £1.503 million in respect of the Single Revenue Grant, which now forms part of the Streetworks' core budget. In addition to this, there were budget pressures agreed as part of the MTFS for the overall reduction in the Single Revenue Grant (279k) to meet waste collection and disposal commitments, as well as funding to meet the increased demand for Absorbent Hygiene Products (AHP) collection and treatment (£285k).</p>
<p><b>Education and Family Support</b></p> <ul style="list-style-type: none"> <li>In relation to the Tackling poverty grant, the Committee expressed concern that it was targeting working parents only, such as assistance with childcare when the issue of poverty expanded beyond this.</li> </ul>	<p>The specific childcare offer is a Welsh Government initiative to support working parents. However the Local Authority supports all parents and there are a number of schemes specifically targetted to support parents living in poverty . The most significant of these is the flying start programme which is a broad prgramme of interventions which include childcare but also other things such as parenting support which are specifically focussed on those at the highest level of need</p>

<ul style="list-style-type: none"> <li>Members made a general comment in relation to the budget for schools and the possibility of a 1% cut in the future. Members concerns concentrated firstly on the fact that the Authority cannot sustain the level of funding to schools with the pressures that it is facing and also concerns over how schools that are already in deficit are going to cope a 1% cut.</li> </ul>	<p>It is clear that all schools are struggling to maintain balanced budgets for a variety of reasons. Both the directorate and finance colleagues are working hard with schools to manage budgets as well as they can and to make sensible cuts which will not impact on teaching and learning. It is of concern that schools may have to manage further cuts to budgets but without some cuts to schools further cuts to directorate budgets will compromise our ability to support school with the many services provided centrally.</p>
<ul style="list-style-type: none"> <li>In relation to DEFS29 on p23 of the plan, Members proposed that either the target or the comment be amended as there was not actually a 10% increase as from the actual for 2016-17 the increase was only 3%.</li> </ul>	<p>We will amend the comments</p>
<p>Additional Information</p> <ul style="list-style-type: none"> <li>The Committee requested that clarification be sought on why only 'most' primary schools have used the Dyslexia Early Screening Test (DEST) and not all.</li> </ul>	<p>All schools are trained to use the DEST test but some have chosen to use an alternative testing method such as 'Read write ink'</p>
<ul style="list-style-type: none"> <li>The Committee requested detail of when and where the consultation on the catchment areas was carried out as they had no knowledge of this exercise.</li> </ul>	<p>As part of the strategic review of schools there was a workstream to consider catchment areas which reviewed these in 2015. This work did not progress beyond establishing a set of principals by which we should consider any catchment changes. there have not been any catchment changes in that time nor any consultations of the issue.</p>
<p>General Recommendation</p> <ul style="list-style-type: none"> <li>The Committee requested that any new public consultations taking place be emailed out to all Members so that they are kept aware of them.</li> </ul>	<p>Agreed</p>
<p><b>Social Services and Wellbeing</b></p> <ul style="list-style-type: none"> <li>In relation to the Finance table on p8 of the plan, the Committee requested that the Children's Social Care budget be broken down similar to that illustrated for Adult Social Care.</li> </ul>	<p>Finance table updated in the Business Plan</p>
<ul style="list-style-type: none"> <li>In relation to PAM026 on p20 of the plan, the Committee proposed either amending the comment or including the actual for 2016-17 as the two did not currently correspond in that it states the target for 18-19 has been based on 16-17 results when there is no result for the latter.</li> </ul>	<p>Added actual for 2016/17 to business plan</p>

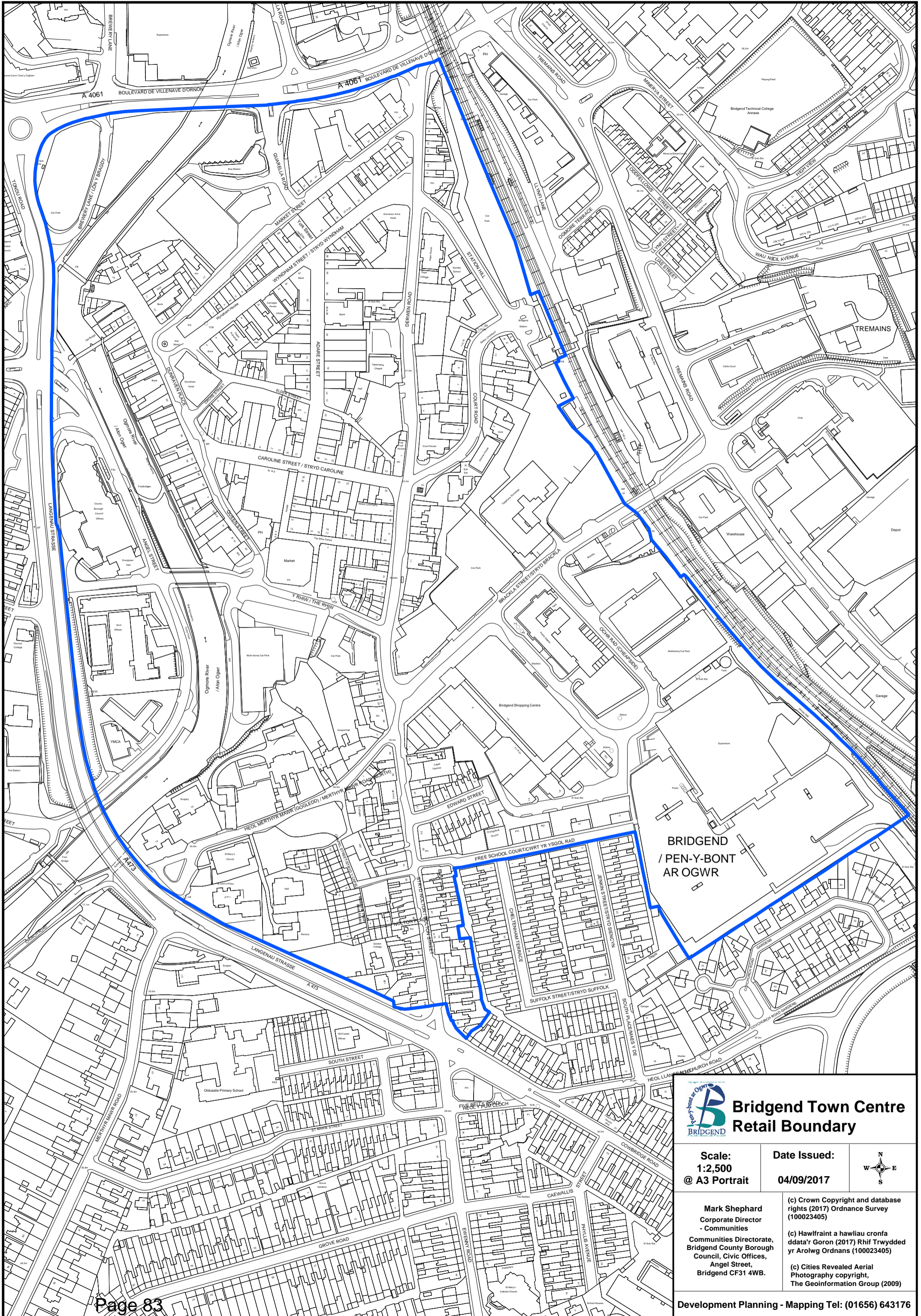
	<ul style="list-style-type: none"> <li>The Committee proposed that further rationale is provided from Halo regarding their targets particularly in relation to SSWB25 as the 2018-19 target is a drop from the actual 2016-17.</li> </ul>	<p>With regard to national exercise referral it is worth noting that in both years Bridgend will have significantly exceeded its targeted number of referrals set by public health wales. Within the overall number there will be both lower level referrals (ie people needing to be a little more active) and also people with chronic conditions(ie those requiring higher levels of support based on cancer,pulmonary rehab,cardiovascular disease,stroke etc) .The more that focus is given to supporting chronic conditions the lower the overall volume is likely to become. This is the strategic direction of travel of the local authority linked to community asset transfer and alternative management models which will influence what we can count against the indicator.</p>
	<ul style="list-style-type: none"> <li>Members requested that PM22 on p15 of the plan be presented a bit clearer.</li> </ul>	<p>Explanation added to the business plan as per below:</p> <p><i>This national PI is made up of everyone over the age of 18 entering residential care. The local breakdown is as per below:</i></p> <p><i>a) Over 65</i></p> <p><i>b) Under 65</i></p> <p><i>If there are a few adults of a younger age group the PI is disproportionately affected.</i></p>
	<ul style="list-style-type: none"> <li>The Committee proposed that clarification be provided on the Staff table at 3.1 to explain why the headcount has increased and how this sits against the decrease in FTE.</li> </ul>	<p>HR revised table. The headcount now shows an increase of only 1. Comment added re FTE coming down.</p>
	<p>Additional Information</p> <ul style="list-style-type: none"> <li>The Committee requested clarification on PAM/017 and how the data is gathered regarding the numbers of people attending parks and playing fields.</li> </ul>	<p>The criteria for parks and playing fields contribution are set by welsh government and requires a formal arrangement for use between the council and the hirer/user and an accurate way of calculating the number of uses.</p> <p>This then leads to a "multiplying factor being applied based on whether the sport being played is football rugby.cricket etc with the number again being set by welsh government.</p> <p>The rationale for the target in the business plan has been updated.</p>
<p><b>Social Services and Wellbeing Future Service Delivery Plan</b></p>	<ul style="list-style-type: none"> <li>The Committee asked that in future meetings the RAG status be completed in the financial plan.</li> </ul>	<p>This will be considered.</p>
	<ul style="list-style-type: none"> <li>The Committee proposed charging for things as Discovery days as a method of income generation.</li> </ul>	<p>This will be looked at and due consideration given in the context of what legislation allows us to charge for</p>
	<ul style="list-style-type: none"> <li>The Committee agreed to receive an information report on the Social Services Financial Plan at each Corporate Overview and Scrutiny meeting so that they can continue to monitor the plan and pick up on any concerns as necessary.</li> </ul>	<p>The directorate has developed a new service plan and a corresponding financial plan and this reports into a fortnightly corporate group which is chaired by the Chief Executive. Information will be provided to each Corproate Overview and Scrutiny meeting.</p>

		<p>Additional Information</p> <ul style="list-style-type: none"> <li>The Committee requested that they receive detail of the average spend per head for adults and children separately and where we sit as an Authority in comparison to other LAs.</li> </ul>	
	<p>City Deal</p>	<ul style="list-style-type: none"> <li>The Committee agreed that the City Deal item should be deferred to a date which ensures an appropriate level of attendance at that meeting and that sufficient time is allocated to the item by all invitees.</li> <li>Members of the Committee further requested that a letter be sent to the Chief Executive formally highlighting their disappointment on learning of the reduced attendance of the meeting.</li> </ul>	<p>Date to be confirmed.</p> <p>Letter sent to Chief Executive. Response received and circulated to all Members on 30 May 2018</p>
<p>30-Apr-2018</p>	<p>Festival of Learning – Summary of Activity and Projected Outcomes</p>	<ul style="list-style-type: none"> <li>Members referred to the recommendations made by the Budget Research and Evaluation Panel (BREP) in relation to this item and the Committee queried whether the Directorate had been successful in securing any sponsorship from local businesses for the event, as there was no reference provided within the finance section of the report.</li> <li>The Committee also emphasised the importance of local businesses involvement in the event to provide greater clarity regarding what skills are required by employers to ensure future students employability.</li> <li>Again, with reference to the recommendation made by BREP regarding the need for schools to select a broad range of pupil representation to partake in the event, to ensure a variety of view to be incorporated, the Committee note that there was no mention of how the students would be nominated.</li> </ul>	<p>Officers have approached a range of local businesses in order to secure sponsorship for the event. To date, offers of sponsorship have been received from New Directions (£1000) and Andrew Scott Ltd (£150) and Heronston Hotel (c. £85). Asda has agreed to provide free water bottles to attendees at the Learners' Day event. WHSmith has also agreed to provide sponsorship but the actual amount has not been confirmed at present. Officers are continuing to attract further sponsorship. A further update will be provided in due course.</p> <p>The Education and Family Support Directorate has been working closely with the Projects and Business Approaches Team throughout the development phase of the Festival of Learning 2018. Two articles in respect of the Festival of Learning have been published in the Bridgend Business Forum newsletter. Similarly, Bridgend College has been involved in the planning and preparation of the event. Several local businesses have already been involved in the Festival of Learning (see above). The Interim Corporate Director, Education and Family Support will be presenting to the Bridgend Business Forum on 13 June; where local businesses will again be invited to attend Festival of Learning events. Sponsorship will be discussed at that point too.</p> <p>All school councils are involved in preparing for the Festival of Learning 2018 (ie around 730 pupils) are actively involved in the week's events). 120 pupils, representing all 59 schools and The Bridge Alternative Provision will be involved in the Learners' Day. It is hoped that the outcome of the Festival of Learning will have a positive impact on all learners in Bridgend.</p>



	<ul style="list-style-type: none"> <li>Members requested clarification in relation the funding amounts for the festival of learning and queried whether the £15k would be deducted from the £65k applied for and highlighted the need to make this clearer within the report.</li> <li>Members recommend that a future report be presented to Scrutiny to provide an evaluation of the Festival of Learning, to stipulate what outcomes were achieved and provide statistics evidencing success following the event.</li> </ul>	<p>The total cost of running the Festival of Learning 2018 is £31,400. The total indicative cost of running the professional development workshops is £16,700 (with £15,500 of this going directly to schools). The total indicative cost of running the Symposium event is £1,800. The total indicative cost of the Learners' Day is £4,850. The total additional indicative costs associated with running the Festival of Learning 2018 are £8,050. The Local Authority Annex funding allocation (£19,500) Bridgend receives from Central South Consortium will be used to support the cost of running the Festival of Learning 2018. Officers anticipate that BCBC's final contribution will be below £10,000. It is important to note that approximately 50% of the total budget (ie £15,500) required to run the Festival of Learning 2018 will be delegated directly to schools £65,000 was approved by Council for the Festival of Learning on 28 February 2018 as a one-off pressure as part of the Council's Medium-Term Financial Strategy 2018-2019 to 2021-2022. Any underspend against this allocation will be returned to the Corporate Budget.</p> <p>Officers would to happy to provide a report stipulating projected outcomes following the event.</p>
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BRIDGEND  
/ PEN-Y-BONT  
AR OGWR



### Bridgend Town Centre Retail Boundary

Scale:  
1:2,500  
@ A3 Portrait

Date Issued:  
04/09/2017



Mark Shephard  
Corporate Director  
- Communities  
Communities Directorate,  
Bridgend County Borough  
Council, Civic Offices,  
Angel Street,  
Bridgend CF31 4WB.

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## Corporate Scrutiny 31<sup>st</sup> July 2017

Extra Care Housing –Response to extract from feedback from the Corporate Scrutiny Committee 31<sup>st</sup> 2017

*Members expressed concern over the delays with the Extra Care Scheme in relation to the Authority signing off on the project with Linc and also slippage mentioned in terms of the selling of a school.*

### Background

The process leading up to the approval and subsequent development of the new extra care schemes has been complex and has included a number of stages as follows:

- Identification of land
- Section 106 approvals
- Legal and Counsel advice
- Financial profiling
- Planning permission
- Selection of appropriate RSL
- Consultation

Below is further detail on aspects of the process and the timescale for completion.

In November 2014, Cabinet approved the option for the Council to seek Registered Social Landlords (RSL) to develop two new ECH schemes in the County Borough. There were a number of meetings and discussions on the individual sites and Counsel's opinion was sought on the way forward. As a result, the Council decided to re-engage with all RSLs zoned to work in Bridgend. Three RSLs were sent a briefing note and selection criteria that clearly set out the Council's intention to dispose of two parcels of land for the potential development of two ECH schemes. Scheme 1 – Former Maesteg Lower Comprehensive site; and Scheme 2 – Former Archbishop McGrath site. The sites include an area for social housing, as well as the ECH development, which the RSL could elect to include within their development. The document set out the information that the Council required from the RSLs on how they proposed to develop the new Schemes. The brief clearly stated the Council's expectations for a scheme of this type and in particular the likely requirement for a combination of 1 and 2 bedroom ECH flats. The Council provided indicative information to be considered by the RSL submissions in respect of the balance in the Schemes; Maesteg Lower Comprehensive - 10 Residential Units and 20 ECH, a total of 30; and Archbishop McGrath 15 Residential Units and 25 ECH, a total of 40.

All three RSLs submitted proposals including financial details, outline sketch designs and project plans. The RSLs were advised that subject to the off market valuation of the sites being met by the RSL, the Council would select one RSL who provided the best value for money offer.

The submissions were evaluated based on value for money (quality, cost and time) determined by the Project plan; the costs of leasing the residential units (for 5 years min); and the level, nature and timing of any subsidy required; together with the need to meet the essential criteria set out in the brief.

The Extra Care evaluation panel, which consisted of Officer representatives from Social Services and Wellbeing, Housing and Community Regeneration, Communities and

Resources, evaluated the submissions and elected to invite both United Welsh and Linc Cymru to attend interview/discussion to clarify points in their respective submissions, and to discuss how they would work in partnership with the Council in their capacity as the landlord and Council's role as the care provider. Following the value for money assessment and the panel being satisfied with the response to questions surrounding their submission, Linc Cymru were deemed to be the preferred RSL partner by the evaluation panel.

Cabinet, in due course, authorised the disposal of the sites to Linc Cymru at the market value, to be agreed by the District Valuer. The Council's Corporate Director – Resources and S151 Officer, in consultation with the Assistant Chief Executive – Legal and Regulatory Services and Monitoring Officer, were authorised to negotiate the final terms of the sale contract and any ancillary documents relating to the disposal and development that they considered necessary, with a view to legally completing the sale as soon as possible and in a manner that is in compliance with State Aid law. These officers were also given delegated authority to enter into formal agreements with Linc Cymru to grant the subsidy to Linc Cymru at a level that delivers value for money in accordance with the proposed financial model.

### Current situation

The Council has disposed of the land at the Former Archbishop McGrath site (Tondu) having an area of circa 2.1 acres for the amount of £735,000. The disposal of the land is by way of a 125 year lease. Linc Cymru will develop a scheme on the site consisting of 25 ECH flats (2 two bedroom and 23 one bedroom) and 15 residential care units. Linc Cymru will also develop 19 affordable housing units on the site (15 two bedroom and 4 three bedroom).

The Council has disposed of the land at the Former Lower Maesteg Comprehensive site having an area of circa 2.7 acres for the amount of £370,000. The disposal of the land is by way of a 125 year lease. Linc Cymru will develop a scheme on the site consisting of 20 ECH flats (2 two bedroom and 18 one bedroom) and 10 residential care units. Linc Cymru will also develop 17 affordable housing units on the site (7 one bedroom and 10 two bedroom). The affordable housing units are bungalows which are restricted to use / purchase by persons over a particular age i.e. over 55. This site is designed with an 'older persons' village' type development in mind.

The completion dates have been revised due to a delay in planning being approved and legal documentation being completed on both sites. Planning has now been approved for both sites.

The Project timetable provided by Linc Cymru (26/01/17) is as follows:

	<b>Maesteg</b>	<b>Tondu</b>
Tender Issue	14/10/16	01/11/16
Linc Board Approval	26/01/17	26/01/17
Contract Mobilisation	27/02/17	27/02/17
Design and Build Construction Period	10/04/17	10/04/17
Fit out period	06/08/18	10/09/18
Completion	20/08/18	24/09/18



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**Children Looked After at 31st July by Type of Placement**

Placement Type	Total
Placed for adoption	28
Foster Carer, Relative Or Friend (inside LA boundary)	40
Foster Carer, Relative Or Friend (outside LA boundary)	19
Foster Carer, BCBC (inside LA boundary)	141
Foster Carer, BCBC (outside LA boundary)	21
Foster Carer, Through Agency (inside LA boundary)	34
Foster Carer, Through Agency (outside LA boundary)	42
BCBC Residential Home (inside LA boundary)	10
Independent Residential Home (inside LA Boundary)	1
Independent Residential Home (Outside LA Boundary)	7
Placement with Parents Regulations	49
Section 38(6) Court directed placement	2
<b>Total Number of Children Looked After</b>	<b>394</b>

**Foster Placements inside LA Boundary at 31st July**

Placement Type	Total
Foster Carer, Relative Or Friend (inside LA boundary)	40
Foster Carer, BCBC (inside LA boundary)	141
Foster Carer, Through Agency (inside LA boundary)	34
<b>Total Foster Placements (inside LA Boundary)</b>	<b>215</b>

**Foster Placements outside LA Boundary at 31st July**

Placement Type	Total
Foster Carer, Relative Or Friend (outside LA boundary)	19
Foster Carer, BCBC (outside LA boundary)	21
Foster Carer, Through Agency (outside LA boundary)	42
<b>Total Foster Placements (outside LA Boundary)</b>	<b>82</b>

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Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments	Follow up required
14-Sep-2017	Additional Learning Needs Reform	<p>Following their consideration of the item and the evidence received, the Committee agreed to make a series of comments and recommendations for submission to the Education and Family Support Directorate as well as a number of recommendations to be forwarded to Welsh Government for consideration in the development and implementation of the Bill, its Code and guidance.</p> <p>The Committee requested that the subject of ALN be revisited by Scrutiny in the future at a time when the Bill has been further progressed to include consideration of the following points:</p> <p>a) How the Authority and Schools are engaging with parents over the changes to the Bill?                      b) What the finalised process is for assessments and who is responsible for leading with them?                      c) What involvement/responsibilities do Educational Psychologists have under the Bill?                      d) Has the Bill led to an increase in tribunals and what impact has this had? This is set against the context of the recent announcement by the Lifelong Learning Minister that instead of saving £4.8m over four years the Bill could potentially cost £8.2m due to an expected increase in the number of cases of dispute resolution.                      e) Given that the Bill focuses on the involvement of young people and their parents, what support is available for those involved in court disputes?                      f) Outcomes from the Supported Internship programme.                      g) Support for those with ALN into employment.                      h) Staffing - Protection and support for staff, ALNCO support, workloads and capacity.                      i) Pupil-teacher ratios and class sizes and impact of Bill on capacity of teachers to support pupils with ALN                      j) How is the implementation of the Bill being monitored; what quality assurance frameworks are there and what accountability for local authorities, consortiums and schools?</p> <p><b>Further Information</b>                      The Committee requested that they receive detail of how many requests for support for children and young people with ALN have been received over the last 12 months and how long it has taken from request to an assessment been carried out.</p>	<p>Needs revision prior to sending to Cabinet due to timing issue.</p> <p>These will be incorporated into the FWP</p> <p>Academic Year 2016/17.</p> <p>Cognition and Learning Team.                      The number of referrals received through ALN the request for help panel were approximately 252 which would include dyslexia assessments, DCD and cognitive levels for the learning resource centres (LRCs.)                      The time-frame:- from referral to assessment could vary from two to twelve weeks.</p> <p>Complex Medical Team (CMMI)                      The number of ancillary support requests were approximately 33.                      The time-frame:- from referral to assessment could vary from a few days to twelve weeks.</p> <p>Educational Psychology Service.                      The number of referrals received between September 2016 to July 2017 were approximately 363. Assessments were undertaken and reports were written.                      There were a number of other Children and Young People discussed at consultation level at the school where school staff may be sign posted to other agencies. Educational Psychologists attend reviews for a number of young people and these are not captured in the data.                      The time frame:- to start the assessment is usually around four weeks.</p> <p>Speech and Language Team.                      The number of referrals that went to the additional learning needs (ALN) request for help forum were 70. There were also approximately 25 additional referrals which required some action.                      The time frame:- all were dealt with within a month.</p> <p>Autistic Spectrum Disorder (ASD) Team.                      The number of referrals that went to the additional learning needs (ALN) request for help forum were approximately 82.                      The time frame:- all were dealt with within a month.</p>	

<p>04-Dec-2017</p>	<p>Draft Budget Proposals - Education and Family Support</p>	<p>Following the Committee's consideration of the draft budget proposals for the Education Directorate, Members determined to make the following recommendations to go forward to Cabinet:</p> <ol style="list-style-type: none"> <li>1. The Committee recommend that in order for Members to support the Festival of Learning proposed budget growth there needs to be clear objectives and outcomes in order to see what is going to be achieved from this one-off investment;</li> <li>2. The Committee recommend that the Authority lobby Welsh Government to consider longer term budget planning to enable Local Authorities to better plan for the future and have security of funding for projects and priorities;</li> <li>3. The Committee recommend that the Authority ensure that strong links are made between any future investment for schools and the current and future Local Development Plan with closer working relationships with all those involved. This is in line with the requirements of the Wellbeing and Future Generations (Wales) Act in terms of how decisions taken now should be taking account of the longer term impact on future generations;</li> <li>4. The Committee recommend that early and serious consideration be given to the proposals for future Education cuts of a 1% efficiency saving from 2019-20 onwards including evidence of potential impact and how schools and the Local Authority can plan to minimise this impact on schools, staff and most importantly on pupil performance.</li> </ol>	<p>Cabinet has already accepted this approach as part of the budget pressure submission. A report will be provided to Scrutiny by 2 March 2018 outlining proposed objectives and outcomes.</p> <p>The WLGA has consistently over a long period of time worked with local authorities to lobby for long term budgets. Cabinet accepts the recommendation and will continue to lobby for this.</p> <p>Cabinet accepts the recommendation. Please note however that there are already strong working relationships between relevant officers in the planning department and in Education. The School Modernisation Team liaises closely with Planning and the housing development schedule is incorporated into the pupil projections for each school. Band B proposals are informed by knowledge of housing developments currently under construction and future planned developments. Officers will continue to work closely on this key issue. The Council is embarking on a full review of the LDP. This will be addressed within the bounds of the LDP process.</p> <p>Cabinet is confident that the LDP Steering Group will take on board these recommendations during the review.</p>
<p><b>Additional Information</b></p>		<ul style="list-style-type: none"> <li>• The Outturn figures for catering indicating profit and loss for the last 3 years including information outlining whether the price increase each year outweighs the loss due to a reduction in uptake;</li> </ul>	<p>Outturn for last 3 full financial years and narrative supplied on next sheet (Appendix A1). The price rise did not take effect until Sept 17 and consequently until there has been a whole year it is difficult to see any take up impact. Also, any changes in outturn can be due to the fact that there are different numbers of trading days and also different numbers of pupils from one year to the next.</p>
		<ul style="list-style-type: none"> <li>• Details of delegated and non-delegated funding , per pupil – to see comparisons and clarify the evidence over the Authority being funded 17 out of 22 for secondary schools and 21 out of 22 for primary schools;</li> </ul>	<p>Please see attached Appendix A2.</p>

		<ul style="list-style-type: none"> <li>• Whether or not the schools catering service is sourcing local products;</li> </ul>	<p>A decision was made that Bridgend would advertise and manage its own food procurement contracts, due to the expiry of the previously used WPC contracts, and due to the fact that the National Procurement Service for Wales did not have timely contracts in place to address Bridgend's non-compliance with our own contract procedure rules.</p> <p>The main objectives of Bridgend undertaking its own procurement process was to try and attract local SMEs and try and achieve the best pricing available. Best prices are not necessarily achievable from SMEs, and therefore a community benefit question was scored from each supplier response to try and gain an understanding of how they themselves work with SMEs.</p> <p>Ty Tanglwyst dairy in Corneli, Bridgend, were successful for the supply of fresh milk to the school meal service and the Meals At Home service.</p> <p>Weekes Of Merthyr were successful for the supply of soft drinks and bottled water for the secondary school meal cafeteria services. Weekes source the bottled water and the school compliant soft drinks from Radnor Hills, based in Knighton, Powys.</p> <p>WR. Bishops of Tonyrefail in the Rhondda Valley were successful for the supply of fruit and vegetables. They source their products from Puffin Products, Haverford West, and from the Cardiff fresh food markets</p> <p>Holdsworth Food Service of Crichhowell was successful for the supply of ambient, dry and frozen goods. Holdsworth work with a number of SMEs to source local Welsh products, which includes free range eggs from a farm in Lantrisant</p> <p>Bridgend has been able to demonstrate significant potential savings on future spends as a direct result of undertaking its own procurement process</p> <p>Since the start of the Bridgend contracts, The National Procurement Service for Wales has since launched the start of its own food frameworks. The NPS did try to attract SMEs to their frameworks by breaking down Wales into separate Zones and commodities into separate Lots. Castell Howell of Carmarthen have been successful for a significant amount of zones and lots within the frameworks for all of Wales but it remains to be seen how they will cope with mobilising their company to fulfil the demands of numerous Welsh authorities.</p> <p>In particular the Bridgend Fruit and Vegetable contract achieved better pricing than the NPS similar framework.</p> <p>Bridgend now has the luxury of watching this mobilisation period, whilst working with our local suppliers to source further more local products, and reaping financial benefits from its own managed contracts, before deciding about future procurement of food</p>																
		<ul style="list-style-type: none"> <li>• Clarification of the number of pupils with an ASD who are in receipt of support from the Pupil Development Grant;</li> <li>• The Committee requested that the feedback from the School Budget Forum following its meeting next week be presented to both BREP and the Corporate Overview and Scrutiny Committee for consideration in development of their recommendations.</li> </ul>	<p>The figures indicate the number of children with a primary or secondary need of ASD, who are also FSM eligible.</p> <p>The data is taken from the last 3 PLASC censuses in January 2015, 2016 and 2017.</p> <table border="1" data-bbox="1153 1082 1653 1204"> <thead> <tr> <th>Date</th> <th>Number of Children with Primary or Secondary ASD diagnosis</th> <th>Number who are FSM eligible</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>January 2015</td> <td>370</td> <td>113</td> <td>30.5</td> </tr> <tr> <td>January 2016</td> <td>432</td> <td>130</td> <td>30.1</td> </tr> <tr> <td>January 2017</td> <td>454</td> <td>149</td> <td>32.8</td> </tr> </tbody> </table> <p>The draft minutes of the meeting held on the 6th December are attached (Appendix A3). These have not yet been issued/approved by representatives of the SBF.</p>	Date	Number of Children with Primary or Secondary ASD diagnosis	Number who are FSM eligible	%	January 2015	370	113	30.5	January 2016	432	130	30.1	January 2017	454	149	32.8
Date	Number of Children with Primary or Secondary ASD diagnosis	Number who are FSM eligible	%																
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10-Jan-2018	<b>A Review of the Future Post-16 Provision across Bridgend County Borough Council</b>	<p>1. The Committee determined that for Cabinet to make any future decision regarding the proposed concepts for Post-16, evidence of the following aspects having been considered needs to be provided:</p> <p>a) The Governance route for any future proposal particularly since it was reported that it is currently difficult to recruit new Governors. The Committee requested that evidence be provided as to how this will be addressed;</p> <p>b) How proposals aim to raise the aspiration of those pupils from the most deprived backgrounds;</p> <p>c) How the needs of vulnerable pupils such as those with ALN, who often struggle with change, are being met;</p> <p>d) How Pastoral Care will be ensured in any provision going forward. The Committee recommended that whether in a school or a college, students needed a stable base for academic continuity where they could access support should they need to;</p> <p>e) Evidence of where good practice has been considered in both England and Wales in relation to opst-16 education;</p> <p>f) How e-learning will be utilised in any of the proposals;</p> <p>g) How sports can be greater encouraged and incorporated into post-16 education;</p> <p>h) Whether vocational learning should be provided in schools as well as colleges? What evidence is there from other LAS?</p> <p>i) How any transition will be structured and managed;</p> <p>j) How transport costs are going to be met – particularly the different implications there would be with transport depending on whether post-16 education was through a FE maintained college or school sixth forms;</p>	
		<p>2. The Committee also recommend that the Local Authority maintain control of the admissions process to ensure that it continues to be carried out in line with the code.</p>	
		<p>3. Members stressed the point that had been discussed during the meeting; that one size did not necessarily fit all, however the Committee felt that the political stance seemed to be that all schools maintain 11-18 provision. The Committee stressed the need to listen to the community and the experts particularly following consultation.</p> <p><b>Additional Information</b> The Committee requested that they receive data regarding schools in the county borough that are under capacity.</p>	
		<p>The Committee accepted the comments and recommendations of the Member and School Engagement Panel in relation to Maesteg school and agreed to send them to Cabinet, the Directorate and the Consortium for a response.</p>	N/A
	18-Jan-2018	<b>Remodelling Children's Residential Services Project</b>	<p>Members commended the report for its detail and focus.</p> <p><b>Recommendations</b></p> <p>1. The Committee recommend that the Authority look towards providing joint regional training with other Local Authorities and that consideration be given to looking within these LAs for experts to provide this. This joint training would not only assist in hopefully reducing the cost of training but would also help build relationships between staff, residential staff and foster carers regionally not just within our own LA.</p> <p>2. The Committee recommend that the Authority incorporate a clause within Foster Carer contracts where they are receiving specialist training, in order to maintain them in house and not potentially lose very qualified Foster Carers to IFAs.</p> <p>3. The Committee recommend that a proper evaluation of career development be considered for specialist foster carers to use as an incentive when recruiting.</p> <p>4. The Committee highlighted the budgetary assumptions that were being made in relation to future need for Residential care and the potential risk of still requiring Out of County placements. With this in mind the Committee recommend that evidence of contingency plans, both budgetary and staffing, be incorporated into the project and any future reports.</p> <p>The Committee requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.</p> <p><b>Further comments</b> The Committee requested that as part of the future Early Help and Social Services item, the report include detailed analysis of the causes and demands on Children's Social Services. Members commented that if this is not known and understood then the Authority cannot effectively plan for the future and Members cannot be assured that changes that are being introduced are fit for purpose.</p> <p>The Committee requested that the outcome of the CSSIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.</p>

<p>08-Feb-2018</p>	<p>School Standards</p>	<p>The Committee felt that whilst the report included a vast amount of data there was a lack of analysis in relation to individual schools within the county borough and therefore Members felt it difficult to get a grasp of the current situation with schools in Bridgend i.e. which ones were of concern and required significant support etc.</p>	<p>The process of categorisation provides a view of all schools across the Borough. It is an indication of which schools are of concern and the level of support required. Categorisation indicates the capacity of each school to improve (A, B, C or D with A being very good capacity to improve and D being a limited capacity to improve). The level of support ranges from green support (minimal support) to red support (intensive support). Categorisation for the 2017-2018 academic year has just been verified nationally. The updated categorisation for Bridgend is attached at Appendix 1a.</p>
		<p>The Committee also queried the fact that the report did not provide detail of how exactly the Consortium had firstly had an impact on school performance last year – much work was described but the direct impact and outcomes of this on individual schools was not apparent. Secondly whilst areas of improvement were identified throughout the report, it did not provide ideas or examples of how these improvements would be put in place. Members understood that improvements would be somewhat different in each school however, for areas such as improving attainment of boys across the County Borough, the Committee felt there should be some overall plan for this directed by the Consortium.</p>	<p>Direct impact of the Consortium's work on outcomes of individual schools is recorded on Evaluation for Improvement reports, retained centrally at CSC for all schools. Performance of schools and actions taken to improve performance, particularly in relation to those schools causing concern, are reported to the Director on a termly basis through the LA Performance report and meeting. Specific areas of improvement that are particular to a LA are also reported in this report and discussed at the termly meeting e.g. improving Welsh at level 5 and level 6 in 2016-2017. Challenge advisers regularly report to the senior challenge adviser and a termly meeting between all the challenge advisers and LA group managers for school improvement is held. All schools' performance and progress is reported at this meeting. Required actions for improvement / intervention are also agreed.</p> <p>CSC establishes its annual business plan, based on regional and national need. Progress with the business plan is reported annually to the LA. For LA specific improvements the LA does identify areas. Schools are made aware of the general areas through headteacher meetings. This academic year the LA Annex to the CSC business plan is focussing on schools working in their clusters to identify the general areas for improvement that are pertinent to their cluster. Each cluster has produced a 'School on a Page' that sets targets that they need to improve. The Festival of Learning, in June 2018, will share the impact of these improvements across BCBC schools.</p>

<p>With this in mind the Committee requested that they receive a further report at a meeting in the near future, (to be agreed by Corporate Overview and Scrutiny), incorporating the following:</p> <ul style="list-style-type: none"> <li>• School Categorisation information;</li> <li>• In relation to Post-16 data at 4.53 of the report, the Committee requested that they receive the baseline for each school to give a better indication of how each school has improved;</li> <li>• Information on Bridgend’s ranking for Key Stage 4 based on the latest results;</li> <li>• Information on what targets were set at each stage in order to determine whether the performance was expected and possibly a cohort issue or whether any actuals differed significantly from the targets set;</li> <li>• Information that the Consortium has gathered through drilling down into each schools’ performance to determine what challenges schools face;</li> <li>• Further detail of the performance of those with ALN attending the PRU or Heronsbridge School as Members felt this was not incorporated into the report to a great degree;</li> <li>• Information on the work that the Consortium is doing to identify the variation for each secondary school at Key Stage 4, and what is being done about it;</li> <li>• More information in relation to each schools performance – not necessarily more data but detail of the where, what and how in relation to good and poor performance for each school so that the Committee has an overall understanding of the current situation and priority schools in Bridgend;</li> <li>• What extent are schools responding to the changes recently introduced such as the removal of Btec etc, to ensure they are still meeting the needs of the pupils;</li> <li>• What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures;</li> <li>• Evidence of how the Consortium has made a direct impact on schools and school performance, what outcomes can they be measured on in relation to Bridgend to assure Members of value for money;</li> <li>• What is being done to mitigate against the impact of changes in teachers to ensure that this does not have a resulting impact on the performance of pupils;</li> <li>• Performance in relation to vocational qualifications and non-core subjects – where are there causes for concern and where there is excellent work taking place etc.</li> </ul>	<p>School categorisation and drilling down into each schools’ performance - please see comment on categorisation above. The evidence gathered and final categorisation reports produced for every school across the Borough detail judgements made on each schools’ standards performance, capacity to improve, recommendations for improvement and the level of support required to support that improvement. Each school and governing body has access to their reports. Publicly information is published on the website ‘My Local School’ for all schools across Wales. A three year report on Bridgend’s categorisation, including a regional and LA summary, is at Appendix 1b. Please see baseline detail provided in the table entitled Bridgend Schools A level Results 16-17, at appendix 2 Information on Bridgend’s ranking based on the latest results - please see appendix 3. Information on targets vs actuals - please see appendix 4 which is an extract from the Bridgend LA 2017 Data Commentary version 5 document produced by the CSC Data Quality and Intelligence Unit. This document can be made available to Scrutiny in full, should you request. Detail of the performance of ALN pupils attending PRU or Heronsbridge .... Lindsay/ Nicola please advise. Information on the work the Consortium is doing to verify the variation for each secondary school at key stage 4 - please see report for Bridgend key stage 4 performance at appendix 5. What extent are schools responding to the changes recently introduced such as removal of Btec to ensure they are meeting the needs of the pupils? Within the domain of science, feedback into the Heads of Department (HoDs) network meetings indicates that all Bridgend schools (including The Bridge, PRU) have replaced BTEC provision with elements of the new GCSE science suite. As expected, schools vary in their curriculum models, responding to local needs and internal capacity. Across the LA, schools deliver all components of the new suite (GCSE Double Award, Separate Sciences, Double Award Applied and Single Award Applied). Many schools have adopted Double Award Applied Science as an alternative pathway for those learners who, in previous years would have been enrolled onto BTEC. There is no regional or national consistency over this approach and it is not clear if this pathway results in the best outcomes for these learners. Consistent with Welsh Government and CSC guidance all schools in the LA show limited adoption of Single Award Applied Science, with nearly all adopters targeting the course at those learners most at risk of not completing key stage 4. Many schools are continuing the trend of beginning teaching key stage 4 at Christmas of year 9. A few schools are beginning to start key stage 4 at the onset of Year 9. More generally, the status of BTEC is understood by schools in the LA as a question of performance measures. However, there is variability in schools response to changes in performance measures. As a result, there is no clear, consistent regional picture over how schools have responded to the change of status of the wider BTEC qualification. Following the recent announcement on early entry many schools changed their planned entry pathways and now nearly all schools in Bridgend offer English Literature and English Language to pupils. What work is being done to mitigate against future dips in performance resulting from any changes? All schools have the opportunity to attend CSC network meetings for core subject HoDs. Subject leaders continue to focus on sharing “effective” and “emerging” practice with respect to curriculum, performance measures and pedagogy changes. Attendance from Bridgend schools is good, with many schools consistently attending English, Mathematics and Science networks. These are also supplemented by Lead Practitioner schools network meetings for GCSE foundation subjects. Schools across CSC continue to provide feedback to allow us to capture regional need to inform our school – school support model. Lead Practitioners and Curriculum Hubs continue to provide professional learning and red-amber support for schools across the region. A growing number of schools are developing their key stage 2 to key stage 3 transition and collaboration networking in preparation for delivering the Curriculum for Wales. Many schools in the LA are continuing to revise their key stage 3 schemes, incorporating cross-curricular working and the requirements for learners to retain a body of domain specific knowledge. All materials developed in collaboration with schools across the CSC region in support of Curriculum for Wales and PISA have been shared with HoDs (and are available electronically via the Cronfa system). Curriculum Hubs and Lead Practitioners in the Bridgend area continue to support red-amber schools across the region and to provide local networking opportunities. CSC in collaboration with schools across the region is developing regional assessment opportunities (mock examinations) for English Language and Mathematics Numeracy, which will allow the current Year 10 to experience “early entry” without the school being subject to the changed rules on official early entry. These papers will be made freely available bilingually to all schools in the CSC region during the summer term. A Post-16 cross-regional project group is responding to Welsh Government recommendations to support the post-16 curriculum in schools. ALPS is funded for all schools across the region to provide value-added data analysis at subject level. The regional report is being used to identify Lead Practitioner schools and further brokerage opportunities are being planned, beginning with a pilot project to identify intensive support networks for A Level Physics, Chemistry and Biology. The Lead Practitioner Network activity will be broadened to include post-16 curriculum focus. A regional data manager network has been formed. A Heads of 6th Form network will continue to be developed in association with a lead group of schools. We will encourage attendance from FE practitioners at the appropriate regional post-16 networking meetings. Work is underway to bring improvements to regional data intelligence. This will provide further opportunities for early identification of support and effective brokerage across school phases. The Managing Director of CSC reported to Directors on 24.11.17 about the work being undertaken in relation to changes in the curriculum and performance measures. Please see report</p>
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<p>the work being undertaken in relation to changes in the curriculum and performance measures. Please see report attached at appendix 6.</p> <p>Evidence of how Consortium has made a direct impact on schools and school performance, what outcomes can be measured in relation to Bridgend to assure Members of value for money? The attached Value for Money draft document 2016-2017 (at appendix 7) shows the financial outputs for 2016-2017 by individual local authority. Please see appendix F on page 58. Also on the following page the table shows the initiatives split into regional support as well as identified local authority requirements and specific funded projects.</p> <p>What is being done to mitigate against the impact of changes in teachers to ensure that this does not have a resulting impact on the performance of pupils? All full time NQTs have an induction mentor (IM) from within their school. They are also allocated an external verifier (EV) from outside of the school. The EV visits the school to undertake lesson observations, discuss learning experiences and evidence gained in demonstrating that they are meeting the professional standards. Both the IM and the EV complete reviews on the NQT's on-line profile on a termly basis and a final recommendation. All full time NQT'S are offered the CSC Aspire programme based around the professional standards. Short term supply NQT'S receive support but because they are not based in one school the EV is the IM as well. There is an abridged version of the Aspire programme on two Saturdays.</p> <p>Performance in relation to vocational qualifications and non-core subjects - where are there causes for concern and where is there excellent work taking place. Across the region, the multiple strands of the performance measures (WBQ and/or Capped-9) leads to a lack of consistency with respect to curriculum pathways at key stage 4, especially within science. Curriculum pathways for learners who may have previously adopted BTEC science are varied – a picture that is reflected across the region. Anecdotally, the downgrading of those BTEC and GCSE subjects that are worth fractional GCSEs are being removed from option columns, leading to a narrowing of pathways to more traditional GCSE and vocational courses. Schools report via core HoDs network meetings that there is increased pressure to reduce curriculum contact time. Time freed is allocated to either increased English and/or mathematics at key stag 4 and to incorporate elements of timetabled WBQ lessons at key stage 4. A few centres indicate that these curriculum pressures are also affecting post-16 provision. Schools in the Bridgend region continue to lead on networking opportunities and school-school for Religious Studies, Welsh Baccalaureate, Computer Science and whole school Literacy. Across the LA, strategic and cross curricular use of diagnostic data (Welsh National Tests, ALPS, ALPS Connect and FFT Aspire for example) is variable in both secondary and primary phases.</p>	<p>Further comments</p> <p>The Committee agreed to keep an eye on the performance of English Literature as a result of it being removed from the Level 2+ performance measure.</p> <p>The Committee requested that they invite representatives from other schools to give a broader viewpoint including that of the Consortium support – the Scrutiny Officer agreed to look into this on behalf of the Committee.</p> <p>The Committee also requested that representatives of the school budget forum be invited to attend future meetings on school performance to seek their views on the consortium and the value for money aspect and the potential impact of the budget reduction to future Consortium funding for 2018-19.</p> <p>Members requested that the Chair draft a letter to Estyn on behalf of the Committee regarding the recent experiences of some schools having inspections during periods of refurbishment, renovation or a move. Such instances have not only caused extra stress on staff but could potentially affect the school's inspection results even though they were outside of the school's control and could have been avoided had the inspection taken the situation into account and been better timed.</p>
<p>For Follow up by Scrutiny</p>	<p>For Follow up by Scrutiny</p>
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<p>For Follow up by Scrutiny</p>	<p>For Follow up by Scrutiny</p>

<p>12-Mar-2018</p>	<p>School Modernisation</p>	<p>Members recommended that Officers adopt a whole Council approach to the School Modernisation Programme whereby it is ensured that officers from all Directorates including Highways, Transport, Finance and Social Services are consulted throughout the whole of the planning and development stages, are also given the opportunity to provide their input and are present at the relevant Scrutiny Committee to give their representations.</p>	<p>There is excellent representation from officers at programme and project level meetings. Officers contribute to their areas of expertise during project development and delivery, with the make-up of teams evolving as projects progress. Notwithstanding the above, there have been some issues in recent years as a result of re-structuring and resource availability, however as the programme is a priority, resourcing issues have been suitably addressed so as not to hinder schemes. Members' request for officers to be present at the relevant Scrutiny Committee is noted, and this will be conveyed to the appropriate officers.</p>
		<p>Members recommended earlier consultation and engagement with Highways and Planning officers to ensure that the Safe Routes to School provision is applied when plans are being developed for each new school</p>	<p>Early engagement is taking place with Highway Officers in relation to Band B schemes of the School Modernisation Programme. Highway officers are part of the project team their views are recognised as being essential in terms of determining the location of any new schools. Highway officers will initially give their views on the suitability of the location from knowledge and experience of the following: accessibility via modes and modal requirements (pedestrian requirements, cycling, busses/minibuses, cars/taxis), proximity to adjacent authorities for travelling pupils, mitigation measures (junctions on periphery, road capacity, speed of vehicles), room for vehicular movements and parking on site, issues arising regarding stopping on the highway outside facilities, competing traffic, incompatible traffic (eg industrial estate movements), community benefits/amenities. When the proposed long-list of sites have been shortlisted, taking into account all educational requirements, then those sites will need to be considered in detail and the previous process repeated.</p>
		<p>Members further recommended that plans for new schools include adequate facilities for pupils and staff to store and secure their bicycles to encourage them to cycle safely to school.</p>	<p>Encouraging building users to cycle, and in doing so promoting exercise and helping to reduce congestion and emissions, is an important element of school design. This can only be achieved by ensuring that there is adequate cyclist facilities available for staff and pupils. Cycle infrastructure and links to cycle paths from school sites assist with this, together with the provision of cycle parking. The number of cycle parking spaces are determined by the Council's adopted parking standards (Supplementary Planning Guidance 17) plus BREEAM requirements which together determine the number of spaces and other facilities associated with cycling eg showers, lockers etc. Such facilities aide the cyclist and promote the use of this sustainable mode of travel. The members' recommendations are duly noted and this matter will be given serious consideration in progressing Band B schemes with Highway officers and designers.</p>
		<p>The Committee recommended that for the development of any new schools where a private road would be a designated drop off zone, legally compliant parking spaces are incorporated into the plans to ensure the safety of children, staff and parents using the same road to cross and park.</p>	<p>When considering any new school development, a project team is established to consider the design which will include how pupils, staff and parents access the school. Highway officers are part of those project teams. Advice is sought from Highway officers as to best practice with regard to any drop-off zone that may be suggested in order to ensure the safety of children, staff and parents using the facility. It is now usual for a number of layout options to be presented and evaluated by teams, comprising of designers, end users and officers from the 'School Transport Advisory Group', which includes a health and safety adviser. The number and size of parking spaces will need to comply with the Council's adopted parking standards.</p>
		<p>Members recommended that Officers take into account the demographic changes when considering the placement of new schools and not just consider the new housing developments but also the changes in current housing where increasingly younger families are moving into homes in and around the Town centres. Many young families currently have to travel out of town by car for school provision as there is not sufficient provision in the immediate area</p>	<p>The supply and demand of school places is one of the fundamental elements which help inform the future investment needs of the School Modernisation Programme. The provision of places for housing developments, for which there are no places currently available, are a priority, as there is a statutory duty on the Council to ensure there are a sufficient supply. Officers regularly monitor places. There are an annual calculations of school capacity and pupil projections. The projections take into consideration a series of demographic data available to the Council including live births, housing data and historical information regarding the take-up of places. This method of calculating projections is a robust, tried and tested methodology. The methodology accounts for a 'pupil drift' of pupils year-on-year and also highlights unusual increases above the norm. However, apart from the 'pupil drift' element, in-year increases in population are not accounted for. We will explore opportunities to identify suitable data which may help inform population changes to existing schools and the impact on the supply/demand for places.</p>
		<p>Members recommended that evidence be provided as to how risks relating to a change in political power in Welsh Government have been taken into consideration and mitigated against as this could potentially affect the 25 year financial plan.</p>	<p>Welsh Government (WG) have given a commitment in principle to Band B, however contracts have yet to be entered into on specific schemes. The Council mitigates by not committing to any contracts until there is a signed agreement from WG as to the funding envelope. If anything changes and WG have a change of direction and no longer provides match funding, then we would have to consider this in terms of Bridgend's capital funding availability and priorities. In terms of the 25 year plan, this would only affect the Mutual Investment Model (MIM) and the contract for this would have been entered into at the start of the period so it would be very difficult for WG to break that during the contract period.</p>

<p>Members recommended that Officers engage with Rhondda Cynon Taff Council and the Vale of Glamorgan during the early stages of the planned new housing development near Llanilid to discuss secondary education provision including how the new development could potentially affect the population of Pencoed Comprehensive School</p>	<p>The Communities Directorate and Education and Family Support directorates are engaged in initial discussions regarding the impact of the Cardiff Capital Region City Deal. Furthermore, both directorates work closely together to provide guidance to support the current local development plan and have held initial discussions regarding the revised local development plan from 2021.</p>
<p>Members recommended that as part of Band B of the School Modernisation Programme a solution for the shortfall of pupil places in Bryntirion Comprehensive School is considered as a priority as the school was currently already oversubscribed with children from out of the catchment area opting to be educated there.</p>	<p>Band B has been approved by Council, as has the Strategic Outline Programme. There are 20% surplus places within the county borough's secondary schools so there is no proposal to increase secondary provision for Band B. The issues at Bryntirion Comprehensive School relate to pressure from out-of-catchment applications. The school has sufficient places to meet in-catchment demand ie there are 210 places for the new intake into year 7 in September 2018 with 194 in-catchment applications. Acknowledging the increase pressure from out-of-catchment, the local authority is working to address the issues.</p>
<p>Members recommended that Cabinet and Officers ensure that evidence be provided as to how safety solutions and preventative measures are being addressed in all schools in the Borough, particularly in relation to the newer schools and those that have recently been completed. Members gave the example of schools with mezzanine type floors, which, whilst they complied with safety regulations, were still a cause for concern as children were able to climb onto the safety barriers or throw objects over the top which could cause serious injury to themselves and other pupils</p>	<p>The mezzanine type floor or light well within our schools often takes the form of a cut-out to the floor slab at first floor level, allowing the natural light into areas of the ground floor that would otherwise require artificial lighting. Light wells can also be used to promote ventilation. Certain conditions for their inclusion in designs are likely to be in place eg first floors will be accessed by key stage 2 pupils and management arrangements will be implemented; mostly reliant on one or a combination of supervision, instruction, timing and keeping the first floor landing areas sterile. Building regulations require a guard rail height of 1100mm and for horizontal rails to be avoided; our school designs comply with the requirement of these regulations. Moving forward, it would certainly be advantageous to have an agreed design based on 'normal parameters' which has flexibility if required and technical advice will be sought in this regard. Caerau Primary School, which opened in 2010, has a similar feature and the Headteacher maintains that there have been no known incidents of pupils throwing objects from the first floor to the ground floor. Checks have been made with the Health and Safety adviser to establish whether any incidents have been reported and confirmation has been received that there were two near-miss throwing incidents that occurred at Coety Primary School not long after the school opened in 2015 however, there is no knowledge of any reported incidents regarding this issue since that time.</p>
<p><b>Further Information Requested</b></p>	
<p>How many pupils that live in walking distance to Brynteg School have opted to go to Bryntirion School</p>	<p>Sixteen pupils have applied for a place at Bryntirion Comprehensive School that reside in the Brynteg Comprehensive School catchment area and live within the 3 miles Welsh Government recommended walking distance to Brynteg.</p>
<p>What criteria is applied when refusing planning applications in relation to new housing developments and provision of school places.</p>	<p>Each application is determined on its own merit plus all material considerations. The Group Manager, Development, is unaware of planning consent being refused based on the lack of school places. Education provision is one of the criteria that Planners consider in making a decision or recommendation. Bridgend's own development plan and supplementary planning guidance provides policy clarification on how schemes are assessed.</p>
<p>Clarification on whether the non MIM spend of approximately £1.1m has been included within the MTFS agreed at last council meeting.</p>	<p>In terms of the £1.1m MIM, this isn't included within the MTFS currently as we have not had confirmation that we have got an approved MIM scheme from WG yet, and also, the pressure would not arise until the school was built (around 2024/25) and this is outside the range of our existing MTFS which currently covers 2018-19 to 2021-22.</p>
<p><b>Further Points</b></p>	
<p>Members recommended that Scrutiny explore the possibility of having an item on the Local Development Plan and the section 106 contributions and how these contributions can be expended</p>	

16-Apr-2018	Early Help and Children's Social Care	<ul style="list-style-type: none"> <li>The Committee requested that they receive a briefing on the process for Children coming into care to help illustrate to Members how the process works from a referral being received to a decision being made and how ongoing support is established, as well as any associated costs. The Committee requested that this include information on what monitoring process is in place, how is risk regularly monitored, and what monitoring process is there where the pathway is to try and get the child back to their own family?</li> </ul>	Item to be added to the Pre Council Briefing schedule.
		<ul style="list-style-type: none"> <li>Members also asked for a similar briefing in relation to Early Help, or to combine it with the Looked After Children one; detailing the process for referral; how the step down or step up process works and is monitored; how, if individuals need support from more than one service, such as IFSS and Baby in Mind at the same time, the services would work together to provide this; and who guides them through the services and their pathway, or takes a lead in their support to ensure they are receiving the services they need – would this be a social worker?</li> </ul>	Item to be added to the Pre Council Briefing schedule as a separate item or to be included with the topic above.
		<p>Additional Information</p> <ul style="list-style-type: none"> <li>The Committee requested that future reports on LAC or Early Help etc include the following:                             <ul style="list-style-type: none"> <li>More historical data so that Members can determine whether there has been progression, increase or decrease in numbers and performance;</li> <li>More clearer evidence of outcomes contained within the main report;</li> <li>A breakdown of the destination of LAC, ie. foster care, residential care etc, to give an indication of where the business pressures are;</li> <li>More background and information behind the data presented in graphs and tables;</li> <li>More examples of case studies to assist the committee in its understanding of processes, challenges and outcomes achieved.</li> </ul> </li> </ul>	<p>Agreed</p> <p>Agreed</p> <p>Agreed</p> <p>Agreed</p>
		<ul style="list-style-type: none"> <li>Members requested that they receive step-up data as well as the step down data between Early Help services and Children's Social Care.</li> </ul>	Attachment 1
		<ul style="list-style-type: none"> <li>Members asked to receive follow up information regarding the 51 children who were returned home as a result of the Connecting Families project.</li> </ul>	Attachment 2
		<ul style="list-style-type: none"> <li>The Committee wished to take up the offer to receive the full IPC Review report from the Directorate for information purposes.</li> </ul>	Attachement 3
		<ul style="list-style-type: none"> <li>The Committee requested that they receive detail of the outcomes for the 23 parent and baby placements.</li> </ul>	Attachement 4
		<p>Further points</p> <ul style="list-style-type: none"> <li>The Committee expressed concerns regarding the freedom that schools have in the framework for teaching Personal and Social Education and preparing youngsters with Life Skills. Members requested that they explore a possible item on the forward work programme regarding Children and Young People and how they are taught Life Skills, involving such areas and projects as Personal and Social Education in schools, Flying Start and what work the third sector undertake on this subject. It was agreed that criteria forms would be sent to Members to further scope out the item.</li> </ul>	Information to follow
		<ul style="list-style-type: none"> <li>The Committee requested that a letter be drafted from the committee to Welsh Government highlighting their concerns over the growing National Issue of rising numbers of LAC as well as the uncertainty surrounding future funding for Early Help provision due to it being reliant on grants.</li> </ul>	To be drafted by the SOSC 1

	2014/15 £'000	2015/16 £'000	2016/17 £'000
<b>Final Outturn</b>	450	717	494
<b>Variance to Budget*</b>	(430)	53	(281)
<b>Price per meal (Primary)**</b>	2.10	2.10	2.10
<b>Price per free meal (Secondary)*</b>	2.40	2.40	2.40

\* Underspend in 2014/15 was substantially due to the higher number of trading days for the service, arising from the lack of inclement weather and its usual impact on school opening days. In addition, savings were generated through vacancy management and lower than anticipated costs of repairs and maintenance.

\*Overspend in 2015/16 was due to a corporate decision not to drawdown any earmarked reserve funding in relation to cashless catering and H&S improvements in schools. If this funding had been utilised the underspend would have been £107k.

\*\* Price per meal has increased in 2017 to £2.20 per meal Primary and £2.50 per free meal Secondary, however this is the first increase since Sept 2013.

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**Pupil funding**

- 1 Welsh Government provides funding to local authorities for pre-16 provision in schools (and post-16 in special schools) whether they are maintained by the local authority or are voluntary-aided schools.
- 2 Local authorities are responsible for determining how they spend their allocation of the RSG on the services for which they are responsible, which includes schools. The underlying principle of the local government settlement is that funding is not earmarked for particular services. Welsh Government does not set targets for local authority expenditure on schools.
- 3 Once local authorities receive their settlement allocation, they set budgets for the services for which they are responsible, including education, according to local needs and priorities.
- 4 Individual councils set budgets for the services they provide, and this includes the budgets for their schools. School delegated funding is distributed to schools based on a local funding formula. The School Funding (Wales) Regulations 2010 require 70% of the total funding to be distributed based on pupil numbers. Councils have discretion to distribute the remaining 30% based on a range of factors to take account of individual school circumstances.
- 5 Therefore, while local authorities across Wales use pupil numbers as a common basis to determine funding allocations, other components vary from authority to authority and school to school. These can include size and condition of buildings and grounds, business rates, number of pupils receiving free school meals, special educational needs of learners and for learners for whom English or Welsh is not their first language. Consequently, funding per pupil will vary across schools to take into account the differing circumstances in each school.
- 6 There was a commitment set out by the former Welsh Government Education Minister Leighton Andrews AM to 'work towards' delegating 85% of total expenditure to schools. The measure is taken from the Revenue Account (RA) return completed by the local authority each year based on estimated expenditure. The return is used to calculate the delegation rate as well as the amount of funding per pupil in a local authority.
- 7 There are several issues with this measure:
  - Figures are based on gross spend (i.e. including grant funding from Welsh Government and other sources (e.g. EIG, PDG and post-16 grants). The amounts delegated to schools and/or retained centrally will be a determining influence on the delegation rate and consequent amount of funding per pupil.
  - Figures for services include apportionments of corporate recharges (i.e. support services such as legal, finance and human resources). These can be based on different methodologies across local authorities and can be widely distributed to services or charged to the corporate core. This can significantly affect the amount of funding and delegation rate.
  - Bridgend has two special schools both providing places for out-of-county pupils. The special school budget is gross, with the Council recharging the appropriate authorities for their place costs. This artificially inflates the delegation rate for the authority as the delegated budget includes funding for out-of-county school places.

8 Welsh Government produces a report on local authority budgeted expenditure on schools per financial year. For 2017-2018, this shows the following:

	<b>Bridgend</b>	<b>Wales</b>
<b>Delegation rate</b>	84.7%	84.2%
<b>Delegated funding per pupil</b>	£4,519	£4,740
<b>Nursery</b>	£0	£8,614
<b>Primary</b>	£3,860	£4,233
<b>Middle</b>	£0	£5,172
<b>Secondary</b>	£4,759	£5,025
<b>Special</b>	£23,357	£20,806
<b>Central funding per pupil</b>	£813	£888
<b>Total funding per pupil</b>	£5,332	£5,628

- 9 In addition, the Council is required to submit to Welsh Government a Section 52 budget statement each year, which breaks down the delegated budget per school and sector. It does not include any money held centrally by the local authority and spent on behalf of schools.
- 10 The return calculates the per pupil funding per school, and in addition, Welsh Government produces a statistical analysis each year based on the information, showing per pupil funding per authority per sector, but the figures do not take account of:
- the delegation rate per local authority;
  - specific funding through the funding formula (e.g. site specific and ALN classes);
  - centrally provided services;
  - voluntary aided (VA) schools only pay, and therefore receive funding for, 20% of business rates. VA schools also have different responsibilities and therefore funding for building maintenance;
  - nursery provision policy;
  - whether the local authority has middle schools or not; or
  - sixth form grant allocations.
- 11 When considering 'per pupil' funding, it is also important to note that each primary school receives a lump sum allowance towards the headteacher's salary of £70,700. On a 'per pupil' basis, this is shown as:
- £995 for our smallest primary school of 71 pupils; and
  - £124 for our largest primary school of 568 pupils.
- 12 Therefore, while there is an on-paper 'per pupil' difference of £871, there is no/little additional cost.



# Bridgend County Borough Council

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

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### School Budget Forum

### Notes of Meeting & Agenda

<b>Location</b>	Llangewydd Junior School	<b>Date:</b>	6 <sup>th</sup> December 2017
		<b>Time</b>	2.30 pm
<b>Attendees on 6<sup>th</sup> December 2017:</b>		Draft Agenda for next meeting – March 2018 : -	
Lindsay Harvey		1. Apologies for absence	
Joanne Norman	Anne O'Brien	2. Notes of previous meeting	
Cllr Hywel Williams	Andy Rea	3. Budget 2018-19 and Medium Term Financial Strategy	
Cllr Charles Smith	Reverend Edward Evans	4. Update on school balances 2017-18	
Randal Hemingway	Mark Morris (in place of S Daly)	5. Any other business	
Judith Tutssel (Secretary)		6. To agree a date for next meeting.	
Ben Blackall			
Hannah Castle (Chair)			
Neil Clode (Vice Chair)			
Huw Williams (in place of N Brain)			
Ceri Llewellyn (in place of R Dixon)			

### Notes of the meeting held 6<sup>th</sup> December 2017

	<u>Actions</u>
<p><b>1.Apologies:</b> Apologies for absence were received from Nicola Echanis, Angela Keller, Helen Ridout, William Bond, Sharron Daly, Nick Brain and Rhiannon Dixon. Those present introduced themselves and welcomed new Secondary School Governor Representative, Andy Rea.</p> <p><b>2.Notes of previous meeting</b> The notes of the previous meeting held on 5<sup>th</sup> October 2017 were reviewed and accepted.</p> <p><b>3. Matters Arising</b></p> <ul style="list-style-type: none"> <li><b>Funding per pupil/delegation rates:</b> Lindsay Harvey confirmed that additional information had been provided to both BASH and primary headteachers. More information on this/current year's budgets is to follow.</li> <li><b>Formula Funding:</b> Jo Norman confirmed that outdated narratives would be tidied up as part of the budget setting/formula funding process for 2018/19.</li> </ul> <p><b>4. Budget 2018-19 and Medium Term Financial Strategy</b> The link to the Cabinet Report of 28<sup>th</sup> November 2017 had been sent to School Budget Forum members prior the meeting and Randal Hemingway informed those present of some key points.</p> <p>The provisional WG settlement saw a reduction of 0.5% across Wales, which for Bridgend was 0.6%, and better than the most likely scenario previously discussed. WG had stated that there was additional money for schools and Social Services, but this did not appear to be true and attention was drawn to the WLGA letter circulated with the minutes.</p>	<p>LH</p> <p>JN</p>

There are further challenges in terms of cuts to specific grants, for example Communities First Programme will cease and be replaced with two new grants (replacements are £3.6 million less), waste grants, and the EIG is to be reduced by £15m. Inflation is also a significant pressure – currently at 3%. The draft Council budget required £6.123m of reductions to balance.

There are also challenges around the pay award, for which 1% has been assumed in the budget. A letter had recently been received regarding the national pay award (JNC). The offer was 2% for Council staff and for the lowest paid staff, an hourly rate of £8.50 (currently £7.70).

Cabinet have proposed to freeze the 1% efficiency savings for schools for 2018/19 but this is still planned for future years. School budgets will be funded for pay awards and inflation for 2018-19. Some schools will obviously also be affected by changes in pupil numbers. Cabinet recognised the planned cut to the Education Improvement Grant (EIG) and have proposed an additional £500k to mitigate the effect. The mechanism for the allocation of this additional funding has not yet been determined. The increase for pay awards/ inflation and budget pressures equates to an increase of over £1m to schools budgets, when compared to 2017-18.

An additional £150k has also been proposed within the Education and Family Support Directorate for the continued growth in the number of ASD pupils (autistic spectrum disorder). It was confirmed that this will be in the area of Learning Resource Centres and not in respect of the ALN Bill.

The budget consultation period had closed on Sunday and will be reported to Cabinet later in December. There has been a good response with over 1,800 adults completing the survey. The Young Persons' Voice had also improved with over 120 responses, but this was still from a potential 20,000 young people.

It was reported that gas and electricity costs are likely to increase for 2018-19.

Lindsay Harvey reported that pupil numbers in Bridgend are currently quite stable.

Councillor Charles Smith raised the issue of non-statutory nursery education in Bridgend. This had previously been considered as a budget reduction, but had not been actioned. He stated that the 1% reduction in 17/18 was in lieu of this.

The group's attention was drawn to Table 7 of the report, showing an increase of £1.163m to schools budgets for 2018-19. The 1% reduction still needs to be planned for future years and headteachers need to be mindful of headlines/announcements coming from Welsh Government.

Reverend Evans enquired what may happen to the 1% cut for schools if future budget settlements were to be improved, but this is not known at present.

#### **5. Secondary School Benchmarking**

The Welsh Government had sponsored the secondary school benchmarking exercise, and all secondary schools in Bridgend had participated. To view the data, user names and passwords had been allocated to all headteachers, bursars and certain central finance staff. It was too soon to feedback on the effectiveness of the tool so it will be kept on future SBF agendas.

#### **6. School Delegated Budget Setting Timetable**

Judith Tutssel informed those present of the timetable, on a month by month basis, for the calculation of schools delegated budgets. Headteachers were asked to accurately complete and return their pupil number forms promptly after the count date in January 2018. It was stressed that even one incomplete or late form can delay the whole budget setting process across primary, secondary and special sectors.

The budget will be approved by Cabinet on 12<sup>th</sup> February 2018 and by Council on 28<sup>th</sup> February 2018, and it is hoped that school delegated budgets can be completed and distributed early in March, 2018.

#### **7. Update on Schools' Projected Balances**

Jo Norman reported that 20 primary, 4 secondary and 1 special school had set deficit budgets for 2017-18. As at period 8 (November), projected deficits had increased to 25 primary, 5 secondary and 1 special school. Finance Officers continue to work closely with schools to ensure that they work within their deficit recovery plans and that budget projections are accurate and timely.

**8. Refunds for Cashless Catering**

It is proposed that with effect from January 2018, any refunds due to parents for dinner monies paid via the cashless system will be processed at primary school level via COA, and not by the Local Authority Finance Team. This should ensure that refunds can be made more quickly and that the parents would only have one point of contact (the school) in the event of any queries. Detailed guidance notes are being prepared for circulation to all primary schools in the new year, and are currently awaiting approval by Internal Audit.

**9. Proposed Use of COA for Secondary Schools.**

Following a number of recent cash flow problems experienced by Secondary Schools, due to deficit budgets and delays in the transfer of grant income, it has been suggested that headteachers may wish to consider moving onto COA, the Authority's main financial system and bank account, instead of operating via individual school bank accounts.

It was agreed that this proposal be discussed and considered at the next BASH meeting.

**10. Any Other Business**

- BREP – Neil Clode reported that he and Hannah Castle had been invited to attend the BREP meeting that was held during October half term. They did not attend and it was later confirmed that schools budgets were not discussed on that day. It was agreed that the future timetabling of these meetings needs to be looked at more carefully, if headteachers are to be invited to attend.
- A query was raised regarding items to be included on the agenda for School Budget Forum meetings and how matters are reported back to other headteachers. It was confirmed that SBF headteacher members regularly update colleagues at BASH and Primary Federation meetings.

**11. Next Meeting**

It was agreed that the next meeting will be held early in March, after Council have met on 28<sup>th</sup> February. The meeting will be held in Civic Offices.

On behalf of the School Budget Forum, Hannah Castle thanked Randal Hemingway for sharing complex and detailed budget information with the Group and wished him all the best for the future and his new job.

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**Number of Requests for Help received from Safeguarding Teams requesting Step Down support (*Family Referrals*)**

Requests for Help received	Total 2016-17	Total 2017-18	Quarter 4 2016-17	Quarter 4 2017-18	Quarter 4 % 2017-18
Safeguarding East	11	30	1	6	50.0%
Safeguarding North	12	30	3	2	16.7%
Safeguarding West	4	17	1	4	33.3%
<b>Total</b>	<b>27</b>	<b>77</b>	<b>5</b>	<b>12</b>	<b>100.0%</b>

- The number of Requests for Help made by the Safeguarding Teams requesting Step Down support during 2017-18 (77) shows an increase of 185.2% from Step Down requests made during 2016-17 (27).
- A number of cases were stepped down as part of the Care and Support Case Project; however, some of these requests may not be included in these figures.

**All Early Help data reflects family referrals, not individual children, unless otherwise indicated**

**Outcome of Requests for Step Down support submitted 01 April 2016 – 31 March 2018 (*Family Referrals*)**

- Following submission of the Step Down request, 92.3% (96 / 104) of families referred closed to Safeguarding, and 8 families (7.7%) remain open to Safeguarding.
- Of the families that closed to Safeguarding, the Assessment team have not received a re-referral for 55.2% (53 / 96) of the families during the 12 month period following receipt of the Step Down request.
  - ➔ Of the 43 families that were re-referred to the Assessment Team 39.5% (17 / 43) of the families were closed & logged, and 60.5% (26 / 43) of the families received a Care & Support Assessment as a result of the new referrals.
- Of the step down requests, 70 of the referrals have closed to Early Help services.
  - ➔ Of these, 42.9% (30 / 70) closed with successful outcomes. 30.0% (21 / 70) cases closed due to disengagement following a period of Early Help support, or did not engage with Early Help, 15.7% (11 / 70) appropriately stepped back up to Safeguarding following a period of Early Help support, and 8 (11.4%) cases closed due to a change in circumstances.
  - ➔ 25.7% (18 / 70) of these families have been re-referred to Early Help teams during the 12 month period following the step down request. Of the 18, 16 families have received support from Early Help or Connecting Families services, 1 family did not engage, and 1 was passed on for single agency support.
- Of the 104 requests for Step Down support submitted to Early Help, 28.8% (30 / 104) families have closed fully to both Safeguarding & Early Help Services and have not been re-referred to either services during the 12 month period following the Step Down request.

**All Early Help data reflects family referrals, not individual children, unless otherwise indicated**

**Number of Requests for Help received by Safeguarding Teams requesting Step Up support 2017-18 (*individuals*)**

Requests for Help received	Quarter 1 2017-18	Quarter 2 2017-18	Quarter 3 2017-18	Quarter 4 2017-18	Total 2017-18	Total 2017-18 %
Safeguarding East	11	4	8	10	33	38.8%
Safeguarding North	13	3	6	17	39	45.9%
Safeguarding West	3	2	6	2	13	15.3%
<b>Total</b>	<b>27</b>	<b>9</b>	<b>20</b>	<b>29</b>	<b>85</b>	<b>100.0%</b>

- **A Care & Support Assessment was undertaken by Safeguarding Hubs following 85 Step Up requests made by Early Help during 2017-18 (46 families). 81 individual children were referred for Step Up support (4 children were referred twice).**
- Of the 85 Step Up requests, 8 of requests made by Early Help were for cases that had previously been Stepped Down from Safeguarding to Early Help services.
- 56.5% (48 / 85) of the Care & Support Assessments continued to a Care & Support Plan. In 31.8% (27 / 85) of cases the children were added to the Child Protection Register, and 24 (88.9%) of these remain registered. 2 (2.4%) of referred children became Looked After, and 1 of these remains Looked After.
- In 52.9% (45 / 85) of cases Early Help provided support to the family throughout the period that the Step Up referral was open to Safeguarding.
- 42.4% (36 / 85) of Step Up referrals have closed to Safeguarding. In the 12 month period following submission of the Step Up referral Safeguarding have received re-referrals for 27.8% (10 / 36) of children - 8 of these were allocated for a new Care & Support Assessment, and in 2 cases the contact was not progressed.

- Of the 36 Step Up referrals that have closed to Safeguarding, Early Help have received new referrals for 61.1% (22 / 36) of individuals during the 12 month period following submission of the Step Up referral. 7 of these were referred by Safeguarding to Early Help for Step Down support, and 15 were referred to Early Help by another source.



**Reunification tracking data (Rehabilitation referrals only received between 01/04/2014 and 31/03/2018) – updated 26/04/2018**

Outcome	Number of children / young people
Reunified home from in-house foster care	33
Reunified home from out of county foster care	15
Reunified home from out of county residential care	1
Reunified home from in-house residential care	1
Rehabilitated from out of county foster care to in-house foster care	1
<b>Total</b>	<b>51</b>

- 50 children have been reunified home and 1 child has been transferred from out of county foster care to in-house foster care
- As of 26/04/2018, 94.0% (47 / 50) of the children and young people are not Looked After
- 6 children were re-accommodated since being reunified home, 3 of these continue to be looked after, 1 is under the care of Adult Services, 1 has been returned home once more and 1 has moved into independent living
- 10 individuals who were referred during the reporting period are now aged between 18 and 20 years old

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**Parent and Child Placements between 1 April 2016 and 31 March 2017**

<b>Number of Parent &amp; Child Placements</b>	<b>Number of Individual Children in Placement</b>	<b>Number of Children Returned Home</b>	<b>Comments</b>
23	25	8 (32%)	Of those returned home: 4 were returned home under no order 4 were returned home under a Care Order

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Date of meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments
20-Jul-2017	Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services	a) The Committee recognised the positives within the Inspection of Children's Services report and were reassured by the encouraging words of the Inspector in attendance from CSSIW.	Noted
		b) Members have requested that they receive an update on the progress of the plan at an appropriate time, to enable the Committee to monitor whether the actions have addressed the issues raised by the Inspectorate.	Yes - to be added to the forward plan.
		c) With reference to the issues raised in the CSSIW report regarding staff morale, the Committee recommend that steps be put in place to monitor staff and their job satisfaction by means of a Corporate employee survey.	Under consideration.

		<p>Members recommend that the feasibility of an online information sharing database be explored. The Committee proposed that the database should be accessible between Local Authorities, Health Boards, Police and schools – each having relevant restrictions to information to ensure compliance with the Data Protection Act. Members stated that the database would also lessen the burden on our resources from enquires being made to the Directorate as to whether a child was on the Child Protection Register.</p>	<p>WCCIS will facilitate more efficient information sharing once implemented fully with Health. Our Multi Agency Safeguarding Hub (MASH) will facilitate improved information sharing/recording through the use of Mhub (Police, Social Care, Health, Probation &amp; Education).</p>
		<p>Members expressed concerns in relation to Early Help being predominately supported by annual grant funding and given that the Council has a statutory placement for prevention, the Committee recommend that Cabinet/CMB actively pursue grant flexibility from Welsh Government.</p>	<p>The Local Authority has applied to Welsh Government for funding flexibilities for 2018/19. At the time of writing, the Local Authority has not been advised of the outcome. The likelihood is that if it is approved the monies will still be treated as “grant” albeit with greater flexibility to target local needs.</p>

<p>18-Sep-2017</p>	<p>Early Help and Safeguarding</p>	<p>With reference to the statistics provided in relation to the numbers of unborn babies that will become a Looked After Child when born, Members recommend that the work being progressed to identify services to work with parents between pregnancies be accelerated.</p>	<p>Welsh Government have allocated grant funding to develop regional 'Reflect' projects across Wales. The aim of the project will be to reduce the number of children being taken into care by working with/supporting young women who have had at least one child removed, breaking the cycle of repeat pregnancies and recurrent care proceedings. The service model was piloted in Newport and a toolkit for delivery is being finalised. Discussions are underway with Cwm Taff (as agreed in principle by Welsh Government &amp; Western Bay) about the next steps.</p>
		<p>The Committee raised concerns in relation to the numbers of Looked After Children within the County Borough and recommend that a review be undertaken into the reasons why our Local Authority ranks so high when compared to other local authorities with similar levels of deprivation</p>	<p>Our Early Help &amp; Permanence Strategy is being implemented and reports to the Board that oversees the activity detailed in the Action Plan contained therein. This includes monitoring of the joining data set (Social Care &amp; Early Help) with regard to referrals, interventions and outcomes. The Institute of Public Care (IPC) have also been commissioned to undertake a review of 35 admissions over the last year to explore the rationale for decision making and any missed opportunities/gaps in service provision which could have prevented a child becoming looked after. Their findings will be shared with practitioners and stakeholders in learning events and a report produced of their overarching findings in February 2018.</p>
			<p>This will be incorporated in the forward work</p>

plan.

The Committee requested that the subject of Early Help and Social Care be revisited by Scrutiny in the future and that the report includes the following information:

- Up to date figures presenting the numbers of Looked After Children by Local Authority;
- A breakdown of referral figures, to include statistics from local pre-school nurseries;
- Outcome from the review undertaken by Institute of Public Care;
- What services are being provided post 16, given that research indicates shows that children who have been looked after, have the increased probability that their children will also end up in the care system;
- Outcomes from the following Residential Remodelling project work streams:



		<ul style="list-style-type: none"> <li>o For moving out-of-country residential placements to in-county</li> <li>o Upskilling of three internal foster carers to provide intensive, therapeutic step down placements</li> <li>o Review of the foster carer marketing and recruitment strategy</li> </ul>	
		<p>In relation to the proposed cuts to transport services, Members voiced concerns of the possible effect this would have on service users independence and note the ongoing work of the Regional Partnership Board in securing funding for additional vehicles. Following on from this, Members recommend that the work of the mentioned task and finish group include the Councils Transport Unit and Scrutiny Members.</p>	<p>The social services and wellbeing directorate were successful in securing a capital Western Bay ICF bid for 3 vehicles, these vehicles are in the process of being procured and once delivered will become part of the Community Transport fleet which will support people to retain their independence.</p>

<p><b>07-Dec-2017</b></p>	<p><b>Medium Term Financial Strategy 2018-19 to 2012-22</b></p>	<p>In relation to the Directorates approach to offering services and placements to other local authorities and the independent sector, the Committee recommend that the Directorate take more of a commercial approach to ensure they exploit their assets and resources.</p>	<p>The directorate will consider all opportunities and will engage with the corporate commercial group in taking any initiatives forward</p>
		<p>With reference to Sickness Absence, Members recommend that Corporate analysis be undertaken into the associated costs to absence, to provide an actual figure to which can be related to as a budgetary pressure, specifically in the case of posts that require replacements.</p>	<p>The directorate has reported an improved sickness position and is working closely with HR to sustain this position. We have liaised with HR and can confirm that there are robust systems in place to report and monitor sickness and that extensive training is in place; in the absence of a “costed payroll system” ie, one which holds the absence date and the cost of each absence , per job, per person, it is not possible to provide the actual cost of sickness to the Authority.</p> <p>Further, HR advises that there is no means of costing the consequential effects of sickness absence, ie, loss of productivity, the potential reduction in quality of service capable of being provided via “cover arrangement” and the effect on the morale of those remaining in work, etc.</p>

		<p><b><u>Additional Information</u></b>                  Members have asked to receive the amount of people who have taken up the Extra Care Scheme</p>	<p>The 2 new Extra Care facilities will be open in the Autumn 2018. At this stage a number of individuals following an assessment of their needs have been identified as potentially moving to the new facilities, the directorate is working towards having the final numbers by the end of March 2018, this will take into account the changing needs and circumstances of individuals</p>
		<p><b><u>Recommendations to Cabinet</u></b>                  Due to the issues in achieving income generation due to the Welsh Government cap of £70 per week for non-residential care, the Committee recommend that Cabinet lobby Welsh Government to consider the possibility of introducing a means tested cap that takes into account people who are able to pay supplementary monies.</p>	<p>This is current Government policy. The Council will continue to engage in discussions with Welsh Government and as a result of ongoing representations by the WLGA understands that the cap is projected to rise in the coming years.</p>

		<p>The Committee note the issues in AMBU regarding the lack of accommodation and facilities to undertake consultation with children and young people and Members therefore recommend that AMBU look for suitable space within the Borough schools or within the safeguarding hubs, two of which are located within the communities making them very accessible to the public.</p>	<p>The Health Board are grateful for the offer of such accommodation and will follow up with the Council on these opportunities.</p>
		<p>Members commend the schools on the work they are putting in place to bridge the gap between the children and young people who are either awaiting assessment from CAMHS or that do not hit the CAMHS referral criteria, although the Committee recommend that consistency of services across all schools should be provided.</p>	<p><i>Chased response from Sue Cooper and Lindsay Harvey 30 January 2018</i></p>

<p>With reference to the ongoing research into where children and young people go when they do not hit the criteria for CAMHS and the imminent production of a comprehensive directory of services available for those children, Members ask to receive when the information is readily available. The Committee also recommend that the directory be rolled out to schools, police and parents.</p>	<p>Noted. The information will be circulated to members and made available widely as suggested.</p>
	<p>The Welsh Community Care Information System is a national system across social care and health in Wales. Welsh Government contributed to the initial set up costs and have since targeted ICF funding at WCCIS specifically to support health and social care integration. Whilst BCBC was the first council to implement the system, WCCIS is</p>

<p>12-Dec-2017</p>	<p>Child Adolescent Mental Health Services (CAMHS)</p>	<p>The Committee understand that the Council are currently signed up to Community Care Information Solutions (CCIS) - a software solution that enables health and social care work better together – which will also be taken up by AMBU in 2018. Members recommend that the database should also include access and input from Schools and Police.</p>	<p>considered a National system that is in the process of being implemented in councils and health boards across Wales. The primary ambition of WCCIS is to provide a national system that can support information sharing between health and social care services as a means to better support integrated working. However it is also acknowledged that WCCIS can share information with other related services but this will require a national strategic approach to ensure that Information Governance and supplier contractual issues are addressed to support this development. At this time Schools and the Police are not currently in scope to access WCCIS data and not deemed a priority due to the challenges being dealt with to enable Health Boards in particular adopting the system. Therefore the recommendation cannot be progressed at this time.</p>
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<p>In relation to the statutory Membership of the Youth Offending Service (YOS) requiring a member of staff nominated by the Local Health Board, the Committee recommend that this be remedied as soon as possible to ensure that the invaluable expertise of the health professional is communicated to the YOS.</p>	<p>As explained to the Committee the requirement is for allocated input into the YOS from CAMHS, not a single member of staff. Reasons for the latter not being a sustainable solution were outlined to the Committee. As explained a meeting has been arranged with the YOS manager in January to agree input required going forward, including reviewing the existing input from the CAMHS Consultant on key cases.</p>
<p>Members recommend that the planning group look to carry out a demand pattern analysis – detailing age groups, demographics etc. - to try and determine why children and young people in the Borough are being referred for CAMHS and to assist with ongoing early and preventative work in this area. The Committee further recommend that when this meeting takes place to discuss this proposal further, that Police are also invited to participate.</p>	<p>Noted, this will be put on the agenda for the next meeting of the joint planning group to scope this work.</p>

		<b>Additional Information</b>	
		<p>In relation to the high turnover of staff within AMBU, Members have asked to receive the amount of children who were undergoing treatment who did not return after their allocated consultant was no longer in post.</p>	<p>This request will be put to Cwm Taf Health Board who provide this service. However it is unlikely that this information will be available from current information systems and if obtainable would require a manual trawl of cases which may prove difficult.</p>
		<p>Members have asked to receive the recently collated benchmarking data of AMBU, Cardiff and Vale and Cwm Taf Health Boards in relation to their performance for their residents in relation to CAMHS.</p>	<p>The performance data relates to ABMU residents, and at the moment comparative information is not available for Cardiff &amp; Vale or Cwm Taf as the datasets utilised are different. Work is underway to standardise this information across the 3 HBs, in the meantime the performance data for ABMU can be provided.</p>
		<p>The Committee was reassured to hear of the Trade Unions involvement during the targeted engagement process and also throughout the ongoing consultation to support the employees of Ty Cwm Ogwr.</p>	<p>Noted</p>



<p>Members expressed concerns regarding the response rate of 1 in 3 for both staff and families and therefore recommend that further detail is provided to Cabinet regarding the outcome from the full day drop in sessions; offer of 1:1 meetings and any further contact made with residents, their families and staff. On the subject of lack of contribution to the survey, the Committee recommend that the importance of feedback from respondents is emphasised in any further consultation to allow Members to have a greater understanding on local concern and representations.</p>	<p>Noted - further detail will be provided to Cabinet regarding the outcome from the full day drop in sessions; offer of 1:1 meetings; and any further contact made with residents, their families and staff.</p>
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<p>The Committee note that there is currently work ongoing with Procurement in considering how families of residents and staff members can be a part of the tender process and Members have requested that this inclusion is extended to a Member of the Committee to observe the procedure.</p>	<p><b>Response provided by Legal Services and Procurement:</b>                  It is not appropriate for Members to sit on an evaluation panel as this is a delegated officer function. The officers are chosen for their technical expertise in this area. Families of residents / staff members are invited to participate in limited aspects of the tender process. Given the confidential nature of the service under consideration it is not appropriate for the process to be observed. If Members are interested in the tender process in general Officers can identify a suitable process for them to observe, which would not be of a sensitive / confidential nature</p>
<p>Members welcomed the proposal but highlight the need for transparency in relation to how the savings will be achieved and therefore recommend that further detail be provided regarding the potential savings within the report to Cabinet.</p>	<p>Noted - any additional detail available re potential savings will be provided to Cabinet</p>

<p>08-Jan-2018</p>	<p>Remodelling Older Persons Accommodation</p>	<p>Members of the Committee recommend that the Directorate ensure that specifications for the new provider are clear and robust to ensure the standard of service provision is adhered to. Also, with reference to the position of Ty Cwm Ogwr being close to the boundary of Rhondda Cynon Taff and Neath Port Talbot, the Committee further recommend that a percentage of the provision of EMI beds are held for the residents of Bridgend.</p>	<p>Noted - due consideration will be given re potential to 'block purchase' a number of beds, in consideration of the current status and pressures of the care home market</p>
		<p>The Committee note that all staff employed at Ty Cwm Ogwr will TUPE across to the new provider at contract commencement, however due to previous outsourcing experience, Members were keen to ensure that within reason, staff current terms and conditions were maintained.</p>	<p>Noted - as part of TUPE process, staff Terms and Conditions must transfer - which is a regulatory requirement</p>

		<p>With reference to the identified risks with the proposal, Members emphasised the need for safeguarding to be at the forefront of all discussions and recommend that safeguarding is referenced within the report to Cabinet, along with any mitigating factors.</p>	<p>Noted - report will be amended to include a stronger reference to Safeguarding and mitigating factors</p>
		<p>During discussions regarding possible future provision of Extra Care Housing, concerns were raised in that there is currently no ECH in close proximity to Porthcawl, Bridgend or Pencoed. Members therefore recommend that the Social Services Directorate work more closely with the Planning department to develop the Local Development Plan to ensure suitable sites are identified.</p>	<p>Noted - close working relationships in place between Social Services, Supporting People and Housing - who actively contribute towards eachother's Commissioning Plans, which identify need and set the future priorities and strategic direction for both Housing and Social Services</p>
		<p><b>Additional Information</b></p>	
		<p>Members have asked to receive the current staffing structure for Ty Cwm Ogwr.</p>	<p>Provided</p>

		<p>Members commended the work currently being undertaken within the Local Authority on economic development in Bridgend, but recommended that the Directorate consider condensing the information provided within the report into the production of an Economic Prosperity Plan. This plan would enable members of the public to easily digest and review the work being carried out in the service area. Members further recommended that the plan detail:</p> <ul style="list-style-type: none"> <li>· Where are we now?</li> <li>· Where do we want to be?</li> <li>· How will we get there?</li> <li>· How will we know when we have got there?</li> <li>· How will we know if we have been successful?</li> <li>· What has been achieved?</li> </ul>	<p>Producing an Economic Prosperity Plan would be a considerable undertaking, as it would need to include the activities and priorities of a number of different agencies, including for example Bridgend College, Welsh Government. However, we could produce a document setting out BCBC is specifically doing to support businesses, and what indicator we use to monitor the general health of the economy.</p>
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<p>Members expressed concerns regarding the potential gaps in funding post Brexit and the Committee recommended that urgent clarification be sought from Welsh Government regarding addressing succession funding planning.</p>	
<p>Members highlighted the false economy in making cuts within the tourism service area and emphasised the need for a strong tourism presence to support employment and regeneration in the Borough, with particular reference to Cardiff City Deal and the prospective Heathrow Logistics Hub. Therefore the Committee recommended that sufficient resource is allocated to the collation of the Destination Management Plan, not necessarily from within the Local Authority but from effective partnership and collaborative working.</p>	

07-Feb-2018

Economic Prosperity of  
Bridgend County Borough

The Committee queried what support is available for citizens in the Borough with gaining information and applying for current employment opportunities who do not have access to the internet, as they may well have the skills required for the role but are being excluded for not having the ability to get online. Therefore Members recommended that new innovative ways of working are pursued into how businesses can advertise current jobs without using the internet and then how without access can they communicate with the employer. The Members suggested using a central area/hub/community centre.

IT resources and internet access is already available for public use in a variety of community venues and libraries across the county borough . Some businesses continue to use traditional print media also. The market penetration of smart phone usage suggests that it is not limited to more affluent areas - so access to informations about jobs does not appear to be limited to these areas.

<p>In conjunction with the above comment and recommendation, Members emphasised the importance of improved transport links to isolated areas within the Borough, to enable commuting to places of employment and accessing training. Taking into account the lack of internet access in these areas, the Committee consequently recommended that the Directorate target consultation to seek the views and comments regarding the proposed cuts to bus services.</p>	
<p>Members made reference to the statement made in the report regarding the most recent data from the Annual Population Survey and highlighted that there was no date attached to the statistic. The Committee therefore recommend that when any further data is presented to Committee that it is imperative that a date is also referenced.</p>	



		<b>Additional Information</b>	
		<p>The Committee stressed the need for schools to target and develop their young entrepreneurs within their secondary schools and colleges by being proactive in requesting support and advice from the Local Authority and the third sector. In relation to this, Members have requested to receive a case study following an entrepreneurship to evidence what was offered and the outcome following it – have they succeeded?</p>	<p>Response from SP - For school to respond</p>
07-Mar-2018	Prevention and Wellbeing and Local Community Coordination	<p>The Committee complimented the vast amount of work that was being undertaken and the good services that were being provided for the most vulnerable people in the County Borough.</p>	<p>The Directorate is grateful for the positive comments and recognition of the work that is progressing and emerging.</p>
		<p>The Committee agreed that the subject of Partnerships and Joint Working in relation to Prevention and Wellbeing, such as in respect of the Police and Fire Service, be put forward for the Corporate Overview and Scrutiny Committee's item of Collaboration Working on their FWP.</p>	<p>The Directorate would contribute to any future report on collaborative working relating to the prevention and wellbeing theme that is subsequently developed.</p>

<b>Additional Information</b>	
<p>The Committee requested clarification of the statistic that 75% of women over 65 live alone.</p>	<p>Ageing Well in Wales states that 75% of women and a third of men over the age of 65 live alone. In 2016 at UK level, 62% of women aged 65 to 74 lived alone and 72% of those aged 75 and above. There has been a 16% growth in this area over a decade. Suggested contributors are that women have higher life expectancy, more women than men become widowed. There are indications that the gender gap may be narrowing as male life expectancy increases.</p>
<p>The Committee expressed concern over any proposed future budget cuts to the third sector as whilst the budget involved is not huge, many of the services provided under the Prevention and Wellbeing banner rely heavily on third sector involvement and the resulting impact of removing such services would be extremely significant to local communities. The Committee asked for clarification over how the Authority expects the third sector to provide more support and take on more provision with less funding.</p>	<p>A review of how cross-sector collaboration could be taken forward is being led by the Social Services and Wellbeing Directorate. A draft development plan and proposed actions is nearing completion based on an outcome focus of 'Building Resilient Communities'. The Third Sector Stakeholder group, third sector organisations and BCBC staff have been engaged in reviewing this issue. The issue of funding is only one dimension of a review that looks at capacity, future readiness, coproduction delivering value for money. The development plan and supporting data may be appropriate to be reviewed, potentially as part of the proposed Collaboration Working report.</p>

<p>The Committee commented on the fact that whilst a lot of Officers refer to the 'One Council' approach, there seems little evidence of this occurring in practice. Members used the example of this particular item on Prevention and Wellbeing, pointing out that the report shows little of how other Directorates are involved in this work. The Committee requested clarity over this, both in relation to evidence on this particular subject and in the wider context of how corporately the 'One Council' Theme was being disseminated down through the Authority to ensure that all Directorates were working together to achieve joint Corporate Priorities.</p>	<p>In relation to the Prevention and Wellbeing agenda, it was highlighted at the meeting that it was intended that this would grow progressively across the Council and with external partners and stakeholders. There is an action in the 2018/19 Business Plan to promote the importance of this as part of the one council approach. There are many additional examples that could have been included linked to Early Help, tackling poverty, supporting vulnerable groups, active travel (others to be added) that would illustrate the connectivity that is increasing across the Council. This will be a long term challenge and be taken forward alongside the wellbeing of Future Generations Act and Social Services and Wellbeing Act which cross-cuts organisations.</p>
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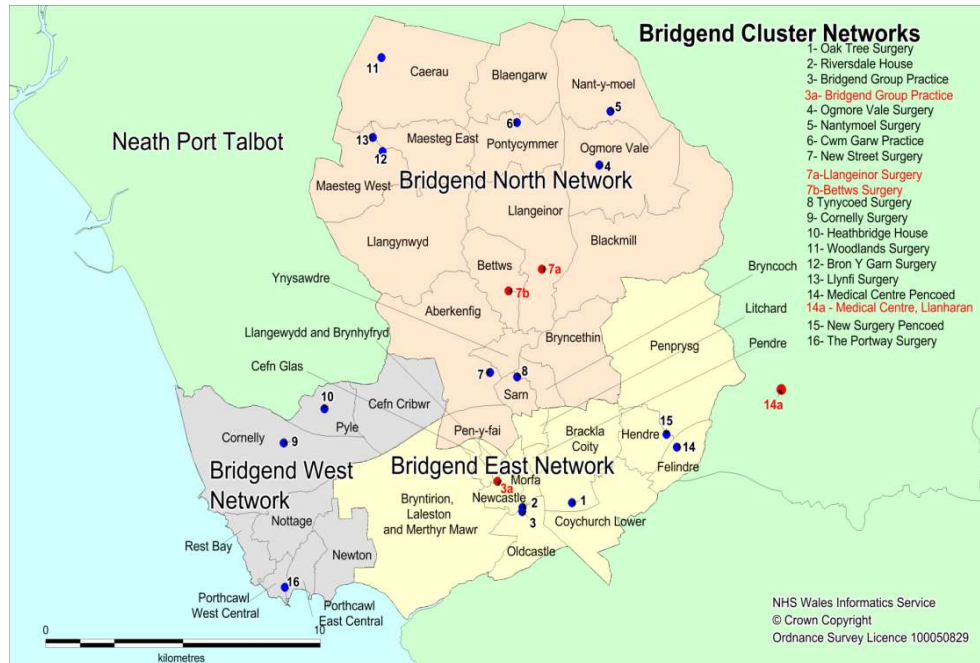
		<p><b>Further Points</b>                  The Committee heard evidence that the Public Service Board would be developing indicators that will illustrate how the Ageing Well Plan is contributed to by partners and how the quality of life of older people is impacted. Members proposed that this be picked up by the PSB Overview and Scrutiny Panel.</p>	<p>Scrutiny to pick up</p>
<p>17-Apr-2018</p>	<p>Dementia Care</p>	<p>Members were concerned if the proposal for Bridgend Council to transfer healthcare services to Cwm Taf University Health Board from Abertawe Bro Morgannwg University Health Board that residents do not see a decline in the service they receive. Members therefore recommended that Officers and Cabinet Members continue engagement and build on strong partnerships with both Health Boards. Members further recommended that when Welsh Government allocate grant funding to support the delivery of the National Vision, that Officers and Cabinet members lobby to ensure that Bridgend are not disadvantaged in anyway and ensure we are allocated an adequate share of the funding according to our trend analysis.</p>	<p>Noted</p>

<p>Members recommended that officers provide a further training session on Dementia to all Elected Members, care homes and key staff to increase awareness and enable them to become Dementia Friends</p>	<p>Discussions have commenced with the social services and wellbeing directorate training team about how we can do this in partnership with corporate training</p>
<p><b>Further Information requested</b></p>	
<p>Members asked to receive the Community Health Council report on dementia for information</p>	
<p>Members asked to receive information on the GP Practice populations. To include details of the surgery practice broken down by location and to include a map. Members stated the information would be easier for them to analyse if they knew the percentage of patients diagnosed with dementia for each surgery</p>	<p>See map below of where GP practices are located and registered populations of the GP practices. The diagnosis per practice is detailed in the Scrutiny paper</p>

<p>Members asked for further information on the programme of awareness of dementia and how they reach out to the public on the importance of lifestyle changes to prevent the onset of Dementia and how to live well with Dementia.</p>	<p>In terms of the plan of work for the coming year on dementia awareness the following are in place: Maesteg sustainability plan, to oversee sessions and community development; Kenfig Hill DFC development plan is progressing; Porthcawl Promenade and town, work is progressing to work towards becoming Dementia friendly community (DFC); Champions are being identified throughout the County Borough; all GP practices have been approached; three comprehensive schools have had dementia friends training; and Bridgend Shout has started to become involved; and plans are in start up for Bridgend town centre and BCBC office staff becoming DFC. In respect of prevention Welsh Government are committed to providing support to people in Wales with dementia and their families.</p> <p>This includes supporting a number of initiatives including:</p> <ul style="list-style-type: none"> <li>• Dementia risk reduction</li> </ul> <p>Welsh Government's revised 'Dementia: reduce your risk guidance' sets out the lifestyle choices individuals can take which could lessen the risk of developing dementia. The guidance is available in English and Welsh.</p> <p><a href="http://change4lifewales.org.uk/adults/dementia/information/?lang=en">http://change4lifewales.org.uk/adults/dementia/information/?lang=en</a></p>
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<p>How many EMI beds have been lost in BCBC? Officers stated that this was available in the Care Home Strategy report which they would share with members</p>	<p>Care Home Strategy attached</p>
<p>How many short break beds are available to support younger people and their families with dementia?</p>	<p>BCBC currently supports 13 individuals under the age of 65 years with a dementia diagnosis. We are currently reviewing short breaks for all client groups, including people with younger onset dementia and their families and carers. The aim is to offer flexible and person-centred short break services, enabling choice and control over the type of short break taken. There is evidence from stakeholders that short break respite beds in care homes are important, but they should not be the only option available. As such, BCBC is monitoring the availability of care home beds as well as developing plans to enable alternative options for short breaks. EMI registered residential beds available at 27/4/2018: Independent Homes, 27; BCBC Homes, 18 (all booked for short breaks). In 2017/18, the number of EMI beds used for short breaks for people under 65 in 2017/18 was 0.</p>

<p>Members requested the item stay on the Forward Work programme for the Committee to revisit in 9 months' time to provide further information and update members on the progress made since this meeting</p>	<p>Noted</p>
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Practice Name	Practice name	Total Registered Population	Network Cluster
RM BARRETT & PARTNERS	Tynycoed	10435	NORTH
WH EDWARDS & PARTNERS	Llynfi	9234	
AF PORTER & PARTNERS	Cwmgarw	7626	
GL SMITH & PARTNERS	Woodlands	6543	
SA MEDLICOTT & PARTNERS	Bronygarn	6099	
TA KHAN & PARTNERS	New Street Aberkenfig	4371	
S MURUGIAH & PTN	Ogmore Vale	4329	
M AHMED & PARTNER	Nantymoel Surgery	3134	
		51771	
S GUEST & PARTNERS	Porthcawl Group	15217	WEST
G WILLIAMS & PARTNERS	The Surgery North Cornelly	10896	
CD EDWARDS & PARTNERS	Heathbridge	8401	
		34514	
A CRAVEN & PARTNERS	Riversdale	19047	EAST
JG DONAGH & PARTNERS	Oak Tree	18091	
CJ HUGHES & PARTNERS	Bridgend Group Practice	14812	
GV PRICE & PARTNERS	The Medical Centre Pencoed	11658	
HD PARRY & PARTNERS	New Surgery Pencoed	7759	
		71367	
<b>Total</b>		<b>157652</b>	

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# Commissioning Strategy for Care Homes for Older People 2016 - 2025



Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board




## Table of Contents

<b>Our Vision</b> .....	<b>4</b>
<b>Executive Summary</b> .....	<b>5</b>
<b>1. Introduction</b> .....	<b>8</b>
1.1 The Western Bay Health and Social Care Partnership.....	8
1.2 Our Objectives .....	9
1.3 Our Values.....	9
<b>2. Definitions</b> .....	<b>11</b>
2.1 Commissioning.....	11
2.2 The Commissioning Process .....	11
2.3 Care Home Services .....	12
<b>3. National and Local Context</b> .....	<b>13</b>
3.1 Legislation and National Policy .....	13
Examples of a care service that provides an ‘Active offer’ might include: .....	15
3.2 Local Policies .....	16
3.3 “What Matters To Me” Model .....	16
<b>4 Our Population (Demand for Services)</b> .....	<b>18</b>
4.1 The National Picture.....	18
4.2 The Local Picture .....	18
4.3 Dementia.....	19
<b>6. The Current Picture</b> .....	<b>23</b>
6.1 Capacity .....	23
6.2 Vacancies.....	24
6.3 Quality .....	24
6.4 Market Issues.....	25
6.4.1 Placements .....	25
6.4.2 Care Home Closures .....	26
6.4.4 Extra Care.....	27
6.4.5 Short Breaks .....	27
6.4.6 Residential Reablement (Step-Up/Step-Down) Provision .....	28
6.4.7 End of Life Care.....	28
6.4.8 Day Services in Care Homes.....	28
6.4.9 Delayed Transfers of Care.....	29

6.4.10 Fees.....	29
6.4.11 Self-Funders .....	30
6.4.12 Third Sector Support for Care Homes .....	30
<b>7. Key Messages .....</b>	<b>32</b>
<b>8. Our Approach in the Future.....</b>	<b>33</b>
8.1 Workforce.....	33
<b>9. Our Commissioning Intentions .....</b>	<b>35</b>
9.1 Moving Towards Outcomes .....	37
9.2 Monitoring the Strategy .....	37
<b>10. Consultation.....</b>	<b>39</b>
<b>11. Appendices .....</b>	<b>40</b>
11.1 Bridgend, Neath Port Talbot and Swansea Care and Support Services Directory (2015/2016).....	40
11.2 Western Bay Market Position Statement (2015).....	40
11.5 Western Bay Intermediate Care Business Case (2014) .....	40

## **Our Vision**



**We will commission care homes that support independence, choice and wellbeing in a person-centred and responsive manner providing high quality services across Western Bay.**

## Executive Summary

### Introduction

This commissioning strategy sets out a strong, shared commitment by the Western Bay Health and Social Care Partnership to ensure a sustainable range of high quality care home placements to meet the needs of older people within the local authorities of Bridgend, Neath Port Talbot and Swansea.

The objectives Western Bay aims to achieve through implementation of this strategy are:

- Better access to care home services most suitable to people's needs
- Increased choice for service users
- Consistent high levels of quality standards for service users
- Services that offer value for money
- An effective and sustainable care home market
- Attract high quality care home providers to the Western Bay area

The commissioning strategy sets out in detail some of the challenges that will be faced in the future as a result of a changing demographic profile across the population. The challenge is one faced by the health and social care system but also by the providers of residential care services who are increasingly providing care to people who are very old and very frail with recent care home closures in the Bridgend area bringing this challenge in to sharp focus.

### Supply and Demand

Over the next 10 years (2015 – 2025) it is expected that the composition of the population across Western Bay will change:

- The total population of people over the age of 65 is expected to grow from 103,140 to 120,260; an **increase of 17%**
- The population of people over the age of 80 years will grow from 27,430 to 35,870; an **increase of 31%**
- The rise in the population of individuals aged 80+ and over living with dementia is projected **to increase by 32%**

These figures highlight the change in the population split by age and that providers will need to be flexible and innovative to meet the demand that this shift in population will require in terms of care home services.

It is anticipated that even though demographic changes are indicating an increase in older people across the region, with the additional support being provided in the community the number of care home beds will not increase correlating with this shift in demographics.

Instead, care homes will need to adapt to provide for more complex needs for shorter periods of time and will require an increase in the amount of complex and dementia care beds as dementia prevalence increases. There will be a requirement for standard residential beds albeit in lower numbers than anticipated based on demographic data and in accordance with this we will not commission an increased number of these beds.

## Our Commissioning Intentions

On the basis of the analysis described in this strategy, the Western Bay Health and Social Care Partnership have identified a series of key strategic intentions:

- **Build trust and strengthen partnership** – This strategy identifies challenges both for commissioners and providers, not least from demographic change and scarcity of resources. However it also identifies fundamentally shared values and aspirations. We intend to build on this and work collaboratively with citizens and providers to shape a care home market that responds robustly and creatively to these challenges
- **Ensure quality** – We, together with all those with whom we have consulted are clear that care home services must be provided at a high, yet realistic level of quality. We intend to work with regulators and providers to achieve this.
- **Build and communicate an accurate understanding of future demand for services** – We recognise that there are currently challenges in meeting the needs of people who choose to live in a care home and there are shortfalls in capacity. We aim to develop our knowledge to future capacity requirements in the light of demographic trends and new service models and work with care home providers to plan capacity on the basis of this.
- **Work together to develop and support a sustainable and motivated workforce.** – The committed people that work hard to provide care and support to the residents of care homes are at the centre of our strategy. We have identified difficulties in maintaining a strong workforce and it is clear that the only way to address these issues is together in strong partnership.
- **Build a fair and sustainable care home market supported by reasonable fee levels** – This is an important issue to providers. In the current financial climate, it is a very challenging and potentially divisive issue. However, we are committed to building a sustainable care home market supported by reasonable fee levels.
- **Ensure care homes fit within and are supported by a well organised local health and social care system.** – Our “What Matters To Me” service model, strongly reinforced by the feedback we have received during consultation clearly shows that care homes must increasingly work as part of, and supported by a strong health and social care system.

These intentions relate to our original objectives, as described in section 1.2. However they have evolved during the development of this strategy and in particular, having considered and responded to the responses we have received during the consultation for this document.

Following publication of this strategy, Western Bay partner organisations will develop implementation plans which are based on these six key strategic intentions.

Generally, and across the Western Bay Region, we will seek to:

- Work with partners to develop a range of accommodation, rehabilitation and support options for vulnerable and older people who need help to achieve or promote choice, wellbeing and quality of life.
- Work with regulators to develop new person centred and flexible models of care which reduce peoples need to move between establishments as their needs change.



- Support private care home managers and owners to meet regulations stipulated by the Older People’s Commissioner, Social Services and Wellbeing (Wales) Act (2014), NICE guidelines including Medicines Management guidance and the Regulations and Inspection (Wales) Act (2016).
- Support care home providers to deliver the Active Offer as required in “More than Just Words”.
- Reduce the burden of bureaucracy on care home providers focussing instead on individual outcomes.
- Work in collaboration with key stakeholders e.g. CSSIW.
- Publish a market position statement and work to engage with current and potential new providers.
- Improve the quality of provision via the Regional Quality Framework and in turn deliver person centred outcomes for everyone in residential care.
- Build relationships and trust with providers to enhance understanding of the operation of the market and how to help providers respond to ongoing changes in demand.
- Develop options for commissioning and contracting to improve sustainability of care homes whilst continuing to improve value for money and taking a strategic approach.
- Draw up new terms and conditions and service specifications in contracts to ensure they are fit for purpose and will meet the needs of the personalisation agenda.
- Work closely with providers to improve sustainability of the workforce. In particular to include an analysis of skills and training requirements, analysis of gaps and recruitment challenges as well as gaps and opportunities for role and career development.
- Continue to build strong collaboration between the Health Board and Local Authority partners to include formal partnership arrangements such as pooled budgets.
- Continue to review, at a minimum of every three years, population ageing and demography to anticipate required changes to the market in line with the Social Services & Wellbeing Act’s Population Assessment.
- Where possible and appropriate, we collect service quality and performance data in a consistent format across the Western Bay region sharing best practice.
- Encourage new innovative providers into the region to meet demand and support care home providers in the innovations they want to take forward.
- Ensure that people who are considering a care home placement can make choices based on the provision of accessible and clear information.
- Ensure care plan documentation is available to care homes at an early stage
- Work with providers to consider approaches to capital investment in support of new service developments which align with the Western Bay strategic direction.
- Ensure assessment and care planning practice engages with care home providers to support choice and easy referral and allocation where necessary.
- Ensure community health and social care practitioners work effectively with the staff and residents of care homes in their communities.

## 1. Introduction

This commissioning strategy sets out a strong and shared commitment by the Western Bay Health and Social Care Partnership to ensure a sustainable range of high quality care home placements to meet the needs of older people within the local authorities of Swansea, Bridgend and Neath Port Talbot.

The strategy sets out the changes that will be required to the current commissioning models in our three Local Authorities together with the Abertawe Bro Morgannwg University Health Board (ABMUHB). It signals future requirements from the providers of care home services and the way in which this care home “market” will need to develop and operate in order to deliver this vision.

More specifically, this document will inform key stakeholders of:

- The changes that will be made to existing commissioning arrangements
- How the four individual commissioning bodies within the Western Bay Health and Social Care Partnership will contract with care home providers in the future
- The type and level of services Western Bay expects care home providers to deliver
- The quality standards of service delivery that Western Bay expects from care home providers
- The expectations that stakeholders have of the Western Bay Partnership

### 1.1 The Western Bay Health and Social Care Partnership

This strategy has been developed through a process of discussion and collaboration with partners in health and local government, through the *Western Bay Health and Social Care Programme* which was initiated in 2012.

The Western Bay Programme was established to deliver integrated care models across older people, mental health and learning disability services. A programme of change-management projects has already made significant progress towards this goal. This commissioning strategy is part of that programme and represents a shared “route map” for our four commissioning authorities to work together to a strong and sustainable care home sector in our region.

The Western Bay Partnership supports collaborative working between the four partner organisations. The benefits of this approach can be captured in a variety of ways. Where appropriate this may involve an integrated approach through formal partnership arrangements and, possibly, the pooling of funds. On other occasions the four organisations will continue to undertake commissioning activity in parallel but with a shared and co-ordinated approach.

## 1.2 Our Objectives

Western Bay has set some specific objectives that it seeks to achieve through the completion of this commissioning strategy. Some of these seek to improve how these services are delivered and their value to the residents in this region. Others seek to improve the way in which these services are arranged and commissioned. These are set out below:

- **Better access to care home services most suitable to people's needs** – Including the type and level of provision and other factors such as their preferred location, layout and environment. A specific aspect of this is that the Western Bay Partners hope to reduce the number of people living in care homes outside of the region because the services they want and require are not available.
- **Increased choice for service users** – This includes choice for a person about which care home they live in. It also includes choice for a person about the service they receive whilst living in a care home, e.g. in relation to food, activities and other aspects of their lifestyle.
- **Consistent high levels of quality standards for service users** – This includes adhering to the agreed regional quality standards framework on a contract monitoring basis as well as evidence from service user, family and staff's positive feedback.
- **Increased independence for service users** – This focuses on the way services are delivered and should lead to people living as independently as they can in the care home they call home.
- **Services that offer value for money** – There is clarity, transparency and shared expectations about the fees paid to care home providers and the services delivered to residents.
- **An effective and sustainable care home market** – The care home market and the commissioners and providers within it will be able to operate effectively and the commissioning model will achieve the right balance between the needs and requirements of all parties to ensure the market is sustainable in the long term.
- **Attract high quality care home providers to the Western Bay area** – Ensure the concept of developing and expanding business practices for care home providers is an attractive option within Western Bay.

## 1.3 Our Values

We want to ensure that every older person in a care home has the appropriate and most positive outcomes possible and:

- Is able to access high quality information and advice
- Is able to live as independently as possible
- Is treated as an individual whose dignity and choice is respected
- Is supported to accomplish things which are important to them
- Is not subjected to discrimination, prejudice or abuse
- Is actively involved in guiding their own support wherever possible

- Has their voice heard either directly or with assistance from family, friends or an independent advocate
- Live or stay in an environment in which they feel comfortable, safe and secure
- Is assisted (when required) to access the same health services their contemporaries access
- Is supported to overcome social isolation and loneliness by getting involved with activities which are important to them within the care home and in the wider community
- Receives care and support that is safe, efficient and effective from appropriately trained staff
- Has individualised end of life care and a dignified death in their place of choice

## 2. Definitions

### 2.1 Commissioning

“Social care commissioning is a set of activities by which local authorities and partners ensure that services are planned and organised to best meet the social care outcomes required by their citizens. It involves understanding the population need, best practice and local resources to plan, implement and review changes in services. It requires a whole system perspective and applies to services provided by local authorities, as well as public, private and third sector services.”<sup>1</sup>

A commissioning strategy is “A formal statement of plans for securing, specifying and monitoring services to meet people’s needs at a strategic level. It applies to services provided by the local authority, NHS, other public agencies and the private and voluntary sectors”<sup>2</sup>.

### 2.2 The Commissioning Process

The commissioning process can be illustrated in the diagram below which shows the role of procurement as well as strategic commissioning.



Figure 1: The Commissioning Cycle

<sup>1</sup> Welsh Assembly Government Fulfilled Lives Supportive Communities Commissioning Framework Guidance and Good Practice.

<http://gov.wales/dhss/publications/socialcare/strategies/fulfilledlives/fulfilledlivese.pdf?lang=en>.

<sup>2</sup> “Developing a commissioning strategy in public care” Care Services Improvement Partnership

<http://www.regionalcommissioning.co.uk/resources/B1%20Developing%20a%20commissioning%20strategy.pdf>

The diagram above illustrates that commissioning is a process which comprises a variety of activities which are interrelated and sequenced. These activities can be grouped into four key categories and together these form a cycle:

- **Analysis** – of guidance, best practice, population needs, market, risks and resources and establishing common priorities and outcomes between agencies.
- **Planning** – Undertaking gap-analysis, designing and specifying services and preparing strategies.
- **Doing** – Capacity building, developing good relationships with providers, ensuring service quality and procuring services.
- **Reviewing** – the success of services in achieving outcomes and reviewing market performance against commissioning priorities.

### 2.3 Care Home Services

The charity HousingCare.org defines a care home as:

- *“A residential setting where a number of older people live, usually in single rooms, and have access to on-site care services. Since April 2002 all homes in England, Scotland and Wales are known as ‘care homes’, but are registered to provide different levels of care.*
- *A home registered simply as a **care home** will provide personal care only - help with washing, dressing and giving medication.*
- *A home registered as a **care home with nursing** will provide the same personal care but also have a qualified nurse on duty twenty-four hours a day to carry out nursing tasks. These homes are for people who are physically or mentally frail or people who need regular attention from a nurse.*
- *Some homes, registered either for personal care or nursing care, can be registered for a specific care need, for example dementia care or terminal illness.*
- *All care homes provide meals and staff on call at all times”.*<sup>3</sup>

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<sup>3</sup> <http://www.housingcare.org/jargon-care-homes-96285.aspx>

### 3. National and Local Context

The commissioning of care and support services for older adults is governed by legislation and informed by a broad range of national and local policy drivers. This section will describe the current policy and legislation that will guide any new care home commissioning model that Western Bay proposes to introduce.

#### 3.1 Legislation and National Policy

National policy over the last five years has focussed on service improvement, co-ordination between national and local government and greater integration of social care, health services and other agencies in Wales, including the third Sector. There is increasing emphasis on individuals and communities being at the centre of decision-making about their care and on providing care and support at home where possible.

**The Social Services and Wellbeing (Wales) Act (2014)**<sup>4</sup> received royal assent on 1<sup>st</sup> May 2014. It reforms and integrates social services law and emphasises improving wellbeing outcomes for people who need care and support, including carers. It is intended that the Act will help local authorities and other partners address the challenges of changing societal expectations, demographic change and a difficult resource environment. The Act introduces a common set of processes for people, strengthens collaboration and the integration of services, and provides an increased focus on prevention and early intervention.

Section 9 of The Act emphasises the importance of public agencies co-operating and working in partnership. As the four key public bodies concerned with the health and wellbeing of people across the Western Bay area, we recognise the necessity to take this statutory lead seriously and adopt a whole system approach to delivering the spirit of the Act.

The Welsh Government Guidance, “**A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs**” (2014)<sup>5</sup> defines in more detail the expectations of WG in relation to our interpretation of the Act for our older people. It calls for, and we commit to, delivering “a truly integrated system” which displays three key characteristics:

- *“Services should be co-designed with the people who use them.*
- *Services are consciously planned refocussing activities on those people receiving care and removing barriers to integrated working.*
- *Services should be developed in partnership with all of our key partners including different sections of our own local authorities, health, housing and the third and independent sectors.”*

**The Social Services: The national outcomes framework for people who need care and support and carers who need support (2016)**<sup>6</sup>, along with the Social Services & Wellbeing (Wales) Act (2014) aims to secure excellent wellbeing for all people and their

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<sup>4</sup> [http://www.legislation.gov.uk/anaw/2014/4/pdfs/anaw\\_20140004\\_en.pdf](http://www.legislation.gov.uk/anaw/2014/4/pdfs/anaw_20140004_en.pdf)

<sup>5</sup> A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs: Welsh Government, 2014 <http://wales.gov.uk/docs/dhss/publications/140319integrationen.pdf>

<sup>6</sup> <http://gov.wales/docs/dhss/publications/160610frameworken.pdf>.

carers in order for them to lead fulfilled lives. *“Focussing on people’s well-being outcomes will drive better experiences and better services for people who need care and support and carers who need support”*.

In November 2014, the Older People’s Commissioner for Wales published **“A Place to Call Home”**<sup>7</sup>; a review of the quality of life and care of older people living in care homes across Wales. She notes:

*“When older people move into a care home, all they are doing in effect is moving from one home to another...Regardless of where we live when we are older, or how frail we are, we will all want to feel respected and valued and be able to do the things that matter to us. We all want, regardless of our age or frailty, or where we call home, to have the very best quality of life.”* (2014)

The Commissioner introduces a “Quality of Life Model” (below). This is based on older people telling her that their lives have value, meaning and purpose when they:

- Feel safe and are listened to, valued and respected
- Are able to do the things that matter to them
- Are able to get the help they need, when they need it, in the way they want it
- Live in a place which suits them and their lives



Figure 2: Older People’s Commissioner’s Quality of Life Model, ‘A Place to Call Home’ (2014)

<sup>7</sup> Older People’s Commissioner (2014) A Place to Call Home? A Review into the Quality of Life of Older People living in Care Homes in Wales.



The National Institute for Health & Care Excellence (NICE) published guidance in February 2015, titled '**Older People in Care Homes**'<sup>8</sup>. Their paper highlighted nine key themes and related recommendations when addressing the issue of what Local Authorities can achieve for older people in care homes including the need to help to improve the health and wellbeing of older people in care homes and to ensure wellbeing and safeguarding responsibilities are met.

The Welsh Assembly Government, in collaboration with the Alzheimer's Society has drafted documentation titled '**National Dementia Vision for Wales – Dementia Supportive Communities**'<sup>9</sup>. With the expected prevalence of dementia expected to rise; this issue will need to be included in any new commissioning models for older people's care homes.

**The Regulation and Inspection of Social Care (Wales) Act (2015)**<sup>10</sup> includes provision for:

- Reform of the regulatory regime for care and support services
- Provision of a regulatory framework that requires an approach to the regulation of care and support services focused on outcomes for service users
- Reform of the inspection regime for local authority social services function
- The reconstitution and renaming of the Care Council for Wales as Social Care Wales and the broadening of its remit
- The reform of the regulation of the social care workforce

**More than just words: A Strategic Framework for Promoting the Welsh Language in Health, Social Services and Social Care**<sup>11</sup> was published in 2012 by the Deputy Minister for Social Services. The aim of the framework was to ensure that organisations recognise that language is an intrinsic part of care and that people who need services in Welsh get offered them. This is called the 'Active Offer'. The aim of the follow-on strategic framework 2016 -2019 is to build on the previous strategy, as well as to reflect changes in the political and legislative context.

In essence, the "Active Offer" means that a service should be provided and available in the Welsh language without someone having to ask for it. It is the responsibility of commissioners and service providers to ensure they are able to deliver this "Active Offer".

Examples of a care service that provides an 'Active offer' might include:

- the key worker system ensures 'named' staff members are 'matched' to children and adults who are Welsh-speaking
- signage in the service helps to orientate Welsh-speaking users
- Welsh language books, newspapers and other resources are, or can be made, available for children and adults who speak Welsh<sup>12</sup>.

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<sup>8</sup> <https://www.nice.org.uk/advice/lgb25/chapter/introduction>

<sup>9</sup> <http://gov.wales/docs/dhss/publications/110302dementiaen.pdf>

<sup>10</sup> [http://www.assembly.wales/laid%20documents/pri-ld10106%20-%20bil%20rheoleiddio%20ac%20arolygu%20gofal%20cymdeithasol%20\(cymru\)/pri-ld10106-e.pdf](http://www.assembly.wales/laid%20documents/pri-ld10106%20-%20bil%20rheoleiddio%20ac%20arolygu%20gofal%20cymdeithasol%20(cymru)/pri-ld10106-e.pdf)

<sup>11</sup> <http://gov.wales/topics/health/publications/health/guidance/words/?lang=en>

<sup>12</sup> <http://cssiw.org.uk/about/strategic-plan/more-than-just-words/?lang=en>

## 3.2 Local Policies

In August 2013, Western Bay and Changing for the Better programmes collaborated in the Joint Commitment for Community Services to co-design and deliver services that meet the current and future needs of the population of people across the Western Bay region by transforming care provision in the community. In March 2014, the collaborative went one step further and within the Statement of Intent the plan to integrate Health and Social Care services for older people across the region was further emphasised. Both of these documents include important messages about the care home market.

The Statement of Intent<sup>13</sup> (2014) outlined:

*‘All three areas have reviewed or are reviewing care home provision with a view to delivering a clear and sustainable future for current or former Local Authority care home provision, to improve the quality and provision of independent sector care home provision, particularly for people with dementia, and to continue a move to care for people in their own homes, where appropriate in extra care settings in the community’.* It also outlines that the integration of Health and Social Care across Western Bay aims to ensure ‘a suite of support care services are available so less people are asked to consider long term residential or nursing home care, particularly in a crisis’. If this aim is met, the paper outlines that its implementation should result in a shift in the delivery of care from institutional models to community models:

*“It is critically important that where a care home is the preferred option of an individual that this is a positive choice, planned for and that the care home is of a high quality in terms of the care provision, the living environment and that people in care homes can feel part of the community and retain as much independence as possible.”<sup>14</sup>*

## 3.3 “What Matters To Me” Model

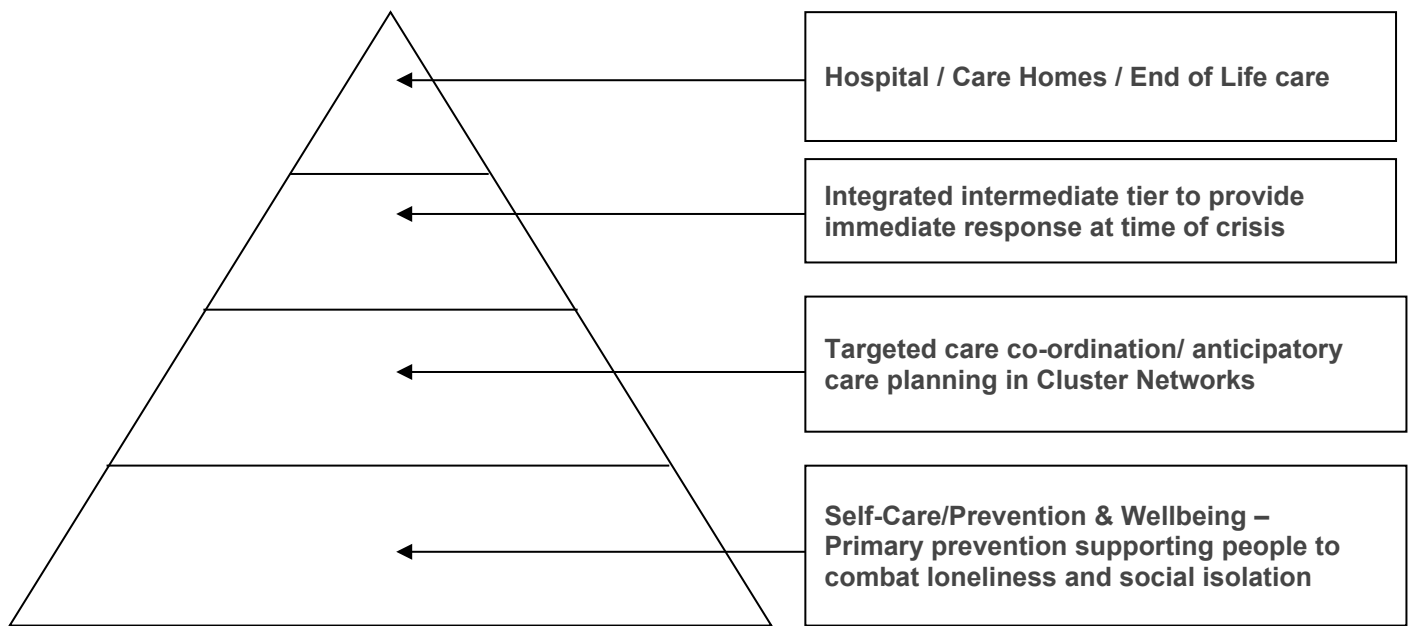
The Western Bay Community Services Programme has drafted an overarching model to improve older people’s health and social wellbeing across the region called “*What Matters To Me*” (2015). The model reaffirms the commitment in Western Bay to deliver high quality integrated health and social care that meets the current and future needs of older people across the region to promote healthy independent ageing with proactive high quality care close to home when support is needed.

This model encompasses wherever ‘home’ is for an individual therefore involves care homes and the importance of this approach in this setting. There is a focus on anticipatory care and coordinated care planning to ensure health, social care, third sector and other professionals work together to develop a single care plan and improve outcomes for individuals as well as reducing duplication for professionals. Specifically relating to care homes, the model outlines the aim to deliver high quality nursing care and residential care for those who truly need it and having the services in place when people need to access residential services. The model identifies the critical need to work in a collaborative and coordinated way (with other individuals and groups as necessary) to ensure this is a smooth, safe, proactive transition of care.

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<sup>13</sup> Western Bay Community Services Statement of Intent (2013)  
<http://www.wales.nhs.uk/sitesplus/863/opendoc/244237>

<sup>14</sup> Western Bay Joint Commitment Delivering Improved Community Services  
<http://www.scvs.org.uk/Resources/SCVS/SCVS%20Documents/western-bay-joint-commitment-for-delivering-improved-community-services.pdf>



**Figure 3: The “What Matters to Me” Model**

## 4 Our Population (Demand for Services)

### 4.1 The National Picture

Over the next 15 years (2015 – 2030) it is expected that the composition of the population across Wales will change and therefore we expect:

- The total population of people over the age of 65 is expected to grow from 626,300 to 804,680; an increase of 28%.
- More significantly, we expect our population of people over the age of 80 years to grow from 166,230 to 275,150; an increase of 65%.
- At the same time, we expect our population of younger adults to decline slightly with the population of people aged 18-55 falling by 2.5% from 1,479,110 to 1,441,430.
- The number of older people (over the age of 65) living alone is expected to grow significantly by 43% from 283,313 to 363,241.
- The number of people aged 16 years and above providing unpaid care is expected to grow by nearly 6% from 370,115 to 392,237.
- The number of people over 65 years who aren't able to manage at least one domestic task is expected to grow by 38% from 251,188 to 347,518.
- The number of people aged 65 and over unable to manage at least one mobility activity on their own is expected to grow by 41% from 112,887 to 159,599.
- The number of people over the age of 65 years with dementia is expected to grow by 51% from 42,322 to 64,087<sup>15</sup>.

### 4.2 The Local Picture

Within the geographical area of the ABMU Health Board, we expect to see similar growth, as shown in the Figure 4 below:

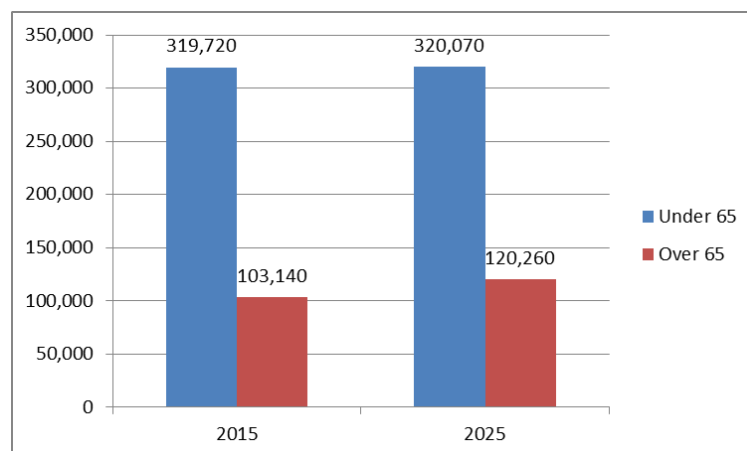


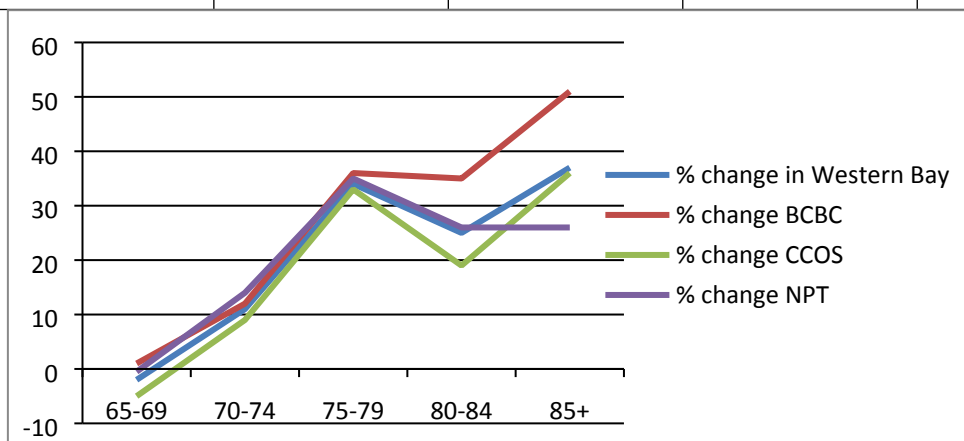
Figure 4 – Change in adult population from 2015 to 2025 across ABMU

<sup>15</sup> Daffodil: Projecting the Need for Care Services in Wales <http://www.daffodilcymru.org.uk/>

More detail on these projections can be seen in Table 1 below. This shows expected growth in our older population in each of the local authority areas across the Western Bay Region. Projecting further forward an even larger increase in the ageing population is expected. The table shows the trends, although differing slightly in terms of gradient in each Local Authority area, are all increasing significantly. This is also illustrated in Figure 5.

**Table 1 – Demographic trends (% change) in Western Bay change projections for 2025**

Age	Wales	Western Bay	Bridgend CBC	Swansea	Neath Port Talbot
65-69	-4	-2	+1	-5	-0.5
70-74	+10	+11	+12	+9	+14
75-79	+38	+34	+36	+33	+35
80-84	+29	+25	+35	+19	+26
85+	+39	+37	+51	+36	+26



**Figure 5: Percentage increase in population across Western Bay and in specific localities by 2025 compared to 2015 figures.**

### 4.3 Dementia

The impact of better survival rates for certain conditions, along with increasing numbers of older people suggests the prevalence of dementia is expected to increase substantially over the next ten years. The Alzheimer’s Society is estimating that:

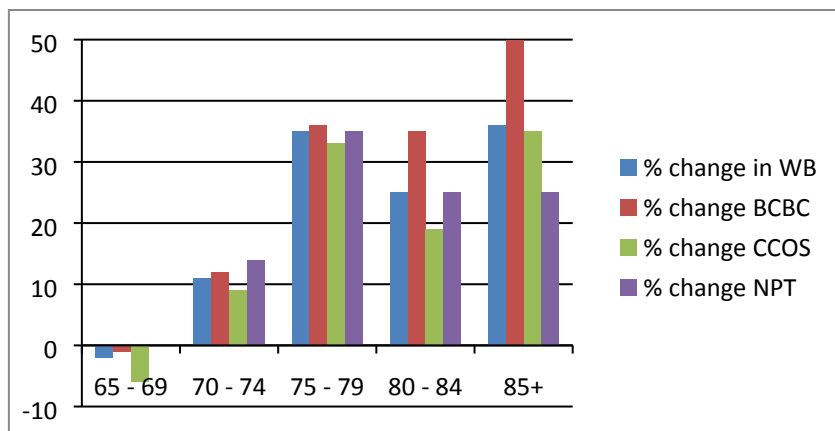
- There are 850,000 people with dementia in the UK
- There will be 1 million people with dementia in the UK by 2025
- 80 per cent of people living in care homes have a form of dementia or severe memory problems

- Two thirds of people with dementia live in the community while one third live in a care home
- One in six people aged 80 and over have dementia

The rise in the population of individuals aged 80 and over living with dementia is projected to increase by 32% in the Western Bay area as a whole by 2025 as shown in Table 2 and Figure 6 below.

**Table 2 – Projected prevalence of dementia (% change) in Western Bay for 2025.**

Age	Wales	Western Bay	Bridgend CBC	Swansea	Neath Port Talbot
65-69	-4	-2	+1	-5	0
70-74	+10	+11	+11	+9	+13
75-79	+38	+34	+36	+33	+35
80-84	+29	+24	+34	+19	+25
85+	+38	+36	+50	+35	+24



**Figure 6: Percentage change in dementia prevalence by age across Western Bay in 2025 compared to 2015 data.**

These projected increases across the region mean that it is imperative that we work with the independent care home sector to ensure that there is an adequate supply of services available to support the expected increase in demand for dementia services.

#### 4.4 Complex Care

The projections of the change in demographics across Western Bay strongly suggest that in the future (and particularly over the next ten years), people will be living longer and the approach to service delivery and workforce planning will need to reflect the increasingly complex needs of people requiring support due to age related conditions.

It is expected that due to the increase in Intermediate Care services in the community which aims to keep people living a more independent life for longer within their own homes that individuals are likely to go into residential services later in their life with more complex needs requiring additional services and attention than previous generations. Therefore although the number of residential placements is indicated to rise due to the ageing population there is an expectation that these placements will be for a shorter period and primarily in nursing/dementia care rather than 'traditional' residential care.

## 5. Our Resources

There are difficult challenges facing us, most obviously finding the ways to bridge the gap between the resources available and the expected year-on-year rises in social care demand and costs. We know that, in many areas of work, demand is increasing while capacity at best remains the same and has sometimes been reduced.

Table 3, below illustrates the extent of the pressure that is being experienced by our three partner local authorities, each of which must make considerable savings over the next three years.

**Table 3: Local Authority Savings 2015-6 to 2018-19**

<b>Local Authority</b>	<b>Total savings to be achieved over 3 years</b>	<b>Savings to be achieved in Adult Social Care over 3 years</b>
Bridgend	£49 million	£7 million
NPT	£37 million	£4.7 million
Swansea	£81 million	£13 million
<b>Western Bay</b>	<b>£167 million</b>	<b>£24.7 million</b>

It is clear the current financial situation is set to continue for the foreseeable future and this will result in needing to make further efficiencies in social care across the Western Bay Region.

The 2014/15 total budget across the three local authorities for social care was circa £300million.

**In addition**, older people's services include:

- Residential care (circa £29.1m)
- Community based and non-residential services (circa £36.4m)

These costs/budgets exclude those service users qualifying for continuing health care funding or funded nursing care which, based on Health Board data, amounted to circa £25million (CHC £17.5m, FNC £7.5m) in 2013/14 which excludes costs relating to people with Mental Health issues and people with Learning Disabilities.

Efficiency savings have to be achieved within a context in which the cost of delivering social care continues to experience significant price inflation and additional unfunded pressures are already clearly evident. Continuing with the current models of service is not an option. There are considerable challenges that will see resources increasingly targeted only at those with greatest need. Restricting the number of people receiving support to those only of the highest needs may result in a short term reduction in demand on services but will not secure longer term sustainability.



## 6. The Current Picture

This section assesses our current pattern of care home provision. It focusses on areas of the current commissioning model that are felt to be working well, but more importantly, focus on those areas where improvements need to be made.

### 6.1 Capacity

There are currently 102 residential/nursing care homes for older people registered within Western Bay providing 3,610 units of accommodation as shown in the break down below:

**Table 4: Care Home Capacity by Local Authority Area**

Local Authority	CSSIW registered	Residential	Dual Residential/ Nursing	Total Population Aged over 65
Bridgend	877	402	475	27,960
Neath Port Talbot	992	354	638	28,290
Swansea	1,741	412	1329	46,890
<b>TOTAL</b>	<b>3,610</b>	<b>1,168</b>	<b>2,442</b>	<b>103,140</b>

The directory of care homes across the Western Bay area can be found in the **Appendix 11.1**.

The occupancy levels of older people's care homes are difficult to reliably monitor because of the changing personal circumstances of the individuals being cared for.

## 6.2 Vacancies

The average occupancy of care home beds and vacancies for 14/15 can be seen in the below table.

**Table 5: Care Home Vacancies by LA Area**

	Homes	Beds	Vacancies	Occupancy
Swansea	47	1,747	132	92.5%
NPT	31	1,120	108	90.4%
Bridgend	25	938	55	94.1%
<b>Total</b>	103	3,805	295	92.3%

Looking at these figures in terms of services that care homes offer, the average percentage of vacancies in Bridgend for residential homes (encompassing both BCBC residential homes and independent care homes) is on average 8.35% of beds whereas the average percentage of vacancies for general nursing and dementia nursing placements is significantly less at just 4.3%.

In Neath Port Talbot, the Dual Nursing/Residential Home with the highest average occupancy across the period stood at 97.8%. The home with the lowest average occupancy was at 72.1%. This is a difference of 25.7%. The average Dual Nursing/Residential occupancy across this period was 88.5%.

Taken together, these figures show that there is variety in the take-up of care home capacity across the region. This could lead to a conclusion that existing capacity is not being used to its full potential and also that some care homes may be operating at critically low levels of occupancy.

## 6.3 Quality

The Older People's Commissioner's report, '*A Place to Call Home?*' highlights a range of issues that impact on the quality of life for residents in residential care homes. These include:

- A lack of social stimulation in care homes which has a significant impact on their quality of life, well-being and health.
- Residents often have no choice over the activities they are able to participate in and are often not supported to do the things they want to do when they want to do them.
- Few homes enable residents to participate in meaningful occupations that maintain individual identity.
- Personal hygiene and comfort support is often task based and not delivered in a way that gives an individual choice and control.

- Dining experiences tend to be treated as tasks and are structured to be efficient as opposed to meeting residents' choice and preferences.
- Care homes tend to be functional as opposed to homely and welcoming.
- Homes tend to adopt risk adverse cultures which results in inactivity and immobility and has a negative impact on individual wellbeing.
- Access to preventative healthcare professionals is often delayed resulting in physical decline that is difficult, if not impossible, to reverse.

Building on the importance of providing high quality care across all of our services, the Western Bay Collaboration has developed the Regional Quality Framework (RQF) for Care Homes for Older People (2015) following on from consultation from stakeholders and residents across the Western Bay area. It cross references with a number of other person centred plans including "Action After Andrews"<sup>16</sup> drafted with input from "My Home Life"<sup>17</sup> and provides a thorough and robust monitoring tool to record the quality of care homes to be measured. The RQF has identified six quality domains that are measured to categorise care homes and, if they pass, the homes score a Gold, Silver or Bronze level of compliance. The domains include criteria such as knowing the resident and ensuring they live a full life in an enriched environment as well as maintaining and promoting health and wellbeing for older people.

Additionally relating to quality, a scheme encouraging people to use a 'TripAdvisor' type website for care homes in Newport was launched in March 2015. The "Think About Me: Good Care Guide"<sup>18</sup> allows individuals living in care homes and their families to post reviews on the care home service they receive. It is an opportunity for prospective residents to evaluate what other people's experiences of the homes have been without having to address official reports which focus on adherence to policies and legislation.

## 6.4 Market Issues

### 6.4.1 Placements

Statistics show that there has been a reduction in the rate per 1,000 population (aged over 65) living in care homes from 18 in 2013/14 to 16.6 in 2014/15. This is demonstrated in the graph below.

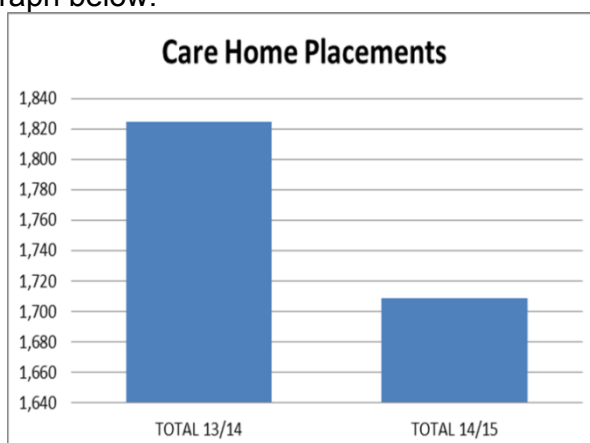


Figure 7: Care Home total population across Western Bay in 13/14 and 14/15.

<sup>16</sup> <http://www.wales.nhs.uk/sitesplus/863/page/73970>

<sup>17</sup> <http://www.ageuk.org.uk/cymru/home-and-care/my-home-life-cymru-home/>

<sup>18</sup> <http://www.goodcareguide.co.uk/>

### 6.4.2 Care Home Closures

Over the last five years 12 care homes have closed across the region. Reasons for these closures include a difficulty in recruiting and retaining managers, difficulty in meeting regulatory standards, and becoming financially unviable particularly in small homes. This has resulted in a loss of 288 beds in total; 163 residential and 125 nursing.

### 6.4.3 Workforce

Historically there has been difficulty in recruiting qualified registered nurses for care homes as, generally, terms and conditions in these settings are regarded as less favourable than in the NHS.

- In 2013 the UK recruited nearly 6000 nurses from overseas due to the lack of availability of suitably qualified staff in this country.
- Agency nurses have to fill the gaps, particularly in Wales which leads to residents not receiving continuity of care particularly pertinent when the majority of residents are living with dementia.
- New government plans to cap agency rates as part of efforts to reduce vast staffing bills offers a further workforce barrier. Recruitment of nurses in the UK will become the crux of any care home model to be fit for purpose for our future.

Specialist property advisers Christie and Co have undertaken analysis on agency nurse staff using 12 of the largest nursing home providers in the UK. Their findings included:

- The usage of agency nursing staff has increased, on average on a national basis, by 55% over the past few years.
- Reasons for the shortage of UK staff were identified, for example due to large cuts to nursing training places.

This is further emphasised in an article by the Nursing Times from July 2015 titled 'Care home sector facing nurse recruitment crisis'.<sup>19</sup>

The outcome of the analysis identified solutions to this barrier would have to be innovative with recommendations including:

- Reducing the obstacles of hiring overseas nurses
- Increasing training places in the UK
- Up-skilling existing staff e.g. training care home workers to undertake portions of the nurse's current duties. This would also encourage care workers to enter the profession with a clear pathway for progression identified at the outset.

Focusing on care homes specifically, the Royal College of Nursing undertook analysis of data of qualified nursing staff in care homes to illustrate the reduction of staffing.

- Across the UK, the percentage of registered nurses representing the workforce within a care home has reduced from 42% during night shifts in 2005 and 2007 to just 34% during night shifts in 2009.
- This has led to an increase in the average number of patients to registered nurses ratio which has increased from 15.5 during day shifts in 2007 to 18.3 during day shifts in 2009.

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<sup>19</sup> <http://www.nursingtimes.net/roles/nurse-managers/care-home-sector-facing-nurse-recruitment-crisis/5087416.fullarticle>

At the All Wales Nurse Conference organised by Care Forum Wales in October 2014, this issue was highlighted as critical and it was agreed that a task force consisting of NHS representatives and independent care providers would be established to identify a solution to this ever increasing barrier to providing ample high quality care homes for older people in Wales although documented progress on this is limited so far.

#### **6.4.4 Extra Care**

Llys Ton, an extra care facility available in Bridgend consists of 39 extra care apartments, 31 of which have two bedrooms. In moving forward, the plan for BCBC is to seek a strategic partner to develop two new Extra Care schemes across the County Borough. It is expected for the new Extra Care homes to be built by 2017/18; however, these timescales are dependent on when the land becomes available and the planning and developments process, which can be vulnerable to delay.

Within Swansea there are two specialist extra care housing facilities providing 163 one/two bedroom flats, an enhanced sheltered unit of 86 one/two bed roomed flats and 32 sheltered schemes.

Neath Port Talbot have two developments with one based in Neath and one in Port Talbot. Ysbryd Y Mor, the first Extra Care facility to be developed in NPT consists of a total of 51 one and two bedroom units. The two developments comprise of a total of 115 units.

Consultation has identified the need to provide flexible accommodation with care (including sheltered housing) to minimise the need for individuals to move accommodation as their needs increase.

#### **6.4.5 Short Breaks**

In Bridgend and Swansea, there are no plans for immediate change at present – however, the needs/demands and existing provision are regularly reviewed, and models for short breaks/respite provision capacity of beds may change in moving forward.

In Neath Port Talbot over the last three years, the number of people taking up long term residential services has decreased by 11%, as more and more people are being supported to remain living in their own homes. Demand for traditional short breaks has significantly decreased over the last three years, reducing by 79%. In 2014/15 low referral for the service resulted in average of 30% of beds remaining unoccupied each month. In contrast, occupancy levels for reablement services have remained high, since they were introduced in 2014. Current demand exceeds capacity and the service presently has a waiting list.

Consultation has identified:

- Citizens lack of choice in short-breaks placements
- Service providers experience particular difficulty in providing suitable staffing for respite placements

#### **6.4.6 Residential Reablement (Step-Up/Step-Down) Provision**

There is a residential reablement provision in each Local Authority area that is currently providing a stepping stone from a period of crisis before returning to their own home by facilitating earlier discharges from hospital and preventing avoidable admission to acute

hospital care or long term residential or nursing care. It also aims to reduce the need for complex packages of domiciliary care. The units are attended to by a group of therapists e.g. occupational therapists, physiotherapists and nurse practitioners that provide therapies and health care to the residents on a short term basis focusing on ensuring they are able to return to their optimal level of independence as soon as possible. The service provides on-going multi-disciplinary assessment and reablement programmes with 24 hour support over an agreed period of six weeks.

- In NPT, there are beds in the Gwalia owned residential home Llys Y Seren built in July 2014. There are 10 en-suite bedrooms with a dedicated unit which was increased to 22 in November 2015 when an additional 12 beds were opened.
- In Bridgend, a similar facility within Bryn Y Cae residential home is available and consists of 6 beds.
- Conversely, in Swansea a similar model is followed within Bonymaen House that currently has 19 beds with registration approved for 30 beds once long term residents move on and they become available for utilisation by the residential reablement model.

#### **6.4.7 End of Life Care**

Palliative and End of Life care is provided in care homes across the Western Bay region. Individuals who are diagnosed with life limiting conditions and those who are approaching the end of their life will receive high-quality treatment and care within the domains of physical, psychological, spiritual and social to support them to live as well as possible until they die and will ensure dignity in the dying process.

It is a part of an Individual's Advance Care Plan to consider their preferred place of care and remaining within the Care Home at the end of their life may be their choice. It is our aim to fulfil that choice unless it would be detrimental to the individual.

The possibility that an individual may die should be recognised and communicated clearly with the individual who is dying, their significant others and staff that are providing end of life care. Those identified significant others will be involved within the decisions about treatment and care and referred to services as appropriate during their bereavement.

The new Regional Quality Framework highlights the importance of staff receiving specific training for palliative and end of life care and communication. Each home will be awarded on the level of education and training achieved and the quality of palliative and end of life care they provide.

#### **6.4.8 Day Services in Care Homes**

Care homes in the Western Bay area have an opportunity to diversify on offering additional services within their local communities. The provision of day services enables service providers to make optimum use of their premises and staff. Visitors to care homes from the surrounding community can enhance the atmosphere and offer improved opportunities for residents to interact socially with a wider variety of people, take part in other activities and even make a contribution to the wellbeing of day service visitors.

In NPT there is currently one private care home that offers a day service. Other providers are considering offering this type of service as NPT are proposing to move to a different type of model provision which will move away from the traditional 'service led' approach with people attending building based day services, to a community based model built upon individual assessments. This is to ensure that people are able to access opportunities, within their own communities. Individuals will also have the choice of receiving direct payments which will enable them to have a tailored day service that meets their individual need.

Currently in BCBC, one provider has expressed an interest in the provision of day care services to engage non-residents in a programme of activities and social events that is available in their care home. Although other providers do offer non-residents the opportunity to visit their care home for lunch/coffee mornings and for short breaks/respice, this is more to with assisting non-residents to decide whether permanent occupancy is something they wish to pursue rather than a case of providing regular day care services. In short, Day Services are not currently provided in care homes in BCBC, but there seems to be an appetite and willingness to do this in moving forward.

In Swansea, day services within care homes are provided in four of the six of the City & County of Swansea's in-house care homes. There are currently no day services available via external care homes. There are currently commissioning reviews taking place within Swansea's Adult Services department, one of which will focus on day care provision.

#### **6.4.9 Delayed Transfers of Care**

Adult Care and Support have a duty to facilitate timely hospital discharges where there is an identified social care need. Analysis of evidence demonstrates there is no specific gap in relation to capacity within the sector to enable discharge to take place.

There are currently no specific services commissioned to facilitate timely hospital discharge at times of high demand for hospital beds. Care home provision should be a last resort when all other options of transferring an individual to their own home have been unsuccessful.

However, in 2014 Swansea introduced a "discharge to assess" process for nursing placements. This involves fast tracking the authorisation for discharge, in some cases to a care home setting where a more detailed assessment can be undertaken and rehab provided to enable the resident to return to their own home.

ABMU and partners are in the process of developing action plans to support people who are delayed in hospital to move on more quickly across the Western Bay region in partnership with the Local Authorities and 3<sup>rd</sup> sector to improve management of hospital discharge including to care homes.

#### **6.4.10 Fees**

Local authorities are responsible for the social and personal care components of a care home placement. Each local authority has their own fee-setting arrangements and applies their own rationale, with each organisation working with the independent providers within their respective areas to agree the fees. This process is set to continue for at least the next three years.

For nursing placements, a funded nursing care (FNC) payment is made for the nursing elements of care. This is in addition to the fee which local authority's fund. Historically

this FNC payment has been set at a rate which has been applied universally across all Health Boards in Wales. Across the Western Bay region, it is ABMU Health Board which funds the nursing components for a nursing home placement.

In future, a greater number of service users may opt to manage their own care arrangements via a Direct Payment. Service Users receiving a direct payment will procure services directly from providers in the same way as self-funders.

Also looking to the future, and building on the strong collaboration between the Health Board and Local Authority partners, future provision could include formal partnership arrangements such as pooled budgets.

Not surprisingly, our consultation process has identified that fees are a very important issue to providers. In the current financial climate, this is a very challenging and potentially divisive issue. However, we are committed to building a sustainable care home market supported by reasonable fee levels.

#### **6.4.11 Self-Funders**

In England it has been estimated that the percentage of people entering residential care each year who do not receive any funding assistance from the Local Authority (self-funders) is 44.9% (Institute of Public Care 2011). There is no such data available for Wales. The IPC writes that all self-funders pose a potential risk for local authorities when they exhaust their resources and require funding in the future.

Data in relation to people self-funding their own care across Western Bay has not been consistently collected. It is not currently available although should this information become available in the future it will be shared with providers. Often the first contact is when an individual requires assistance with funding because they have reached the threshold of savings which is currently less than £24,000.

Information and advice could be given to self-funders and signposting to appropriately qualified financial advisors will help individuals make better decisions about funding their future residential care needs through generation of reliable income such as equity release.

#### **6.4.12 Third Sector Support for Care Homes**

Age Cymru have funding for their 'Safeguarding older people regional independent advocacy service' until March 2016 primarily working to protect people's rights and secure their entitlements. The service offers provision for people including providing support finding the right service living in residential care or to raise concerns if a person feels the way they are being treated is not appropriate.

The total number of referrals has been identified as 254 of which 185 of clients were aged 65+ (69 referrals aged 50-64). Regional breakdown as follows:

- Bridgend – Total referrals 24 of which 18 clients aged 65+
- Neath – Total referrals 41 of which 28 clients aged 65+
- Swansea – Total referrals 189 of which 139 for clients aged 65+

The Alzheimer's Society run a similar service for Advocacy services for people living with dementia, and a befriending service for people living with dementia at risk of social



isolation. The advocacy service involves speaking out about people's views, wishes and rights and that advocacy does not involve making decisions in the 'best interest' of people with dementia, or making decisions on their behalf. Whilst the Alzheimer's Society volunteer befrienders provide support for people with dementia to continue with participation in leisure and social activities when they may no longer be able to do so unsupported. There are no specific figures available for such services provided to people living in a care home. In the Older Person's Commissioner's "A Place to Call Home" report, one of the requirements outlined focused on advocacy and ensuring these services are accessible for older people in Care Homes. There are also additional duties highlighted in the Social Services and Wellbeing (Wales) Act (2014) which was implemented in April 2016.

#### **6.4.13 Dementia and Complex Care**

Presently, ABMU processes on average 185 continuing care applications per annum, approximately 20% of which (35) relate to very complex, high cost dementia nursing care. Due to the limited number of providers of this type of service in the local market, we are experiencing reduced choice, high costs and longer hospital stays due to lack of beds. We would seek to work with new and existing care home providers in developing greater choice, reduced costs and more timely hospital discharge options in meeting this currently unmet need.

Consultation has identified the potential for "dementia villages" to provide individuals and their carers with more choice about the environment in which they live. Such developments may be challenging to achieve and require sophisticated partnerships between commissioners and providers; however, we endorse this approach.

## 7. Key Messages

On the basis of our analysis of national and local policy, best practice, population information and market intelligence, we can draw out a number of key messages which will direct our future approach to commissioning care home services.

- The number of placements into residential care is falling. This situation conflicts with the projections of an ever increasing ageing population profile.
- The availability of alternative forms of care which enable people to remain independent for longer in their own homes are resulting in admissions to residential care increasingly being individuals with complex or multiple care needs.
- The level of vacancies in those homes providing specialist and/or dementia nursing care is much lower than for residential care for older people. There is also anecdotal evidence that where homes are dual registered they are maintaining their occupancy levels by focussing on the provision of more specialist care.
- The development of the new model of intermediate care will further reduce the level of placements to care homes. Those admitted will be users with complex needs that cannot be met in the community.
- The increasing use of extra care housing is further reducing the need for residential care for older people.
- A model of co-ordinated healthcare needs to be developed to meet the needs of care home residents
- There is lack of respite beds in residential, nursing and specialist care homes.
- A significant proportion of placements is made in emergency situations and is not planned. This should be addressed through the provision of more step up/step down beds for assessment to allow for time for a package of care to be implemented so that the resident can move back home, if deemed suitable.
- End of life care – there is inconsistency or difficulty with providers' ability to provide care at this stage of the resident's lives.

Generally we expect:

- The need for more specialist care will continue increasing as service users' needs become more complex and demanding and this will require the market to respond by providing differing types of care that meet service users changing needs.
- With the incidence of dementia increasing rapidly in the age 85+ population and with others in the same population group having multiple and complex needs the focus will need to be on providing services that meet such needs.
- Given the alternative support mechanisms in place, and being developed, the need for residential care facilities for older people will continue to reduce although not disappear completely which could have a significant impact on demand for such beds in future.

## 8. Our Approach in the Future

Our future approach to the commissioning of care home services should ensure that person-centred care is at the heart of the service. Significant change is required to achieve the objectives of this strategy with care home managers well placed to understand the needs of the local community and provide leadership and work collaboratively with people that use services alongside their families and carers.

There should be a culture of actively promoting choice and control, where the staff has access to a development programme of robust quality assurance tools which contribute to achieving effective positive outcomes. It should also ensure that people who use services have access to information and advice, including advocacy to make informed choices.

Commissioners of health and social care will work with the Care Home market through collaborative working and engagement with people that use services to develop alternative models e.g. extra care, and increase models where there are gaps e.g. nursing and dementia care beds. The service specifications for care homes will include the Regional Quality Framework and other relevant and appropriate frameworks.

### 8.1 Workforce

As the demographic projections and analysis shows, our expected ageing population will affect the type and length of care that is needed for older people in the future. Care homes across Western Bay will have to be mindful of this shift when developing the services they offer, environment they provide and workforce they recruit.

#### 8.1.1 Residential and Nursing Care Homes

The workforce in the care home sector has historically faced difficulties in terms of recruitment, retention and employee satisfaction. Analysis of the demographic projections and looking forward at usage of care homes result in an expectation that in the future when individuals make the decision to enter a residential home these people will be more ill with complex needs. With this shift will come more complex challenges for care assistants and registered nursing staff. Consideration will also need to be given to the government's commitment to pay the living wage to all adults over the age of 25, starting at £7.20 an hour from April 2016 and how this will impact on a workforce that is primarily paid at minimum wage.

In the Older People's Commissioner's Report, 'A Place to Call Home' the importance of workforce in the care home sector has been highlighted:

*'Care staff play an essential role in whether or not residents have a good quality of life. The pressures faced by care staff in fulfilling this role, however, should not be underestimated as working with emotionally vulnerable, cognitively impaired and frail older people, often for very low pay, is emotionally, mentally and physically challenging and demanding.'*

This statement has been supported nationally as it is also acknowledged that residential care homes are shifting towards the traditional nursing care model and nursing care homes are shifting towards Community Hospitals. Therefore, the complexity of the work for care home staff including unqualified care assistants and qualified registered nurses is increasing without the correlation of training and increased remuneration adapting at

the same rate. Additionally, the Regulations and Inspections of Social Care (Wales) Act (2016) sets out a comprehensive system for the development and regulation of the workforce which will require registration of adult residential care workers by 2022 before they can work in the care sector. This will ensure all residential care workers are appropriately trained to deliver high quality care in a role that is both demanding and challenging.

Through the development of new models of care, workforce planning will need to be a high priority on the agenda on how the current workforce can adapt and be retained with the changes projected for utilisation of care homes. Improved training opportunities, progression opportunities and a more attractive employment package will be needed from the independent sector to improve retention and quality of life not just for the care home residents but for the workforce as a whole.

### **8.1.2 Dementia and Complex Care**

In line with national trends, it is likely that the trigger point for admission into residential and nursing homes will continue to rise and that care home services will increasingly focus on supporting people with more complex needs. For example, the projected increase of older people with dementia, together with the need to shift resources from hospital to community based services is likely to result in an increased demand for the provision of specialist dementia care in care homes.

Adequate minimum training should be provided for all staff, with additional value based training to include support for staff to deal with the different types of residents they will be caring for and their differing and complex needs, whilst ensuring that person centred care is not lost. Mandatory training has been identified by the Care Council for Wales in the guise of the Social Care Induction Framework.<sup>20</sup> Additionally, all staff will need to work towards the Code of Professional Practice for Social Care published by the Care Council for Wales<sup>21</sup>

In terms of best practice across Western Bay, NPTCBC currently run a rolling 12 week Introduction to Care including workshops focused on delivering dignity, safeguarding and a 6 week focus on Dementia Care ensuring attendees are aware of the vital importance of care being person centred and holistic. This training is open to anyone and in particular to unemployed people who have an interest in the care sector. Outcomes are excellent with 90% of people completing the course striving towards a career in the care sector.

In the Bridgend area, BCBC provides dementia training free of charge to all care providers in the local authority area. The 'Dementia Training Team' delivers a 10 module structured training package and is available to all care homes.

In Swansea, a bespoke management and leadership programme was developed for care home managers. They also have a regular programme of training including safeguarding and DOLS and dementia awareness and are piloting a QCF level 3 in dementia training which will be rolled out across Swansea if successful. As part of the OPC Report 'A Place to Call Home?' the Welsh Government is writing a national plan to ensure the future supply of high quality care homes is tailored to the population need.

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<sup>20</sup> <http://www.ccwales.org.uk/resources-for-the-social-care-induction-framework/>.

<sup>21</sup> <http://www.ccwales.org.uk/code-of-professional-practice/>.

## 9. Our Commissioning Intentions

On the basis of the analysis and conclusions described above, the Western Bay Health and Social Care Partnership has identified a series of key strategic intentions:

- **Build trust and strengthen partnership** – This strategy identifies challenges both for commissioners and providers, not least from demographic change and scarcity of resources. However it also identifies fundamentally shared values and aspirations. We intend to build on this and work collaboratively with citizens and providers to shape a care home market that responds robustly and creatively to these challenges
- **Ensure quality** – We, together with all those with whom we have consulted are clear that care home services must be provided at a high, yet realistic level of quality. We intend to work with regulators and providers to achieve this.
- **Build and communicate an accurate understanding of future demand for services** – We recognise that there are currently challenges in meeting the needs of people who choose to live in a care home and there are shortfalls in capacity. We aim to develop our knowledge to future capacity requirements in the light of demographic trends and new service models and work with care home providers to plan capacity on the basis of this.
- **Work together to develop and support a sustainable and motivated workforce.** – The committed people that work hard to provide care and support to the residents of care homes are at the centre of our strategy. We have identified difficulties in maintaining a strong workforce and it is clear that the only way to address these issues is together in strong partnership.
- **Build a fair and sustainable care home market supported by reasonable fee levels** – This is an important issue to providers. In the current financial climate, it is a very challenging and potentially divisive issue. However, we are committed to building a sustainable care home market supported by reasonable fee levels.
- **Ensure care homes fit within and are supported by a well organised local health and social care system.** – Our “What Matters To Me” service model, strongly reinforced by the feedback we have received during consultation clearly shows that care homes must increasingly work as part of, and supported by a strong health and social care system.

These intentions relate to our original objectives, as described in section 1.2. However they have evolved during the development of this strategy and in particular, having considered and responded to the responses we have received during the consultation for this document.

Following publication of this strategy, Western Bay partner organisations will develop implementation plans which are based on these six key strategic intentions. These can be found as **Appendix 11.8, 11.9 and 11.10**. Generally, and across the Western Bay Region, we will seek to:

- Work with partners to develop a range of accommodation, rehabilitation and support options for vulnerable and older people who need help to achieve or promote choice, wellbeing and quality of life.
- Work with regulators to develop new person centred and flexible models of care which reduce peoples need to move between establishments as their needs change.

- Support private care home managers and owners to meet regulations stipulated by the Older People’s Commissioner, Social Services and Wellbeing (Wales) Act (2014), NICE guidelines including Medicines Management guidance and the Regulations and Inspection (Wales) Act (2016).
- Support care home providers to deliver the Active Offer as required in “More than Just Words”.
- Reduce the burden of bureaucracy on care home providers focussing instead on individual outcomes.
- Work in collaboration with key stakeholders e.g. CSSIW.
- Publish a market position statement and work engage with current and potential new providers.
- Improve the quality of provision via the Regional Quality Framework and in turn deliver person centred outcomes for everyone in residential care.
- Build relationships and trust with providers to enhance understanding of the operation of the market and how to help providers respond to ongoing changes in demand.
- Develop options for commissioning and contracting to improve sustainability of care homes whilst continuing to improve value for money and taking a strategic approach.
- Draw up new terms and conditions and service specifications in contracts to ensure they are fit for purpose and will meet the needs of the personalisation agenda.
- Work closely with providers to improve sustainability of the workforce. In particular to include an analysis of skills and training requirements, analysis of gaps and recruitment challenges as well as gaps and opportunities for role and career development.
- Continue to build strong collaboration between the Health Board and Local Authority partners to include formal partnership arrangements such as pooled budgets.
- Continue to review, at a minimum of every three years, population ageing and demography to anticipate required changes to the market in line with the Social Services & Wellbeing Act’s Population Assessment.
- Where possible and appropriate, collect service quality and performance data in a consistent format across the Western Bay region sharing best practice.
- Encourage new innovative providers into the region to meet demand and support care home providers in the innovations they want to take forward.
- Ensure that people who are considering a care home placement can make choices based on the provision of accessible and clear information.
- Ensure care plan documentation is available to care homes at an early stage
- Work with providers to consider approaches to capital investment in support of new service developments which align with the Western Bay strategic direction.
- Ensure assessment and care planning practice engages with care home providers to support choice and easy referral and allocation where necessary.
- Ensure community health and social care practitioners work effectively with the staff and residents of care homes in their communities.

## 9.1 Moving Towards Outcomes

Through consultation with providers, an outcomes framework will be developed along with the outputs that require recording to meet minimum standards. An outcomes-focused approach shifts the focus from activities to reviewing results and from how a service operates to the results or outcomes it achieves. It will also provide greater focus on person centred working that promotes choice, dignity and quality of life. Services will need to be redesigned to be more prescriptive to people's needs with outcomes based assessment and review within residential settings becoming standard practice. The critical outcomes that commissioners will want to see delivered include:

- Personal Outcomes
  - Quality of life
  - Quality of care
  - Person centred
  - Choice
  
- Market Outcomes
  - More choice and different models of care
  - Flexible provision where changes in health won't always mean moving
  - Planning for the future
  - Stimulate provider sustainability
  - Commission a sustainable business being clear on what is needed
  - Work with secondary care to improve the flow of people from hospital into care homes
  - Value for money
  
- Workforce Outcomes
  - Make the care sector a viable career choice with more training opportunities
  - Improving leadership and staffing levels

## 9.2 Monitoring the Strategy

The strategy represents a medium term plan which will be implemented over the next ten years. Monitoring of the strategy will be undertaken through the Western Bay Community Services Planning and Delivery Board on an annual basis, to check its effectiveness and to amend or update both the evidence base and the outcomes framework. The following will be reported to the Board:

- Effective use of resources
- How outcomes have improved
- How the local market has developed
- Value for money

In order to achieve a robust monitoring system the following information will need to be recorded by each Western Bay partner.

- Admissions and discharge information, collated monthly and according to category of care.

- Detailed occupancy and vacancy data which for best practise would be collected monthly although quarterly would be sufficient. This data needs to clearly distinguish between different bed types if it is to demonstrate changing demand for differing bed types over time.
- The age profile of residents by differing bed types. This will allow projections of the impact of demographic change on the need for differing beds to be developed.
- The average length of stay broken down by types of home and category of care.
- Delayed Transfers of Care to identify the primary reasons including whether the bed type required is not available in the local authority area an individual wishes to live.
- Reasons for home closures and the types of bed lost. It needs to be recognised that quality issues can be due to funding levels and an inability to attract and retain appropriately qualified staff. Equally, it may be simply due to a lack of demand for the types of bed provided.
- The number of extra care housing units established in any one year which can then be compared against the changing vacancy levels of various bed types.
- Information from all providers, if data is restricted to those providers that contract with the local authority key trends may be missed.
- Information regarding fee levels charged to the local authorities, private funders and third party agreement fees, there is a need to understand the provider's costs and how differing parties contribute to these costs.

The success of this commissioning strategy will be demonstrated by:

- More older people living independently and supported at home and in their own communities.
- Reduced percentage of unnecessary emergency admissions to hospitals and delayed transfers of care.
- Reduced percentage of people entering residential/nursing care particularly when in a crisis and a reduced average length of stay in nursing care homes.
- A greater understanding and meeting of service users expectations.
- Consistent delivery of specified high standards for service provision.
- Achievement of value for money and the savings with each partners budgets.
- Development of a culture that helps older people make full use of their potential, protects them from harm and ensures dignity and respect.
- Full engagement of older people, residents and their families and independent providers in the delivery and shaping of services.
- Current and new legislation and best practice is implemented effectively.



## 10. Consultation

This strategy has now been subject to a formal 12 week/90 day consultation period. This period began on the 6<sup>th</sup> May and concluded on the 3<sup>rd</sup> August. This was done through:

- Consultation event which took place on the 15<sup>th</sup> July and was attended by a range of stakeholders including Local Authority, Health Board and Third Sector staff, care home providers, older people's councils and carers.
- E-survey published online via a variety of forums
- Direct emails and phone calls feeding back views

The feedback we received and our detailed responses to this can be found in **Appendix 11.7**.

In general we feel that our consultation identified the following themes:

- General endorsement for our strategy and its aims
- Endorsement of our key values which are generally shared and provide the basis for strong partnership
- The need to build a sustainable care home market supported by reasonable fee levels.
- The need to build and support a sustainable and motivated workforce.
- A recognition of the value of a co-produced and clearly understood definition of "quality". Our work to develop a Regional Quality Framework is endorsed.
- A clear appetite from care homes to work in new and innovative ways
- A recognition of the need for care homes to work within and supported by a strong and well integrated health and social care system.

## 11. Appendices

### 11.1 Bridgend, Neath Port Talbot and Swansea Care and Support Services Directory (2015/2016)



Bridgend-Neath-Port  
-Talbot-Swansea-Dire

### 11.2 Western Bay Market Position Statement (2015)



Western Bay Care  
Homes Market Positio

### 11.3 Western Bay Regional Quality Framework (2015)



RQF - 09.03.16.pdf

### 11.4 Western Bay 'What Matters To Me' Model (2015)



What Matters to Me  
Model - FINAL.docx

### 11.5 Western Bay Intermediate Care Business Case (2014)



\$CAB-140514-REP-S  
S-CM.docx.pdf

### 11.6 Glossary of Care Home Terms



WB Care Home  
Strategy Glossary and

### 11.7 Outcomes and responses to consultation



FINAL WB Care  
Home Strategy - Resp

### **11.8 Bridgend County Borough Council and Abertawe Bro Morgannwg University Health Board Implementation Plan**



BRIDGEND - Western  
Bay Care Home Comm

### **11.9 Neath Port Talbot County Borough Council and Abertawe Bro Morgannwg University Health Board Implementation Plan**



NPT - Western Bay  
Care Home Commissic

### **11.10 City & County of Swansea Council and Abertawe Bro Morgannwg University Health Board Implementation Plan**



SWANSEA - Western  
Bay Care Home Comm

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Date of Meeting	Item	Members wished to make the following comments:	Response/Comments	
		Members thanked Officers for their attendance at the meeting and congratulated them and their colleagues on their continued efforts in attracting events to Bridgend County Borough such as the Urdd Eistedfodd, the Senior Open Golf and the Elvis Festival in Porthcawl.	Noted	
		Members were concerned that there were many overgrown trees, branches and hedges in the Borough obscuring road signs, directional signs and road warning signs that warn motorists of road dangers ahead making for potentially hazardous driving conditions for the public	Noted, explained at the meeting that work had to be prioritised in view of limited resources but that safety was the number one criteria	
		Members remained concerned that BCBC were not actively prosecuting people who drop litter and fly tip their rubbish. Members appreciated that Officers were instead focussing on anti-litter campaigns but urged officers to use their powers and prosecute repeat offenders which they thought would also act as a deterrent for future offending	There is a proposal approved by Cabinet to procure an external company to take on this role in due course	Members sought clarification as to when this was going to happen and if any further information could be provided to them and if it was financially viable to keep the service in house
		Members encouraged the update of the Destination Management Plan to fulfil Welsh Government requirement in terms of accessing funding opportunities	An initial 'light' review is proposed as much of the Destination Management Plan is still relevant	Members requested that the light review of the Destination Management Plan is fed back to Members
		Members encouraged joint working with other Local Authorities to promote tourism opportunities and were pleased to hear of BCBC's collaboration with Visit Wales on tourism projects and asked that Officers continue this work to promote the heritage of Bridgend County Borough.	Noted	
		Members were concerned that subject to budget reductions over recent years, there was now only one member of staff that worked on tourism for BCBC. Members stated that they felt this was a service that should be invested in to make Bridgend a better place to work, live and visit and improve the economic prosperity of the Borough.	Noted - this point potentially could be made as part of the Medium Term Financial Strategy approval process but would of course require that savings were made elsewhere instead	
		<b>Members wished to make the following recommendations</b>		
		That officers explore with colleagues in the IT department, the development of an app for the public to use, to easily report incidents such as bins needing to be emptied in specific areas, therefore allowing officers to be more effective and take a targeted approach with budgets being reduced.	This is already in scope as part of the Council's Digitisation Programme over the coming years	
		The numbering of all public bins for ease of reporting when they need to be emptied and to easily identify trends	This option will be investigated and considered	
		That officers work collaboratively with Town and Community Councils to promote the Comfort Scheme to businesses and make the public aware of which businesses are signed up to the scheme. Members also recommended working on communications with Town and Community Councils to take over the running of public conveniences under the Community Asset Transfer Scheme to enable them to stay open.	Ongoing engagement already happening with many of the relevant Town and Community Councils re: CAT of public toilets. Public toilet strategy being formulated after initial public consultation exercise. The reinvigoration of the Comfort Scheme is potentially likely to be part of that strategy.	

13-Sep-2017	Developing Bridgend as a place to live, work and visit	<p>A full review of the grass cutting contract for Highways services to ensure the service we are receiving is of the standard set out in the contract. They recommended Officers explore the costs of bringing the service back in house on a like for like basis to ensure the Authority were receiving a quality service.</p>	<ul style="list-style-type: none"> <li>• No scope/ capacity currently for a 'full review'</li> <li>• Monitoring does take place to ensure performance meets contractual standards</li> <li>• When contracts are due to end periodically the option of bringing services back in house will be considered but on a like for like basis the option was previously more expensive overall</li> </ul>	
		<p>A review of the Biodiversity Value in open spaces and highway grass verges as Members were concerned at the introduction of a more relaxed regime of maintenance to roundabouts and believed that the meadow effect had resulted in non-native flowers and plants being introduced and it was questionable whether it had improved biodiversity value.</p>	<p>The use of mixed seed varieties of flowering plants, sourced from overseas is now common practice amongst Councils. This increases nectar and pollen sources for pollinators. It has been well received by the public at large. The Council is of course able to end this practice, and allow those areas that are currently seeded to either revert to natural conditions or to be cut as part of the Council's current highway grassed verge cutting regime, as outlined to scrutiny at the meeting.</p>	
		<p>that no further cuts are made to this Directorate. Members were concerned that the Directorate had taken unproportioned budget reductions when compared with other Directorates. Members were extremely concerned that further cuts would result in the deterioration of public facing services and some services not being able to function at all.</p>	<p>Noted</p>	
		<p><b>Further Information Requested</b></p>		
		<p>Members requested to receive data of incidents of fly tipping in the Borough from December 2016 to date</p>	<p>Attached.</p>	
		<p>Members asked to receive data on the enforcement action that had been taken by BCBC officers for incidents of fly tipping and littering, including how many incidents of each had been prosecuted in the last year and if they had comparable data with other Local Authorities.</p>	<p>Attached.</p>	
		<p>Members requested to receive information on the success of the Bridgend Bites and Social Media pages for Bridgend Council including how the information is promoted to the public, the response from the public, and traffic visiting the site</p>	<p>Noted</p>	<p>Please can this be provided to Members</p>

		<p>Members requested the following further information to be included in the Waste report to their next Committee meeting:</p> <ol style="list-style-type: none"> <li>1. Information on the work of the education and enforcement officers that were recruited. More specifically relating to the education side of their work. Where have they been? How have they engaged with the public? Have they visited any homes? How many officers are there? When is enforcement going to start?</li> <li>2. Use of vehicles to collect waste and recycling. Do we now have sufficient amount of vehicles? Members were concerned that transit vans were being used for the collection of purple bags and asked for the rationale for this?</li> <li>3. Information on the Household Waste recycling centres. How has the change in contract impacted on the centres and the staff that work there. Members were concerned at the reported increase in wait times reported by their constituents at the centres. Has there been any increase of staff at these centres? Are the public generally complying with the new way in which the centres work? i.e separating and sorting their waste.</li> <li>4. How are the areas where communal waste is collected being managed? How are they complying with the new restrictions? Are they generally compliant? What problems are being reported? Members were particularly concerned with Wildmill area.</li> </ol>	<p>These questions will be addressed as part of the Waste Scrutiny report to be presented to Members in due course</p>	
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			<p>As stated the evidence and the performance indicators and statistics over the recent months have consistently indicated that the service is now performing at a good level, in the main. Certainly the level of customer contact is now as low as it was prior to the new contract commencing in April and also in comparison, missed collection levels are better than other neighbouring local authorities where that information is available. Similarly the backlog of outstanding deliveries has been successfully addressed and the performance of the call centre is much improved and in line with contractual requirements. Importantly the overall recycling rate in the County Borough in quarter 2 was just below 74%, one of the highest in Wales and therefore the UK, with compliance with the 'two bag rule' very high among residents. There are clearly pockets of service performance that still need to be improved and many of these were covered in some detail at the meeting. The Council and the contractor will continue to work diligently to address any performance issues in these areas and also with regard to further changes to collection routes that are bound to cause some disruption early in the new year. Beyond this it is important that it is recognised that a service with over 6 million separate collections from residential properties annually will always create a small level of query and complaint, and that therefore the expectations of residents of the County Borough are managed. Historically in the previous waste contract, generally regarded as running very well, there was an average of about 195 waste related queries/complaints per day to the Council's call centre. It is important therefore that in those isolated cases where residents raise queries that the appropriate channels are used to manage and resolve any issues otherwise if issues continue to be escalated it will give the impression of a service performing at a worse level than it actually is. This is important because even as the service has greatly improved it is obvious that the Council is not always being successful in some of its public relations on the waste contract, leading to a perception that the service is still performing poorly when this is no longer usually the case. It will also be important that the Council continue to provide relevant information to local residents and elected Members to demonstrate that the service is running well and address any outstanding concerns.</p>	
		<p>Members remained concerned that the Waste Services contract was now 5 months in and whilst they accepted that services had improved since the beginning of the contract, they were still not at a level that was acceptable for the residents of the Borough. Members stated that whilst the figures showed otherwise, they were still being contacted by residents who had not received recycling materials and who were still having repeat missed collections.</p>	<p>Members remained concerned that the Waste Services contract was now 5 months in and whilst they accepted that services had improved since the beginning of the contract, they were still not at a level that was acceptable for the residents of the Borough. Members stated that whilst the figures showed otherwise, they were still being contacted by residents who had not received recycling materials and who were still having repeat missed collections.</p>	



<p>Members also remained concerned that the communication from Kier had not improved and residents had to call several times to get a query/ complaint resolved.</p>	<p>This matter has been raised with Kier and there is clearly some room for improvement. However, as highlighted above it is also important that the appropriate channels of communication are used and that, if possible, multiple copying of queries/complaints to a lot of Kier employees and various Council officers and elected Members is avoided as this creates inefficiencies and often some confusion about who is dealing with the query/complaint. A revised elected Member protocol has been issued to this effect and, as explained at the meeting, the improved web site will ensure that responses to most queries are more readily accessible. These measures will ensure that overall communication is improved.</p>	
<p><b>Members wished to make the following recommendations</b></p>	<p><b>Response / Comments from Officers</b></p>	
<p>Members recommended that Kier accept responsibility for the mistakes made upon commencement of the contract and issue an apology to the residents of Bridgend County Borough for the disruption caused</p>	<p>Members will recall that both the Council and Kier did issue an apology in June 2017 to the residents of the County Borough for the poor performance at that time. As highlighted the service has greatly improved since that time.</p>	
<p>Members recommended a full review of the AHP collection service to include a streamlined way that members of the public can apply for the service, request bags, report a problem/ missed collections and are provided with an update as to how and when it will be resolved.</p>	<p>The AHP service was a new service introduced as part of the new contract. It has proved particularly popular with local residents with initial uptake greater than envisaged. Undoubtedly the introduction of the service caused some initial issues with registration issues and missed collections, a situation compounded as the rounds changed weekly as more people enrolled. It is anticipated that this situation will stabilise early in the new year allowing the current rounds and use of vehicles to be reviewed and an assessment of the current service to be made. This in turn will ensure greater consistency of service and eliminate many of the problems that have been highlighted.</p>	
<p>Members recommended a separate review of the Kier customer service centre and the way in which they respond to Member and constituent queries, most notably the turnaround time of 10 working days to respond to and conclude an issue/ complaint which members stated was not acceptable for residents to wait a whole collection cycle for a resolution. Members recommended that a new protocol be introduced whereby they are able to contact Kier directly to raise an issue and it then be copied to Member referrals, or other appropriate BCBC officer to monitor and follow up if it is not responded to within the agreed timelines.</p>	<p>For a period of time following service change and the disruption in June, a direct email address for members to contact Kier was made available. However this resulted in a number of issues as members also copied officers and member referrals. The duplication of emails relating to single items resulted in confusion over who was dealing with an issue and sometimes this lead to either inaction or multiple resources being deployed. Along with much wasted officer time in duplicated administration. Following Scrutiny on the 22nd November a new member protocol to simplify the process and to request that all member complaints are directed solely to member referrals was issued on the 24th November. (Copy attached for ease of reference). With regards to the 10 days concern, whilst complex issues may need the 10 day referral timeline, simple missed collections, missed deliveries or other straightforward complaints are typically passed from member referrals to the waste team and issued to Kier for action on the same day.</p>	
<p>Members recommended that Kier explore the opportunity of relocating the call centre or diverting calls for residents of Bridgend to the depot in Tondy to allow for better communication.</p>	<p>There is no contractual requirement for the call centre to be located locally. It is therefore a matter for the contractor where he chooses to locate call centre staff. Kier have a national/regional call centre based in Torbay so any request from the Council to move all staff to Tondy is likely to lead to a contractual claim based on greater financial inefficiency. The Welsh language call centre member of staff is based at Tondy, however, a North Wales call centre has been appointed to receive these calls and this will transfer to them shortly, replacing the Tondy arrangement. The more important issue from a customer's perspective is that the call centre operates consistently to a high standard. Clearly initially that was not the case but over recent months that position is much improved and it now performs generally in line with contractual standards. If that continues to be the case the location of the call centre is likely to be less important.</p>	

22-Nov-2017	Waste Services	<p>Members recommended better communication from Kier to residents regarding queries/ complaints that are logged, delivery of recycling materials, changes to collection days/points for communal areas and assessments for assisted collections. Members stated that if Kier respond to initial points of contact and provide updates as to how and when reported issues will be resolved this would mitigate residents from using multiple channels of communication and ensure ownership of the complaint.</p>	<p>The vast majority of requests are dealt with within 10 days. Queries are answered during the call if possible e.g. when is my collection day. Complaints are all logged into the Kier Echo system and a record is held on the system. If a repeat request is made after Kier have closed the job as completed e.g. additional container requests, these are now treated as a failure and the previous complaint is re-opened to highlight the issue for urgent resolution. in extreme cases of repeated requests and complaints of non delivery, photos are taken of the containers on the residents property as evidence of delivery should this be required. Changes to collections days are usually advised via the post and a revised collection calendar providing at least 7 days notice. Assisted assessments are targetted to be carried out within 10 days and should a resident not be at home when the assessment is carried out the resident is left a card informing them of the visit. the Kier team will then try again on a different date and in the majority of cases still within the 10 days.</p>	
		<p>Members recommended a full review of the collections in communal areas as they were currently not fit for purpose. There were an insufficient amount of recycling and residual waste bins available for the number of residents that use them, therefore residents were having to use recycling bins as overflow bins resulting in them not being collected due to contamination and further heightening the problem.</p>	<p>The position concerning communal collection is reviewed on an ongoing basis already leading to some improvements in some areas as highlighted during the meeting. This includes providing additional collection points in parts of Wildmill.</p>	
		<p>Members recommended that Kier carry out mystery shopper type exercises to ensure waste and recycling is being collected and materials returned sufficiently. This would assist in identifying if additional training is required or if any improvements to the service could be implemented to allow for more efficient collections.</p>	<p>Two Council cleaner streets officers do as a part of their role monitor the Kier contract and the performance on the ground, visiting area's following collection looking at quality of collection and container return as is being suggested, along with crew inspections at the roadside. The web cameras on each collection vehicle also provide the means for Kier to monitor crew behaviour and performance. Training for all operatives is comprehensive and repeated and reinforced as necessary. For example, the recent training on 'stacking' of recycling bags/boxes after collections.</p>	
		<p>Members recommended exploring the opportunity to extend the grass waste collection service to the whole year as residents still produce garden waste throughout the winter months and this would therefore this would contribute to a further increase in the recycling rates throughout the Borough.</p>	<p>This matter can be looked at but it will not be achievable without increasing the overall cost of the service as the expence of deploying the garden waste collection vehicle and crew for the winter months would be considerable. This cost would be incurred at a time when less residents would require it during the winter months and less material would be generated. A balance would therefore need to be assessed between the additional cost that would be incurred at a time of ongoing austerity and budget pressure, and the impact it would have on overall recycling rates.</p>	
		<p>Members recommended a review of the current routes, particularly around schools and ensure that any planned changes to the route in February are carefully planned and considered to minimize disruption to residents and also ensure that any changes are communicated with Members and residents in advance of the changes.</p>	<p>Agreed, any new routes proposed by the contractor will be carefully considered by the Council before approval. Minimising disruption will of course be at the forefront of our thinking, albeit it is important to recognise that some further disruption is inevitable. It is a contractual requirement that Kier seek approval from BCBC to implement significant changes to the collection round structure and it has already been stressed to Kier that they are required to demonstrate that a high level of planning has been undertaken before changes to rounds are approved. All new routes will be fully communicated to both elected Members and local residents.</p>	

	<p>Members of the Committee recommended that this item remain on the Forward Work Programme and is revisited in 6 months' time. BCBC and Kier should then be in a position to give members an update on the following within the report:</p> <ol style="list-style-type: none"> <li>1. The impact of the recently recruited senior managers and front line staff</li> <li>2. Updates to the CRC centre including the instalment of the polystyrene baler and webcam so residents are able to monitor the traffic flow at the site</li> <li>3. Changes of days for the communal collections</li> <li>4. Impact of the new collection vehicles</li> <li>5. The review of BCBC in house Street Scene enforcement activity - solution in place by April 2018</li> <li>6. Longer term trend of flytipping</li> <li>7. Full induction of recycling staff that is due to take place in January 2018</li> </ol>	<p>Noted</p>	
<p><b>Members of the Committee asked to receive the following further information:</b></p>			
	<ul style="list-style-type: none"> <li>• How many households were outstanding for the delivery of AHP bags and how long had they been waiting Members were not confident that they were receiving them within the 10 day deadline and were having to call several times to request them.</li> </ul>	<p>From 1st January 2018 until 6th February 2018, there were 732 requests for AHP sacks:</p> <ul style="list-style-type: none"> <li>1 No. cancelled</li> <li>502 No. have been closed completed</li> <li>7 No. closed unjustified</li> <li>222 No. listed as in progress of which:                             <ul style="list-style-type: none"> <li>155 No. have been completed up to 6th Feb 2018</li> <li>67 No. have yet to be delivered but are not due for delivery until 14th-15th February 2018</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>• How will the collection work in the future when the new delivery trucks are rolled out?</li> </ul>	<p>The current plan is to keep the days of collection unchanged and to gradually reduce the numbers of vehicles in service as the new vehicles arrive to cause minimum disruption to the public. Should day changes be required this will be agreed in advance between BCBC and Kier.</p>	
	<ul style="list-style-type: none"> <li>• The Committee requested to see an un-redacted copy of the Waste Services contract between Kier and BCBC in order for them to effectively scrutinise going forward and ensure that Kier are fulfilling the agreement as set out in the terms of the contract.</li> </ul>	<p>The full contract is available to members upon request, indeed it has already been released on numerous occasions. However, there are sections that remain redacted to protect commercial confidentiality. To be clear all contractual specifications Kier are obliged to fulfil and penalty mechanisms are readily available, these redacted sections relate only to the financial sums that the contractor has bid and any Kier produced management documentation which is their intellectual property.</p>	
	<ul style="list-style-type: none"> <li>• Members asked how the rollout of the new vehicles would affect staffing numbers. Would the number of staff that Kier employ reduce as a result?</li> </ul>	<p>Currently they have 17 recycling rounds. It is intended to reduce this to 14. With 3 staff on each vehicle the numbers would reduce by 9. Kier have employed a contingent of agency staff, these would be released as the numbers of vehicles of vehicles reduce.</p>	
	<ul style="list-style-type: none"> <li>• Members asked when new homes and housing estates are built, how this information is communicated to Kier and routes adjusted as many residents moving into newly built properties were left waiting for several months to receive recycling materials and were left with no collections in their streets.</li> </ul>	<p>As part of registering a new property details are added to the National Land and Property Gazetteer. This register contains details of all properties in the County Borough and is made available on a regular basis to the Contractor. Kier in turn use this information within their contract software to design their collection rounds. Where a property is occupied prior to this register being completed, the Council rely on the householder notifying the Council or the Contractor that they have moved in and require a waste collection service.</p>	

<p>06-Dec-2017</p> <p>Draft Budget Proposals - Communities</p>	<p>Recommendations:</p>	<p>1. In relation to the budget reductions proposals put forward for 18-19 for the Communities Directorate, the Committee fundamentally do not agree with them in their entirety and recommend that the Social Services and Education Directorates who have the two highest budgets in the Authority be looked at instead to make up these savings.</p>	<p>Cabinet are obliged to present a balanced draft budget for Scrutiny and the wider public to comment on. Scrutiny and the Budget Research and Evaluation Panel have the opportunity to look at each and every line of reduction proposals and suggest an alternative for Cabinet to consider. Cabinet are aware of the challenges that face the Authority. Since 2014-15 the council's aggregate budget reductions have been £35.828 million. Page 11 of Appendix I clearly illustrates budget reductions by service area.</p> <p>There are differing opinions and recommendations provided by different scrutiny committees, reflecting the impact of budget reductions or additional pressures in their service areas, with a combined effect of recommendations to protect all services.</p> <p>Cabinet provides a corporate "one Council" response to balance out need and support our priorities as informed by the public, and this is what Cabinet has done. This is supported by the Budget Consultation responses outlined on page 20 of the MTFS. Clearly not all services can be deemed a priority, and Cabinet has recognised that, nationwide, a combination of austerity and increasing demand is seeing a shift in resources towards social care and education and away from public realm services.</p>	
		<p>2. The Committee expressed concerns over the proposals for the removal of subsidised bus services (COM 27), particularly given the fact that bus companies themselves are cutting their own routes and that the Authority's own proposals for service cuts have not yet gone out for public consultation. The Committee therefore recommend:</p> <p>a) Prior to any decision being made on the routes being cut, Cabinet also receive information on what routes bus companies themselves are cutting in order to understand the overall impact of the combined route reductions;</p> <p>b) That no decision is made regarding the proposed budget cuts to the service until public consultation has been completed;</p> <p>c) The Committee also requested that Scrutiny get the opportunity to receive an item on the proposals and the outcome of Consultation for the removal of subsidised bus services as a pre-decision item before going to Cabinet.</p>	<p>Nevertheless it must be recognised that the MTFS is also about investment, and whilst services are making significant revenue savings, we are also investing in a number of areas. After our investment in new schools our biggest investments are in, for example, highways.</p> <p>Cabinet have already agreed to a public consultation on subsidised bus services which will take place in the Spring. This together with intelligence on what routes the bus companies are themselves intending cutting will inform a future cabinet report prior to any final decisions on budget cuts. If the timing of the relevant scrutiny committee meeting is appropriate Cabinet supports the proposal that a paper be brought there as a pre – decision item.</p> <p>The Communities Directorate are working with stakeholders and other providers to find alternative ways of delivering this service.</p>	
		<p>3. In relation to COM1, the Committee recognise the work being undertaken to look at various options for public conveniences such as the comfort scheme and the possibility of Town and Community Councils taking these on. However given the focus of this Authority to improve our towns and encourage the public back into them, together with the view that public toilets are an essential necessity, the Committee recommend that no cuts are made to public conveniences within the Local Authority.</p>	<p>All directorates have made and continue to make managerial savings. It is a false assumption that such savings are only being made in one directorate.</p>	

<p>4. The Committee made comment on the management savings being put forward by the Communities Directorate and the fact that these are not reflected in other Directorates. In light of sharing the burden of the budget cuts, the Committee recommend that other Directorates also look towards management efficiency savings.</p>	<p>This is a matter that is being considered by the new corporate landlord service with specific choices over revenue or capital generation through property assets being taken on a case by case basis.</p> <p>However, Cabinet does note that the 21st Century School Modernisation Programme was only achievable through Capital Receipts from the sale of Council land, and thus the right balance needs to be achieved.</p>	
<p>5. The Committee recommend that instead of disposing of the councils land and selling it off, the Authority look at the potential for revenue through development. One suggestion was the need for increased properties for small businesses in the County Borough. Members also recommend considering what land development and income generation other Local Authorities have achieved to determine what areas have been successful.</p>	<p>Cabinet does not accept that reducing this particular area of support will impact on savings achieved from CAT. It is intended however to review and refresh the CAT process, including support to third sector organisations, as part of a programme of work to review the effectiveness of CAT over the last two years and ensure it is fit for purpose moving forward.</p> <p>Cabinet do not accept this recommendation.</p>	
<p>6. The Committee recommend that the £40,000 reduction proposed for third sector support for with Community Asset Transfer (CAT) be removed given the impact this will have on achieving the savings required from CATs.</p>	<p>Council agreed that the budget for schools would be maintained in 2018/9.</p> <p>Removal of this sum of money would adversely affect school improvement.</p> <p>As noted in the response to Recommendations 14 and 15 in item 6 of this agenda, Officers are currently in discussion with partners to mitigate the (financial) risk associated with holding the week-long professional development and learner engagement event. The report to Scrutiny at the start of March will provide further detail.</p>	
<p>7. The Committee did not support the discretionary growth items of £500,000 for schools to replace the Welsh Government reduction in the Education Improvement Grant and the £65,000 proposed for the week long 'Festival of Learning'. At a time of austerity and serious budget cuts the Committee views that these budget growths should not be supported and the money could be better spent elsewhere in the Authority. Should the 'Festival of Learning' continue to take place, the Committee recommend that it be held in school holiday time so as to reduce the costs for providing teacher cover.</p>	<p>Officers do not recommend that the event is held in school holiday time as this will inevitably significantly reduce teacher involvement and learner engagement.</p> <p>The Authority will continue to explore collaborative working opportunities where they make sense in terms of preserving valuable public services, cost savings, greater efficiency or enhanced resilience.</p> <p>APSE has been engaged for various pieces of work when this has been considered to add value. In particular some of their benchmarking data and analysis has proved useful in services such a highways and parks and grounds maintenance.</p>	
<p>8. The Committee recommend that the Authority explore further whether there are greater opportunities for collaborative working for Community Services in order to achieve savings and at the same time improve these services.</p>	<p>The recent eight week public consultation Shaping Bridgend's Future 2017 received public support for the idea of protecting some services over others.</p> <p>The highest area of support was for care of older people and services for disabled people, followed by schools, youth services and children's social services, and then highways, street lighting and infrastructure improvements.</p>	
<p>9. The Committee recommend that the Authority consider the services provided by the Association for Public Service Excellence (APSE) to possibly assist in longer term planning and sustainability of Community Services.</p>	<p>The MTFs demonstrates significant support in all of these three areas.</p> <p>Cabinet are satisfied that the Council's Corporate Priorities are aligned with the findings of the most recent public consultation.</p>	

	<p>10. The Committee expressed concern that the Authority continues to look to the Communities Directorate for further budget savings that are disproportional to those of other Directorates. The example given was that for 2018-19 the Communities Directorate is being asked for a 6% cut of its own budget whilst other Directorates, which hold around 2/3 of the Councils total budget are only being asked to make between 0.5 and 0.6% savings out of their own budget. Members understand this is due to the fact that the services within the Communities Directorate are not deemed as Council priorities, however the Committee also questioned as to whether the Authority was taking into account what the priorities were for the public. With this in mind the Committee recommend that the Authority reconsider its corporate priorities to take account of the 'public element' and realign Community Services as a Corporate priority.</p>	<p>Cabinet does not accept that no efficiencies have been made in other directorates, and notes that £35.8m savings have been made across the Authority since 2014-15. However, Cabinet will look to BREP to take a more proactive role in balancing competing demands for resource.</p>	
	<p>11. Whilst not wishing to make cuts to Education and Schools and likewise Social Services, the Committee believe that with such large budgets there have to be efficiency savings within these Directorates that could assist with sharing the burden of the Authority's budget cuts. It is therefore recommended that where the Committee have concerns around cuts within the Communities budget, such as those mentioned above such as public conveniences and CATs, the Authority instead look to these other Directorates to make up these savings proposed.</p>		
	<p><b>Further Comments</b></p> <p>The Committee expressed concern over the £20m predicted cost for the next decade to maintain Highways to their current standards and the unknown of where this funding would come from. The Committee also questioned the similar amount of £10-£20m for ICT in the next decade. Members requested that the Corporate Overview and Scrutiny Committee question the Corporate Director – Operational and Partnership Services in relation to the predicted ICT cost up against the context of other future budget pressures such as those for Highways.</p>	<p>Taken up with Corporate at their meeting on 14 Dec</p>	
	<p><b>Future Scrutiny</b></p> <p>The Committee recommend that Scrutiny consider a future item on what other Local Authorities are doing to respond to the gap in provision in Community Services.</p> <p>The Committee requested that a review of the AHP bags be considered when Scrutiny revisit the subject of 'Waste' in approximately 12 months time to include the monetary against environmental impact.</p>	<p>To be considered by Corporate</p>	

		<p>The Committee highlighted the need for Bridgend County Borough Council to communicate more efficiently with Town and Community Councils, Community Groups and Sports Clubs and recommended that, as previously carried out, a current and up to date list of CAT Priority 1 assets be sent to all, to invite expressions of interest in the transferring of Council assets, detailing what advice and financial support would be made available for any interested parties.</p>	<p>Agreed. An updated list of CAT Priority 1 assets will be prepared and circulated to Town and Community Councils, Community Groups and Sports Clubs when Council policy arising from the Parks Review is determined.</p>	
		<p>In relation to the current CAT process, Members emphasised the need for the method to be further developed and streamlined in order for the scheme to be successful. Therefore Members recommended that where applicable, indicative timescales be provided to assist with expectations throughout the stages and to avoid any potential risks in relation to any funding applications made by groups.</p>	<p>Agreed where possible. CAT processes will be subject to internal review with the objective of them being streamlined and ensure that transfers can be progressed in a more timely manner. However, it also needed to be recognised that some matters that caused delay were outside the control of the Council. Realistic timescales will also be provided to ensure that Town and Community Councils, Community Groups and Sports Clubs are aware of the length of time community asset transfers should take.</p>	
		<p>Members acknowledged and understood the frustrations relayed by the Town Clerk and representatives from Bryncethin RFC with reference to their analysis of the current CAT process being long and protracted and expressed particular concerns over the delay in the production of leases for assets. The Committee viewed this as a result of a lack of communication between the departments involved throughout the process and a shortage of resources within this area of the Authority. Therefore the Committee made the following recommendations:</p>	<p>NA</p>	
		<ul style="list-style-type: none"> <li>• That a copy of the lease be provided at the expression of interest stage to enable much earlier discussions and deliberations.</li> </ul>	<p>The suggestion will be looked at more fully. The feasibility of preparing standard leases for categories of assets will be explored with the objective of reducing delays and workload ideally. A copy of the standard lease will be issued once an expression of interest has been approved by the CAT Steering Group.</p>	
		<ul style="list-style-type: none"> <li>• That when delays are encountered, that meetings are arranged with the relevant officers, along with an independent person to operate as an arbitrator to openly discuss any ongoing barriers. The Committee further suggest that the independent person could be an elected Member from another ward.</li> </ul>	<p>It is hoped that the introduction of standard leases will ensure that fair terms and conditions will offered to all parties and reduce the element of negotiation. The principle of an independent person to facilitate arbitration will be considered as part of this process.</p>	

17-Jan-2018	Community Asset Transfer	<p>Following discussions regarding the CAT Priority 1 Asset list and the mentioned resource issues allocated to the process, Members noted that the asset list is very extensive and highlighted how onerous a task it would become if several groups put forward an expression of interest to each asset. Therefore Members recommended that the CAT Asset list be reviewed and Officers concentrate resources on the top 10 assets that are currently under discussion until transfer is completed.</p>	<p>It will be difficult to target 10 assets when the Council are currently in discussions with circa. 30 community groups at various stages of the CAT process. However, it is anticipated that the circulation of an up-to-date list of CAT Priority 1 assets and the introduction of streamlined CAT processes / standard leases will significantly reduce workload going forward.</p> <p>The workload of staff involved in the CAT process will be subject to ongoing monitoring so that they can reflect Council priorities and savings required under the MTFS.</p>	
		<p>The Committee noted that there is currently a Community Asset Transfer Steering Group that consists of Bridgend County Borough Council Officers only and Members recommended that the group include elected Members.</p>	<p>The input of elected members is always welcomed and it is suggested that a Task and Finish Group should be established in the first instance to discuss and agree an up-to-date list of CAT Priority 1 assets and the formulation of streamlined CAT processes / standard leases with two elected members being invited to participate. The feasibility of elected members joining the CAT Steering Group can also be discussed as part of this process.</p>	
		<p>Members highlighted the need to encourage Town and Community Councils, Community Groups and Sports Clubs to work more collaboratively to enhance their viability to take over the Council's assets. Members therefore recommended that these comments be presented the TCC Forum.</p>	<p>Agreed. The need to work more collaboratively is acknowledged and that Town and Community Councils should be provided with a CAT update when an up-to-date list of CAT Priority 1 assets and streamlined CAT processes and standard leases have been finalised.</p>	
		<p>In addition to the recommendations made above, the Committee provided the following resolution which takes into account most of the issues raised and discussed and also provides openness and transparency in the CAT process. Members recommended that a Community Asset Transfer pack be created to supply to potential applicants to ensure they fully understand the risk implications of taking on an asset. Members recommended that the pack include the following information:</p> <ul style="list-style-type: none"> <li>· type and term of lease;</li> <li>· estimated running costs of the asset;</li> <li>· what services the Council would expect the applicant to undertake;</li> <li>· who to contact for advice and support in completing the business case;</li> <li>· Estimated timelines for each stage in the process.</li> </ul>	<p>Agreed. In addition to the Rural Development CAT Toolkit and the running cost data which is already issued to community groups, the CAT Officer will develop a standard information pack that can be tailored for a particular asset.</p>	
		<b>Further Information Requested</b>		
	<p>Members noted the inaccuracies within the CAT Priority 1 Asset list and ask that the document be reviewed and further requested that a copy of the up to date version is distributed to Members.</p>	<p>An updated list of CAT Priority 1 assets will be prepared and circulated to Members when Council policy arising from the Parks Review is determined.</p>		



12-Feb-2018	Town Centre Regeneration	Members recommended that Officers continue ahead as planned with the car parking review so no further delays are encountered, but to be mindful to act timely and implement phase 2 of residents permit parking if the problematic parking transfers to surrounding areas.			
		Members were concerned that there were no plans in place to install a “changing places” facility at the new Watersports centre at Rest Bay in Porthcawl. Members recommended that Officers review this decision and install one at this premises to ensure there is adequate facility available for disabled adults and insist that as part of the lease of the building that the commercial enterprises manage and finance the facility for public use. Members also recommended that the facility include private changing rooms in addition to communal changing areas.	It has been very difficult to plan for public toilet provision in this facility, as by the time it is built, the current budget for public conveniences may have been cut further as part of the MTFS. As the facility is funded by EU grant, if it is not used for the purpose for which the grant is given, there is a risk of grant clawback. Therefore, careful consideration has been given to ensuring that whatever facilities are designed, are also affordable in the longer term. Public toilets are evidently difficult and expensive to run and maintain, and commercial operators are unlikely to be willing to take on such responsibilities in their leases. A changing places facility has additional specialist equipment which requires a higher level of maintenance and inspection, making it more costly to run. The Council cannot ‘insist’ that a potential leaseholder takes such responsibilities without incurring a high risk that the building will not be let. Again this would result in a clawback risk as well as the loss of an important facility for the local economy. A changing places facility is proposed in the Maritime Centre in Porthcawl Harbour. There are none currently in Bridgend and Maesteg, and these locations would be a higher priority, should Council resources be available to run them, than having a second facility in the same town.		
		Members recommended a review of the Enforcement vehicle within 6-12 months of implementation to monitor performance and the information to be fed back to Members	The mobile enforcement vehicle is not yet in operation, such a review can be carried out after implementation, ideal performance in compliance with the act would be a zero enforcement, aiming for 100% compliance and not the number of Penalty charge notices issued, anecdotal evidence as to complaints of parking may assist, a reduction of issue of PCN's at schools over time could be used as an indicator.		
		<b>Members requested the following further information to be sent to them:</b>			
		How many seasonal car parking passes had been purchased by the public for the Local Authority car parks. Members would also like to know the costs and frequency available to purchase	Seasonal passes, are available monthly or quarterly. These are issued at Civic and Libraries However reports on numbers issued are not currently compiled. An exercise could be undertaken to ascertain the numbers but this is not readily available. All charges at the different car parks including the seasonal rates are on the BCBC web site <a href="http://www.bridgend.gov.uk/services/highways/transport-and-roads-home/car-parks/charges.aspx">http://www.bridgend.gov.uk/services/highways/transport-and-roads-home/car-parks/charges.aspx</a>		
		The criteria on how the locations for residents permit parking are decided and what formula and criteria is applied to determine the areas. Officers to also forward this on to Town and Community Councils for information	As per the permit parking policy 2014, streets are identified following an initial request accompanied by support of the majority of householders or a request from a Local Member on behalf of residents (accompanied by supporting evidence indicating the majority of residents support the proposal). Saturation levels are identified through an observation process and formula applied, the observations include number of properties with off street parking, on street parking capacity, count of vehicles parked at various times and days showing an occupancy average, consideration for other factors, road usage, safety aspects. If the saturation levels are appropriate a consultation process will be undertaken providing residents with pros and cons of any scheme and cost of permits, etc. For the scheme to progress the majority of residents need to be supportive, then follow the traffic order route / procedure.		
An example rota of the Civil Enforcement Officer	Scrutiny Officer received				

		Clarification of the powers of the PCSOs and Police Officers in the Borough as there was a disparity of powers in this Authority and others across Wales in relation to parking offences.	The powers available to the police regions are consistent albeit some area's may have different areas of focus and priority. The police have the jurisdiction for traffic offences, such as those assumed the camera car would enforce, MOT and Insurance, the police also report no VEL to the DVLA who take the prosecution, the police are also the only ones that can enforce for obstruction of the highway, BCBC can only enforce when a TRO is in place.	
		A definitive timeline of the implementation of the enforcement vehicle including when it will come into use and also requested to see the terms of use of the vehicle. Members also asked for further clarification as to what traffic offences the vehicle would be able to capture, including offences such as tax, insurance and MOT checks	Following Cabinet approval the post was advertised as the officer needed to be in post to prepare the software and mapping systems for the computer that operate the system. The vehicle has been purchased and due to be signed and the operational equipment installed w/c 18th March, it is anticipated this will take a further 8 weeks. The vehicle can only be used where other means of enforcement are not viable, it may only be used for 'instant' Penalty charge notices, the vehicle complies with the Traffic Management Act 2004, the software compliant with the appropriate legislation, it will be operated in accordance with the Welsh Government Guidelines. The vehicle is for parking offences, not traffic offences, Insurance, MOT and Vehicle Excise licence offences are not parking offences.	
		How much of the Business Rates charged to business owners come back into the Local Authority and what local services they contribute to	Police can also enforce for parking on a footpath (obstruction) school zig zags and pedestrian crossing zig zags, and No access however the tendency is that they do not.	
		How many blue disabled parking badges has the Authority issued to date	Blue badge report is as follows:  01/03/2017 – 01/03/2018 = 3647 01/03/2016 – 01/03/2017 = 3230 01/03/2015 – 01/03/2016 = 2969  Supplied for the last 3 years as Blue Badges are only valid for 3 years.	
		Members welcomed the review of the de-pedestrianisation of Bridgend Town Centre and requested clarification as to when this was going to happen – members would like to see timescales of any further consultations that need to be undertaken, funding constraints and design plans.		
		Members asked if charging the public to park in Pencoed Town will be included within the Car Parking review to ensure fairness amongst the towns in the Borough	This will be considered in the parking review however the benefits of sustainable travel through encouraging use of a park and ride facility, which the other car parks to not facilitate will be taken into account.	
21-Mar-2018	Empty Properties	Members recommended that BCBC recruit their own dedicated Empty Properties Officer. Members understood that BCBC has major problems in the Borough with the number of properties being empty and stated it was essential that BCBC have their own dedicated officer to address the issues in the Borough. Members further recommended that once the Empty Properties Officer is appointed that they become a co-ordinator of the Empty Properties Working Group	The Empty Properties Working Group is meeting week commencing Monday 16th April and one of the items on the agenda is the Empty Property Officer. The Working Group will agree the remit and responsibilities of the Empty Property Officer to enable recruitment to progress.	
		Members recommended that officers take a more blended approach to targeting empty properties and bringing them back into use to prevent properties falling into the longer term category of being empty for two years plus, which members believed would lead to them becoming more difficult and costly to bring back to use. Members further recommended that officers take a targeted approach as the representative from RCT described in relation to empty properties in high density areas.	A desktop scoring exercise has been carried out to identify the priority of empty properties to be tackled. The method of scoring enables a "blended" approach to be taken and not just a focus on the longer-term empty properties. The Working Group will discuss taking a targeted approach and what the focus of this approach will be. An Empty Homes Strategy is being developed to clearly outline the corporate approach to bring empty properties back into use.	

		<p>Members recommended that officers are more proactive in their approach to bringing empty properties back into use and explore what tools and resources were readily available to them. Members used the example of officers in RCT attending property auctions in the area to share information with new owners on what support and grants were available to them to bring the properties back into use was an excellent one and one that BCBC should look to replicate</p>	<p>An officer from the Sustainable Renewal Team already attends auctions to promote grants and loans, in addition to speaking to estate agents, landlords in the Bridgend Landlord Forum and carrying out leaflet drops at local DIY stores. A mailshot is undertaken twice a year to owners of empty properties promoting the grants and loans and going forward, local builders and developers will also be communicated with.</p>	
		<p>Members were concerned about the high number of empty churches and chapels in the Borough and recommended that officers attempt to contact the owners to establish what their long term plans for the properties were and report back to members</p>	<p>Owners of empty churches and chapels across the county borough will be contacted separately as part of a targeted approach.</p>	
		<p><b>Members asked to receive the following further information</b></p>		
		<p>Members asked to receive evidence on how successful other Local Authorities have been in bringing empty properties back into use where they have charged 100% upwards Council tax on properties after they have been empty for longer than 6 months. Members felt they would then be better informed to put a recommendation forward on how BCBC should proceed for charging Council Tax on empty properties and whether charging a higher rate of Council Tax is encourages owners to bring the properties back into use.</p>	<p>This will be investigated.</p>	
		<p>Members asked to receive further information on the properties that have been un-banded by the Valuation Office Agency. To include reasons why the properties would not have been banded and how many of these are there within BCBC.</p>	<p>This will be investigated.</p>	
		<p>Members requested information on what the average loss of Council tax looks like in BCBC due to empty properties in the Borough. Members recommended using the average Band D property to be able to quantify the loss.</p>	<p>This will be investigated.</p>	
		<p>Members asked of the 1200 properties liable for the 50% charge on Council tax for empty properties, how much of this are BCBC successful in receiving.</p>	<p>This will be investigated.</p>	
		<p>Members requested to keep this item on the Forward Work Programme and revisit in 6 months' time to see how officers have progressed in bringing empty properties back into use in the Borough</p>	<p>NA</p>	
19-Apr-2018	Emergency Accommodation	<p>Members wished to thank all officers and external agencies in attendance at the meeting and for their comments and contributions to the report. The Committee recognised the excellent support service provided to people presenting themselves to the emergency accommodation provision and were encouraged by the partnership working in managing these provisions.</p>		

	<p>In relation to the options of a replacement facility in Brynmenyn, Members requested further information on each of the options before making a recommendation on their preferred option. They asked for officers to scope out further, all options presented to them and asked them to bring back to Scrutiny options on a replacement facility in the short, medium and longer term and to provide more detailed costings and timescales for each.</p>	<p>This is being taken forward currently and a fuller and more detailed option appraisal is being pursued. This detail will be reported back to Scrutiny to highlight the potential short, medium and long term options for consideration</p>	
	<p>Members recommended that officers explore the opportunity to utilise surplus Local Authority owned buildings such as care homes that could be brought back into use.</p>	<p>This is being actively pursued as officers have linked in with Corporate Landlord and Adult Social Care colleagues to discuss the potential use of current and proposed surplus buildings to ascertain suitability. A meeting is scheduled for early June</p>	
	<p>Members recommended that a permanent direct access floor space needs to be established for longer term use and officers should take an integrated approach in development of any new facility. Members recommended the permanent direct access floor space could be used as a hub for service users to access a range of support services and suggested that they explore the successful model of the Assia suite at the Authority's Civic Offices which is central in location, therefore easier to access a range of external support agencies with ease.</p>	<p>The current floorspace provision will continue to be provided on an indefinite basis. Pending usage and requirement, consideration may be given to seeking alternative provision if required.</p> <p>The floorspace and town centre Hub (together with BCBC services) provides a holistic service for Homeless persons in Bridgend. This is constantly monitored and reviewed in line with need, suitability and requirement. Consideration of the Assia model and its successful components will be part of on-going review into the type provision to be established in the future</p>	
	<p><b>Members asked to receive the following further information</b></p>		
	<p>Members asked to receive information on the costs to house an individual at Ty Ogwr per annum</p>	<p>£214.43 per room per week for housing related support (Supporting People Programme). This equates to £30.63 per day.</p> <p>£361.50 rent and £8.27 service charge per room per week (normally funded via Housing Benefit). This equates to £52.82 per day.</p> <p>Therefore, the total cost per day is £83.45</p> <p>Based on these figures, if a client stayed at Ty Ogwr for a year the annual cost per person would be £30,459 per annum. Currently, the average length of stay is 40 days, which equates to £3,338 per person.</p>	
	<p>Members requested a site visit to the Kerrigan Project direct access floor space facility that is managed by Gwalia with a relevant BCBC officer so they are able to see what facilities are available and report back to the full Committee.</p>	<p>This has been agreed in principle and the projects welcome any proposed visit. Potentially suitable dates, times and numbers need to be sought and confirmed.</p>	
	<p>Members asked for the approximate figures of street homelessness in Bridgend. Members understood that this fluctuates on a daily basis, but asked for approximate figures so they could understand the scale of the problem.</p>	<p>The last rough sleeper count was carried out between the hours of 10pm on 9th November and 5am on 10th November 2017. The count is a single night snapshot of the number of rough sleepers in the local authority area. The count identified 4 roughsleepers. 6 emergency beds were also occupied in the floor space project on the night of 9th November 2017.</p> <p>An estimate of people sleeping rough is also undertaken once a year. 14 rough sleepers were identified during the period 16 - 29th October 2017.</p> <p>As of week commencing 7th May 2018 the floor space project was occupied by an average of 8 persons each night with a high of 10 persons and a low of 6 persons.</p>	

### LOCAL AUTHORITY FIXED PENALTY NOTICE DATA - 1 APRIL 2015 TO 31 MARCH 2016

Isle of Anglesey County Council	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	5	5	0	0	0	£ 250.00	0	
Dog Fouling	0	0	0	0	0	£ -	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£ 250.00</b>	<b>0</b>	
Blaenau Gwent County Borough Council	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	1380	765	426	33	156	£ 82,745.00	0	
Dog Fouling	30	14	2	13	1	£ 1,475.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>1410</b>	<b>779</b>	<b>428</b>	<b>46</b>	<b>157</b>	<b>£ 84,220.00</b>	<b>0</b>	
Bridgend County Borough Council	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	6	4	0	0	2	£ 400.00	0	
Dog Fouling	0	0	0	0	0	£ -	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	7	4	0	0	3	£ 700.00	3	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	3	2	0	0	1	£ 200.00	0	
<b>Totals</b>	<b>16</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>£ 1,300.00</b>	<b>3</b>	
Caerphilly County Borough Council	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	178	151	5	11	8	£ 10,275.00	0	3 FPNs for littering were referred through the Youth Intervention Programme run in partnership with the Youth Offending Team.
Dog Fouling	32	28	4	0	0	£ 1,425.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>210</b>	<b>179</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>£ 11,700.00</b>	<b>0</b>	

<b>Cardiff Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	398	308	9	0	81	£ 24,640.00	0	
Dog Fouling	51	36	0	0	15	£ 2,880.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	120	101	0	0	19	£ 8,080.00	0	
<b>Totals</b>	<b>569</b>	<b>445</b>	<b>9</b>	<b>0</b>	<b>115</b>	<b>£ 35,600.00</b>	<b>0</b>	
<b>Carmarthenshire County Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	138	123	6	3	6	£ 5,975.00	0	
Dog Fouling	30	27	2	0	1	£ 2,025.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	7	6	0	0	1	£ 300.00	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	69	63	4	1	1	£ 3,300.00	0	
<b>Totals</b>	<b>244</b>	<b>219</b>	<b>12</b>	<b>4</b>	<b>9</b>	<b>£ 11,600.00</b>	<b>0</b>	
<b>Ceredigion County Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	0	0	0	0	0	£ -	0	
Dog Fouling	0	0	0	0	0	£ -	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£ -</b>	<b>0</b>	

<b>Conwy County Borough Council</b>	<b>No of fixed penalties issued</b>	<b>No of fixed penalties paid</b>	<b>No of cases of non-payment taken to court</b>	<b>No of cases of non-payment awaiting court action</b>	<b>No of cases of not paid where no further court action is being taken</b>	<b>Amount Collected (£)</b>	<b>No of warning letters issued (optional)</b>	<b>Explanations / Notes</b>
Litter	2617	1903	377	25	108	£ 141,000.00	0	No of cases of non-payment awaiting court action - because of the time taken to decide to progress with cases to Court, the decision may fall outside the accounting year timeframe.
Dog Fouling	129	99	15	0	5	£ 8,500.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>2746</b>	<b>2002</b>	<b>392</b>	<b>25</b>	<b>113</b>	<b>£ 149,500.00</b>	<b>0</b>	
<b>Denbighshire County Council</b>	<b>No of fixed penalties issued</b>	<b>No of fixed penalties paid</b>	<b>No of cases of non-payment taken to court</b>	<b>No of cases of non-payment awaiting court action</b>	<b>No of cases of not paid where no further court action is being taken</b>	<b>Amount Collected (£)</b>	<b>No of warning letters issued (optional)</b>	<b>Explanations / Notes</b>
Litter	160	92	1	63	4	£ 6,900.00	0	
Dog Fouling	108	76	0	24	8	£ 5,700.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	11	10	0	0	1	£ 750.00	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	4015	2667	238	958	152	£ 200,025.00	0	
<b>Totals</b>	<b>4294</b>	<b>2845</b>	<b>239</b>	<b>1045</b>	<b>165</b>	<b>£ 213,375.00</b>	<b>0</b>	
<b>Flintshire County Council</b>	<b>No of fixed penalties issued</b>	<b>No of fixed penalties paid</b>	<b>No of cases of non-payment taken to court</b>	<b>No of cases of non-payment awaiting court action</b>	<b>No of cases of not paid where no further court action is being taken</b>	<b>Amount Collected (£)</b>	<b>No of warning letters issued (optional)</b>	<b>Explanations / Notes</b>
Litter	6	5	0	0	1	£ 250.00	0	
Dog Fouling	25	18	5	1	1	£ 925.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	86	70	7	2	7	£ 3,650.00	0	
<b>Totals</b>	<b>117</b>	<b>93</b>	<b>12</b>	<b>3</b>	<b>9</b>	<b>£ 4,825.00</b>	<b>0</b>	
<b>Gwynedd Council</b>	<b>No of fixed penalties issued</b>	<b>No of fixed penalties paid</b>	<b>No of cases of non-payment taken to court</b>	<b>No of cases of non-payment awaiting court action</b>	<b>No of cases of not paid where no further court action is being taken</b>	<b>Amount Collected (£)</b>	<b>No of warning letters issued (optional)</b>	<b>Explanations / Notes</b>
Litter	86	67	13	4	3	£ 3,505.00	0	
Dog Fouling	38	27	5	0	5	£ 1,620.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	3	3	0	0	0	£ 150.00	0	
<b>Totals</b>	<b>127</b>	<b>97</b>	<b>18</b>	<b>4</b>	<b>8</b>	<b>£ 5,275.00</b>	<b>0</b>	

<b>Merthyr Tydfil County Borough Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	2	1	0	0	1	£ 60.00	0	
Dog Fouling	0	0	0	0	0	£ -	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>£ 60.00</b>	<b>0</b>	
<b>Monmouthshire County Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	0	0	0	0	0	£ -	0	
Dog Fouling	0	0	0	0	0	£ -	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£ -</b>	<b>0</b>	
<b>Neath Port Talbot County Borough Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	276	190	0	0	86	£ 14,719.00	0	
Dog Fouling	34	29	2	3	0	£ 2,175.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>310</b>	<b>219</b>	<b>2</b>	<b>3</b>	<b>86</b>	<b>£ 16,894.00</b>	<b>0</b>	
<b>Newport City Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	822	553	137	30	102	£ 41,475.00	0	
Dog Fouling	13	6	3	1	3	£ 450.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	5	5	0	0	0	£ 250.00	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>840</b>	<b>564</b>	<b>140</b>	<b>31</b>	<b>105</b>	<b>£ 42,175.00</b>	<b>0</b>	



<b>Pembrokeshire County Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	0	0	0	0	0	£ -	0	
Dog Fouling	3	3	0	0	0	£ 225.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£ 225.00</b>	<b>0</b>	
<b>Powys County Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	0	0	0	0	0	£ -	0	
Dog Fouling	1	1	0	0	0	£ 75.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£ 75.00</b>	<b>0</b>	
<b>Rhondda Cynon Taff County Borough Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	2651	1832	479	118	211	£ 147,465.00	11	RCT do not distinguish between litter and any other litter.
Dog Fouling	4	4	0	0	0	£ 300.00	0	No further action cases are a result of false details being provided, unknown medical conditions at the time of issue, deceased persons, wrong information recorded by officer, insufficient evidence to prosecute etc.
Graffiti	0	0	0	0	0	£ -	0	RCT offer payment plans and as a result the ' amount collected' includes partial payments of persons who have failed to adhere to their payment plan and have been taken to court.
Fly-posting	0	0	0	0	0	£ -	8	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>2655</b>	<b>1836</b>	<b>479</b>	<b>118</b>	<b>211</b>	<b>£ 147,765.00</b>	<b>19</b>	

<b>Swansea City and County Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	2691	1975	379	248	*21	£ 101,665.55	0	The figures shown are for fixed penalty notices issued by the Private Enforcement Company 3G. Figures for fly-posting are unable to be provided.
Dog Fouling	5	4	1	1	0	£ 300.00	0	* No further court action is being taken as fixed penalty notice withdrawn for medical reasons.
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	2526	1919	**	240	19	£ 92,500.00	0	** Currently individual prosecutions for smoking related litter are not recorded.
<b>Totals</b>	<b>5222</b>	<b>3898</b>	<b>380</b>	<b>489</b>	<b>40</b>	<b>£ 194,465.55</b>	<b>0</b>	
<b>Torfaen County Borough Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	10	8	0	1	1	£ 600.00	0	
Dog Fouling	3	2	1	0	0	£ 150.00	0	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	Smoking related litter is not recorded separately by this council.
<b>Totals</b>	<b>13</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>£ 750.00</b>	<b>0</b>	
<b>Vale of Glamorgan Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	33	18	0	7	8	£ 1,350.00	62	
Dog Fouling	3	0	2	1	0	£ -	19	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	0	0	0	0	0	£ -	0	
<b>Totals</b>	<b>36</b>	<b>18</b>	<b>2</b>	<b>8</b>	<b>8</b>	<b>£ 1,350.00</b>	<b>81</b>	
<b>Wrexham County Borough Council</b>	No of fixed penalties issued	No of fixed penalties paid	No of cases of non-payment taken to court	No of cases of non-payment awaiting court action	No of cases of not paid where no further court action is being taken	Amount Collected (£)	No of warning letters issued (optional)	Explanations / Notes
Litter	13	4	0	1	1	£ 300.00	7	
Dog Fouling	4	2	0	0	0	£ 150.00	2	
Graffiti	0	0	0	0	0	£ -	0	
Fly-posting	0	0	0	0	0	£ -	0	
Noise	0	0	0	0	0	£ -	0	
Smoking related litter	30	23	0	2	3	£ 1,725.00	2	
<b>Totals</b>	<b>47</b>	<b>29</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>£ 2,175.00</b>	<b>11</b>	

**Total Number of Fixed Penalty Notices Issued by Local Authorities in Wales: 2007 - 2016**

Local Authorities	No of fixed penalties issued 2015-16	No of fixed penalties issued 2014 -15	No of fixed penalties issued 2013 -14	No of fixed penalties issued 2012 -13	No of fixed penalties issued 2011 -12	No of fixed penalties issued 2010 -11	No of fixed penalties issued 2009 -10	No of fixed penalties issued 2008 -09	No of fixed penalties issued 2007 -08
Isle of Anglesey County Council	5	2	16	13	2	5	11	0	4
Blaenau Gwent County Borough Council	1,410	1,545	1,440	2,262	1,198	17	12	0	10
Bridgend County Borough Council	16	18	59	66	66	57	137	163	552
Caerphilly County Borough Council	210	318	286	431	195	105	101	134	111
Cardiff Council	569	300	727	612	150	88	70	269	409
Carmarthenshire County Council	244	256	487	381	220	227	137	204	124
Ceredigion County Council	0	2	2	2	4	4	5	7	5
Conwy County Borough Council	2,746	2,512	2,359	842	130	224	105	153	98
Denbighshire County Council	4,294	3,371	3,168	1,730	272	238	78	0	45
Flintshire County Council	117	241	73	0	3	11	1	0	0
Gwynedd Council	127	102	97	360	214	185	96	0	116
Merthyr Tydfil County Borough Council	2	2	0	3	4	0	11	25	24
Monmouthshire County Council	0	0	2	3	1	0	2	0	19
Neath Port Talbot County Borough Council	310	355	329	290	202	428	422	431	410
Newport City Council	840	298	301	110	111	127	62	0	9
Pembrokeshire County Council	3	5	4	4	3	3	5	0	5
Powys County Council	1	3	5	0	0	0	5	0	4
Rhondda Cynon Taff County Borough Council	2,655	1,339	254	460	278	259	259	0	160
Swansea City and County Council	5,222	2,744	2,263	27	25	23	20	0	23
Torfaen County Borough Council	13	593	1,516	322	8	38	25	86	26
Vale of Glamorgan Council	36	41	73	1,330	60	37	56	31	73
Wrexham County Borough Council	47	199	137	197	204	275	412	367	654
<b>Totals</b>	<b>18,867</b>	<b>14,246</b>	<b>13,598</b>	<b>9,445</b>	<b>3,350</b>	<b>2,351</b>	<b>2,032</b>	<b>1,870</b>	<b>2,881</b>

The information provided shows a comparison of the number of fixed penalty notices issued by each Local Authority in Wales for 2015/16 (the last published data) in the areas of litter, dog fouling, graffiti, fly tipping, noise and smoking related litter.

There are huge variances across Wales with generally those authorities who have issued large numbers of enforcement notices employing external companies to take on the function on their behalf.

Bridgend has issued relatively few penalty notices over recent years (certainly compared to 10 years ago) predominantly down to resourcing issues not just in the

service but also within Legal to progress cases. A recent Cabinet report proposed that Bridgend consider procuring an external company to address this.

**NUMBER OF REPORTED FLY TIPPING INSTANCES ON COUNCIL LAND – 2015 to 2017**

<b>Month</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
April	83	79	52
May	68	73	56
June	77	69	91
July	57	63	94
August	51	61	97
September	42	63	82
October	63	55	
November	47	57	
December	51	65	
January	60	62	
February	62	56	
March	73	57	
	<b>734</b>	<b>761</b>	

The table sets out the monthly recorded fly tipping incidents on land where the Council holds a duty to remove such materials. Between 2015/16 to 2016/17 the figures reveal a slight increase in the annual total, with no discernible pattern between the years.

For 2017/18 and immediately prior to the roll out in June of the Council's two bag rule this pattern is broadly repeated before reported fly tipping numbers increase through June into August with a fall in numbers during September. It is too early at this time to draw any conclusions from this data or to make any projections of the medium or long term trend in reported fly tipping incidents.

A degree of caution also needs to be exercised around the interpretation of the recorded figures during this period, as they include fly tipping reports submitted by the public, which are in fact missed waste collections or refuse sacks presented on the wrong day. Members will recall that during the period in question the Contractor changed the collection days for around half of the households across the County Borough. This led to numerous reports of missed collections, a number of which would have inevitably been recorded as fly tipping, unfortunately there is no way of separating these instances out from the overall figures.

Ordinarily when changes to the way in which waste materials are collected from households, a small initial spike in reported fly tipping is experienced. It will therefore be important moving forward, that this continues to be monitored closely, as the new collection service beds in.

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**Recommendations made by BREP 2017-2018**

	<b>BREP Recommendation</b>	<b>Cabinet Response</b>	<b>Update as at May 2018</b>
<b>Rec 1</b>	<p>The Panel recommend that Corporate Leadership is enhanced to bring Directorates together and ensure collaboration within and across all Directorates. Members further proposed that future quarterly reviews through Corporate Performance Assessments look to incorporate Scrutiny representation.</p>	<p>Cabinet have agreed that scrutiny chairs attend CPA. This is to avoid duplication and to help scrutiny agenda planning complement the existing performance management regime.</p> <p>Collaboration within and between directorates is well developed as evidenced through things like the early help and safeguarding board (co-chaired by two directors and bringing services together), CPA (chaired by the Chief Executive and bringing all directors and heads of service together) and a number of corporate groupings that are populated with managers from across the organisation such as health and safety, web redesign etc. However this is something that we need to continue to develop further in order to keep supporting our goal of working as one council. The Chief Executive is reviewing the arrangements for senior management group development and is giving consideration to opportunities to strengthen corporate leadership through the senior management structure review.</p>	<p>On-going discussions to engage staff through a variety of channels.</p> <p>One Council working being strengthened at all levels through senior management structures and MTFS.</p>

## Recommendations made by BREP 2017-2018

<p><b>Rec 2</b></p>	<p>The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.</p>	<p>Much of this has been explored already and it is evident that there are significant operational and policy problems in trying to progress this. However, Cabinet will consider extending any existing fleet review into a whole Council review with the view to fully utilise the resource we have. Furthermore the balance between effort and resource required to implement change in this area needs to be proportionate to the savings that may be made. Members should note that we have, and continue to, direct our change resource to bigger targets such as social services remodelling, post-16 review and the digital programme.</p> <p>Specifically, day services have been subject to a recent review which has included changes to transport arrangements. Further changes incorporating schools is very complex however every opportunity will be taken to continue to maximise transport resources in the future.</p>	<p>Further to discussion at Corporate Management Board, the Interim Director for Education and Family Support has been commissioned to establish a 'task and finish' group to scope an external review of transport arrangements, potentially across the organisation.</p> <p>The scoping exercise for the external review will conclude by the end of Q1 (i.e. 30 June 2018).</p> <p>If the external review is agreed, we would hope to receive a report by the end of Q3 (i.e. 31 December 2018).</p>
<p><b>Rec for Scrutiny 1</b></p>	<p>Whilst understanding the risks, Members welcomed the school transport pilot and suggested that the pilot and its outcomes are considered by Scrutiny as part of their Forward Work Programme.</p>	<p>Added to the Scrutiny FWP – to be allocated to a date</p>	



## Recommendations made by BREP 2017-2018

<p><b>Rec 3</b></p>	<p>The Panel recommend that there needs to be a cultural shift in the way the LA works with TCC with clear strategic leadership backed by Cabinet Support. As part of achieving the Corporate Priority 'Supporting a Successful Economy', there needs to be emphasis on maintaining neighbourhood services to help ensure attractiveness for future investment.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>With regard to the way the Council works with Town and Community Councils moving forward please see answer provided to recommendation number 1.</p> <p>Maintaining neighbourhood services to their current level is obviously dependent on the relative allocation of budget to this service area as well , where possible, finding alternative ways of delivering services more cost effectively , for example in partnership with other organisations.</p>
<p><b>Rec 4</b></p>	<p>The Panel recommend that to ensure effective collaborative working between the LA and TCCs there needs to be a dedicated officer to drive it from the LA, similar to the role that is in place for CATs. The Panel propose also introducing Service Level Agreements between both parties to ensure the required support is in place.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>The current funding for the Community Asset Transfer Officer ends in Autumn 2018. It is proposed to make a case to the 'Change Fund' to extend but widen the remit of the current role to combine CAT with a liaison role with town and community councils to promote greater collaboration and joint working. However, for such a case to be compelling it will also require that the current CAT processes are reviewed to promote the likelihood of more transfers moving forward in order for the business case to 'stack up ' . If a dedicated officer is appointed they can work with Town and Community Councils to determine how best they can be supported, including consideration of service level agreements.</p>

## Recommendations made by BREP 2017-2018

<p><b>Rec to TCC Forum and Charter Working Group 1</b></p>	<p>The Panel recommend that the TCCs agenda an item for their retrospective town or community council to pursue whether or not there is appetite for creating a role to act as a strategic co-ordinator between LA and TCC. The Panel propose that this role could be funded by top-slicing the individual TCC precept and match funded corporately by the LA. Members highlighted the need to include what the role would cover and what positive outcomes this post would create.</p>	<p>Agreed, an appropriate paper will be prepared for the town and community council forum in due course to promote a discussion about how best this can be achieved.</p> <p>A review will also need to be undertaken of the success of the current CAT Officer and potentially make a case for change management funding to extend the role with a widened remit that would include being the main TCC Collaboration and Liaison Officer.</p>	
<p><b>Rec 5</b></p>	<p>It is recommended that Cabinet support the proposal to provide match funding for a strategic co-ordinator role between TCCs and the LA, to take forward joint working following clarification of sufficient uptake by TCCs.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>The current funding for the Community Asset Transfer Officer ends in Autumn 2018. It is proposed to make a case to the 'Change Fund' to extend but widen the remit of the current role to combine CAT with a liaison role with town and community councils to promote greater collaboration and joint working. However, for such a case to be compelling it will also require that the current CAT processes are reviewed to promote the likelihood of more transfers moving forward in order for the business case to 'stack up'.</p>
<p><b>Rec 6</b></p>	<p>The Panel recommend that a scoping exercise be undertaken to explore the possibility of TCCs buying in various services from the LA. This exercise needs to take into account the cost of TCCs buying directly from the LA compared with TCCs employing their own staff which would incorporate on-costs including training and health and safety.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>This exercise would be a considerable undertaking at any scale. It is therefore dependent on having a dedicated officer to lead on the work. As such it relates directly to the response given to recommendation number 4 and 5.</p>

**Recommendations made by BREP 2017-2018**

Page 219

<p><b>Rec to TCC Forum and Charter Working Group 2</b></p>	<p>Members highlighted the need to encourage TCCs to work more collaboratively with other TCCs and with the LA to enhance their viability to maintain services that otherwise may not continue to be funded by the LA. The Panel also suggested that procuring services jointly could ensure increased value for money for their residents. Members therefore recommended that these comments be presented to the TCC Forum and the Charter Working Group to assist with their ongoing review of the Charter.</p>		
<p><b>Rec 7</b></p>	<p>The Panel recommend that TCCs be provided with an accurate, up to date detailed list of available assets before their precepts are set in November/December and ensure the list is maintained regularly to illustrate when assets are no longer available.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>Agreed, this can be provided in time to meet the deadlines stated.</p>

## Recommendations made by BREP 2017-2018

<p><b>Rec 8</b></p>	<p>Members recommend that a definitive deadline be provided in relation to the Community Asset Transfer process outlining when the Council would no longer support the Asset or service.</p>	<p>Cabinet recognise that sometimes a more definitive deadline would be helpful in promoting Community Asset Transfer and are currently considering options with regard to a review of Parks and Playing Fields in particular.</p>	<p>With regard to parks and playing fields including parks pavilions, it is proposed that a strategy is brought to Cabinet for approval and then consultation this summer / autumn, which will be intended to stimulate the CAT process and provide clear timelines to sports clubs and town and community councils regarding when Council support for services is likely to diminish or go all together. Such a strategy is more complicated for some other assets but the principle suggested is accepted where appropriate.</p>
<p><b>Rec 9</b></p>	<p>The Panel recommend a review be undertaken to consider how other LAs within Wales work with the police in relation to community policing. Members propose that the LA look to adopt similar processes as the likes of Cardiff and Neath Port Talbot in relation to the roles and responsibilities between the Authority and the Police and also how they respond to instances such as lane clearance in un-adopted areas.</p>	<p>The Leader and Chief Executive will explore this suggestion through their existing and regular liaison with the Police and Crime Commissioner, Chief Constable and local BCU command structure.</p>	<p>On-going</p>

**Recommendations made by BREP 2017-2018**

<p><b>Rec for Scrutiny 2</b></p>	<p>The Panel highlighted the need to work more closely with the Police and therefore proposed that a Research and Evaluation Panel be established to look at Policing of the borough on a local level. Members proposed the following points and areas to go to the Research and Evaluation Panel for consideration as part of their ongoing investigative work:</p> <ul style="list-style-type: none"> <li>a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained be the LA to inform all Members, members of the public, Inspectors and PCSOs;</li> <li>b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;</li> <li>c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.</li> <li>d) The need for a joint plan between Police and the LA;</li> <li>e) How the Police assist the LA in relation to safeguarding vulnerable adults and children.</li> </ul>	<p>Added to the Scrutiny FWP. A report is scheduled to be presented to Corporate Overview and Scrutiny Committee on 26 July 2018.</p>	
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## Recommendations made by BREP 2017-2018

<p><b>Rec 10</b></p>	<p>The Panel recommend that the projected overspend for Social Services for 2017-18 that will roll over for 2018-19 should be made clearer in the final budget report to Council and Cabinet so that it is fully understood that their current projected budget savings for 2018-19 actually equate to around £2.2m, not the £350,000 it appears from the individual budget proposals.</p>	<p>The MTFS makes it clear that all overspending services need to make those savings to restore the budget to balance.</p>	<p>All MTFS proposals including previous years are monitored periodically and reported to cabinet.</p> <p>The service has developed a financial plan to meet the unachieved MTFS savings from previous years. The plan is in the process of being finalised and a corporate group, chaired by the Chief Executive and attended by the Section 151 Officer has been established as part of the governance arrangements. This will be monitored and reported in addition to the 2018-19 MTFS proposals of £350,000. The service recognises that this is a challenging figure to meet and that some difficult decisions will have to be made going forward.</p>
<p><b>Rec for Scrutiny 3</b></p>	<p>The Panel recommend that Scrutiny receive data relating to the Early Help and Safeguarding Board's joint dataset referred to by the Corporate Director – Social Services, which will evidence how the work being undertaken in relation to Early Help has impacted directly on social services.</p>	<p>Added to the Scrutiny FWP. A report detailing this information was presented to SOSC 1 on 16 April 2018.</p>	
<p><b>Rec for Scrutiny 4</b></p>	<p>The Panel recommend that Scrutiny receive the Social Services Q1 Financial Plan as soon as possible detailing the proposals for how the Directorate are going to make the savings over the forthcoming year. The Panel requested that the Chief Executive also attend this meeting to present a corporate perspective.</p>	<p>Added to the Scrutiny FWP. A report detailing this information was presented to Corporate on 29 March 2018.</p>	

## Recommendations made by BREP 2017-2018

### Further Info for Scrutiny

Detail of where the Authority stands in terms of numbers of teenage pregnancies compared with the rest of Wales and what is being done to educate and support young people;

"Please see attached. This data has been taken from Stats Wales. This is the most up to date data. The attached has a column that shows ratings for each LA per 1,000 population.

In respect of support services, parents residing in a Flying Start area receive an enhanced level of support from midwifery, Health Visitors, Early Years Advisors and Family/Parenting support workers. However, this only offered during pregnancy.

In respect of prevention, ABMU have advised that a standard sexual health and relationship programme is offered within schools, generally facilitated by school nurse. The school nurse is able to offer advice, guidance and signpost for additional support if required. If there is a need for any additional support, the health board are able to consider and look into this.

Within the LA, our Health and Wellbeing team deliver work to 11-25 year olds around sexual health, healthy relationships work. This is delivered within the community on a 1-1 or group basis. "

**Recommendations made by BREP 2017-2018**

<p><b>Further Info for Scrutiny</b></p>	<p>Detail of the FTE for the 51 employees that have left the authority in the last 12-18 months from the Social Services Directorate and where these have come from, i.e. what staffing level.</p>	<p>"Between 31/03/2016 and 31/12/2017 there has been an overall headcount reduction in Social Services and Wellbeing. Whilst the headcount reduction is 51, this does not simply equate to 51 leavers. The reduction will have been as a result of workforce movement in the Directorate which will have included;</p> <ul style="list-style-type: none"> <li>· Internal movement – employees transferring in to or out of SS&amp;WB from other council directorates</li> <li>· Organisational starters – new employees to the organisation. New starters may not directly replace leavers.</li> <li>· Organisational leavers – employees leaving the organisation altogether. Not all leavers will be directly replaced</li> <li>· Service review – departmental structures are constantly under review, which will impact on the number and type of positions in a department</li> </ul> <p>The net workforce reduction is therefore as a consequence of a far greater number of changes to the workforce."</p>	
<p><b>Rec to Corp Director Education and Family support 1</b></p>	<p>The Panel recommend introducing stronger support and Governor training that is streamlined to focus on priorities to assist Governors with effectively managing and scrutinising their school's budget.</p>	<p>The Government of Maintained Schools (Training Requirements for Governors) (Wales) Regulations 2013 sets out the mandatory training requirement for governors. While financial training for governors is not considered mandatory, the local authority offers training to all governors on financial matters.</p> <p>The responsibilities that governors have for supporting the management of school budgets are a specific focus of this training. This training is provided on an annual basis by the Council's Finance Department. Governors are also able to access cross-border training, in that they can attend training that is offered by the other four partner local authorities in the Central South Consortium.</p>	



## Recommendations made by BREP 2017-2018

**Rec to Corp  
Director  
Education  
and Family  
support 2**

Members raised concerns highlighting that the Education Directorate always seem to choose the smallest figure and further concluded that the LDP has a focus on primary school provision with less on secondary, Special and Welsh schools. The Panel therefore recommend that Education, Social Services and Health work more closely with the Planning department to develop the Local Development Plan to ensure involvement in the whole process and to provide more influence on its content. This is to include consideration of all ages and all types of education, for example, access to Welsh and Special schools.

The vast majority of the housing developments identified within the current Local Development Plan (LDP) impact most heavily on the availability of primary school places. Schemes which have been progressed as part of Band A and more recently, Band B, of the School Modernisation Programme have been identified to ensure that there sufficient school places, so that the Council can fulfil its statutory duty.

The Development Planning Manager (Planning Department) is a member of the team that worked on the Strategic Review of Schools which helped inform Band B. She also sits on the School Modernisation Programme Board and is a member of the project team for all Band B schemes. She gives advice regarding LDP sites within the current plan, including size of site in terms of housing (type and number) and build out rates. This information is used to calculate pupil projections which help inform the planning of school places and s106 contributions.

Notwithstanding the above, the Education and Family Support Directorate will work closely with planners in the development of the new LDP and help shape the next plan in respect of education provision across all sectors.

## Recommendations made by BREP 2017-2018

<p><b>Rec 11</b></p>	<p>The Panel recommend that schools are encouraged to look at all aspects for savings and income generation such as halls and sports facilities etc, with detail of this included in their school plans. This will not only assist local communities but will also help minimise the impact of potential future budget savings possibly being introduced for schools in forthcoming years.</p>	<p>Cabinet recommend that BREP undertake a thorough review of all fees and charges to inform next year's MTFS.</p> <p>Schools are supported to exploit commercial opportunities wherever possible. That said, significant work has been undertaken by Bridgend and other local authorities in respect of income generation, and the outcomes have been variable. We will address this issue with Headteachers in future Bridgend Association of Secondary Headteacher and Primary Federation meetings.</p>	<p>Budget management is a fixed item on all Director's update at all Primary Federation Executive and Bridgend Association of Secondary Headteacher meetings.</p> <p>An update on activity to date has been provided to Corporate Management Board.</p> <p>An Education and Family Support Directorate Performance and Financial Monitoring Board has been established to consider individual school budgets on a monthly basis.</p>
<p><b>Rec 12</b></p>	<p>With reference to income generation from schools facilities, Members recommend that a standardised fee programme is introduced and provided to head teachers as a guideline to proposed fees. This needs to take into account the charges of other local facilities within the County Borough to ensure they are competitive.</p>	<p>See response to Recommendation 11. Officer will discuss this recommendation with Headteacher colleagues and will develop a summary report to assist further exploration of this issue.</p>	<p>This recommendation has not been progressed to date.</p> <p>This work will be initiated during Q3 (i.e. by 31 December 2018).</p>
<p><b>Rec to schools</b></p>	<p>It is recommended that schools take account of the ongoing maintenance costs of their facilities when considering income generation and that the two are linked in school maintenance plans. This will ensure schools are taking into account long term planning for future replacement of such things as pitch surfaces.</p>	<p>Cabinet accepts the recommendation. Officer will work with schools to ensure they are aware of this requirement and maintenance plans are updated accordingly. This is a feature of the new corporate landlord model. The long term considerations of school based assets remain a partnership activity between schools and the council as the owner of these assets.</p>	<p>The Corporate Health and Safety Unit is currently visiting all schools to complete individual audits of buildings and grounds.</p> <p>The resultant reports will inform school plans and enable PRPs (Premises Responsible Persons) to dispense their duties effectively.</p> <p>This recommendation is also part of the Corporate Landlord model and, as this facility matures, officers will provide further updates.</p>

## Recommendations made by BREP 2017-2018

<p><b>Rec 13</b></p>	<p>Following discussion over the Schools Music Service and with reference to possible future budget pressures within schools, the Panel recommend that as the Music Service is a select service, that its allocated funding be removed in favour of retaining key school staff. The Panel further proposed that the funding be subsidised by the child's parents, by way of means testing. The Panel further recommend that when the above proposal is considered the following points are taken into account:</p> <ul style="list-style-type: none"> <li>• What level of music service provision is mandatory;</li> <li>• What service provision is each school providing;</li> <li>• How many pupils are currently paying for music provision</li> <li>• Equality Impact Assessment.</li> </ul>	<p>The School Music Service has recently been reviewed and substantial savings have already been made. Parents currently subsidise through their "friends" organisation.</p> <p>Cabinet considers means testing to be detrimental to the children accessing the service from disadvantaged and lower-income backgrounds. Cabinet further considers that the administration of this testing would be significantly disproportionate to the cost of the service.</p>	<p>No further activity has been completed in respect of this recommendation to date.</p> <p>However, the Music Service will be providing an update in relation to performance to the Directorate's Senior Management Team on 22 May and will be engaged in strategic budget discussions in respect of the medium-term financial plan in a workshop on 29 May.</p>
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## Recommendations made by BREP 2017-2018

<p><b>Rec 14</b></p>	<p>The Panel recommend that in order for the Festival of Learning event to be funded, it must evidence clear measureable outcomes towards raising education standards. The Panel further recommend that Scrutiny receive detail of this for information as well as specifics of what the teachers will provide at the event to offer more of an understanding of the structure and content of the event.</p>	<p>Cabinet has already accepted this approach as part of the budget pressure submission. Officers will ensure a report is available for Scrutiny by Friday 2 March 2018. The report will provide a summary of activity to date and a suite of projected outcomes.</p>	<p>A full benefits realisation plan (which outlines anticipated outcomes) has been developed and submitted to Scrutiny. An update paper is currently being developed and will be submitted to Scrutiny/BREP by 31 May 2018 for further consideration.</p> <p>A comprehensive professional development workshop programme has been prepared which outlines, in detail, the contents of each of the 99 workshops on offer throughout the week.</p> <p>Outline information in respect of the other key events (i.e. the Symposium and Learners' Day) have already been provided to Scrutiny/BREP.</p>
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## Recommendations made by BREP 2017-2018

<p>Rec 15</p>	<p>The Panel recommend that the Directorate pursue sponsorship from local businesses and Bridgend College to fund the Festival of Learning. The Panel recommend that schools select a broad range of pupil representation to partake in the event to ensure there is a variety of views being incorporated.</p>	<p>The issues of inclusivity and sponsorship to mitigate the costs have already been accepted by Cabinet as part of the initial budget pressure proposal, and Cabinet would thank scrutiny for endorsing this approach. There is a commitment to a broad range of pupil representation. Officers are currently working with Central South Consortium and Bridgend College with a view to reducing the cost of the week-long event. Local businesses have not, as yet, been approached re financial support. We will ensure that the views of learners from all schools (and the pupil referral unit) are used to inform the event.</p>	<ul style="list-style-type: none"> <li>• We anticipate that the Festival of Learning 2018 will cost in the region of £32k.</li> <li>• Due to funding from Central South Consortium (CSC) and local businesses, <b>we anticipate that the total contribution from Bridgend County Borough Council in respect of the Festival of Learning 2018 will be in the region of £10k.</b></li> <li>• Officers have liaised with the STEM Group, led by Bridgend Ford support and participate in the Festival of Learning 2018.</li> <li>• Officers have issued a notification of the Festival of Learning 2018 and a request for support in the local business forum newsletter (which will be published on Monday 25 May).</li> <li>• Several businesses have been approached to sponsor the event. While discussions are ongoing, we have already received agreement in principle from WHSmith and Asda to sponsor the event.</li> <li>• Education and Family Support Directorate officers are currently working with officers from the Projects and Business Approach Team in the Communities Directorate to maximise local business engagement in the Festival of Learning 2018.</li> </ul>
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## Recommendations made by BREP 2017-2018

			All school councils are involved in planning for the event. This means that c. 730 pupils are directly involved in the event (with, as previously advised, 120 pupils, representing every school and pupil referral unit in the county, attending the Learners' Day).
<b>Rec 16</b>	The Panel applaud the leadership approach and innovation being introduced within the OAPS Directorate but recognise and recommend the need to be vigilant to that fact that further cuts in this area can have a significant impact on frontline services across the LA.	Cabinet accepts the recommendation.	It is recognised that support services directly impact the ability to deliver front line services. The Directorate proposes to continue to challenge the method of delivery and costs of support services to ensure that they continue to provide services aligned to the needs of front line services but are also able to demonstrate cost and quality effectiveness.
<b>Rec 17</b>	The Panel recognise that it is sometimes more straight forward to introduce change in some Directorates than others, however recommend that there needs to be more Transformational Leadership and culture change across the LA, thus ensuring that long term, realistic planning and change is clearly conveyed and understood by staff at all levels and that future needs, both budgetary and service, can be met.	<p>The Corporate Management Board oversees a change programme that encompasses changes within individual directorates (Such as social services remodelling) and those that stretch across all directorates (such as the digital programme).</p> <p>The existing proposals for restructure within the Operational and Partnership Services Directorate are a component intended to bring together some of the key disciplines required to drive aspects of culture change such as communications and customer service. This direction of travel is to be built upon as part of the Chief Executive's review of senior management structure.</p>	<p>Senior management review currently underway.</p> <p>MTFS discussions will drive further transformational change.</p>

## Recommendations made by BREP 2017-2018

<p style="text-align: center;"><b>Rec to Corporate</b></p>	<p><b>Collaboration</b>  The Panel recommend that the subject of Collaboration Working be put forward to the Corporate Overview and Scrutiny Committee for inclusion in their forward work programme to:</p> <ol style="list-style-type: none"> <li>1. Establish an understanding of the collaboration work that is being undertaken within the LA, including projects such as City Deal and Valleys Task Force;</li> <li>2. Receive an update on the accountability arrangements that is in place of collaboration work/joint services;</li> <li>3. Consider how collaboration work has assisted in achieving value for money and contributed to the Authorities overall budget savings;</li> <li>4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs;</li> <li>5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC;</li> </ol>	<p>This recommendation has been split and added to the Scrutiny FWP.</p> <ul style="list-style-type: none"> <li>• Points 1 to 3 have been incorporated into each of the below reports</li> <li>• Points 4 to 5 - Collaboration with TCC's – item on Corporate FWP – to be allocated to a date</li> <li>• Point 6 – included in report Collaboration with Police – scheduled for 26 July 2018</li> <li>• Points 7 to 8 - Collaboration Internal and Third Sector – item on Corporate FWP – to be allocated to a date</li> </ul>	
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**Recommendations made by BREP 2017-2018**

	<ol style="list-style-type: none"><li>6. Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement;</li><li>7. Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.</li><li>8. Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates?</li></ol>		
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**Recommendations made by BREP 2017-2018**

<p><b>Rec to Democratic Services 1</b></p>	<p><b>Member Referrals</b>                  Following a discussion in relation to Member referrals, the Panel requested that the following queries and recommendations be referred to the Democratic Services Committee for consideration:</p> <ul style="list-style-type: none"> <li>• The Panel specified that Member responses to referrals differ between Directorates– some respond much quicker than others and also provide a written response outlining a timeframe for resolution. What Directorates are compliant with timelines?</li> <li>• Are Member referrals monitored for dissatisfaction?</li> <li>• How do other LAs deal with Member Referrals?</li> </ul> <p>With this in mind, the Panel recommend that all referrals are allocated a resolution timeline and detailing what action will be taken and that this be fed back to Members on completion. It is further recommended that an annual report be provided to Members detailing an analysis of the themes originating from Member Referrals to improve their knowledge and daily understanding</p>	<p>The last review of the Member Referral system was reported to the Democratic Services Committee at its meeting on 6 November 2013. The review identified that approximately 45% of referrals were completed within the 10 day target period with the overall percentage of completed referrals averaging between 90 - 95% at the end of a three month period. Monitoring of these statistics has continued and these figures have been used as a benchmark for the subsequent completion times of referrals. The completion data has remained consistent as identified in the 2013 review.</p> <p>As reported on 13 July 2017 the number of referrals made between 8 May 2017 and 30 June 2017 was 961 which compares to 258 for the same period in 2016 and to 518 in the last post-election period in 2012. The annual rate of member referrals is as follows:</p> <table border="0"> <thead> <tr> <th colspan="2"><b>Year Number of referrals</b></th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><b>2012-13</b> 3138</td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>2013-14</b> 3012</td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>2014-15</b> 2158</td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>2015-16</b> 2052</td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>2016-17</b> 2293</td> </tr> <tr> <td><input type="checkbox"/></td> <td><b>2017-18</b> 3885</td> </tr> <tr> <td></td> <td><b>Average 2756.33</b></td> </tr> </tbody> </table> <p>The figures for 2017-18 are as logged on 12 March 2018. The data indicates that there is a 40% increase in the referrals made in 2017-18 compared to the average number of referrals received each year. Following the receipt of these Scrutiny recommendations and the concerns previously expressed by the Democratic Services Committee a review of the Member Referral system is planned to be undertaken and will consider the following matters:</p>	<b>Year Number of referrals</b>		<input type="checkbox"/>	<b>2012-13</b> 3138	<input type="checkbox"/>	<b>2013-14</b> 3012	<input type="checkbox"/>	<b>2014-15</b> 2158	<input type="checkbox"/>	<b>2015-16</b> 2052	<input type="checkbox"/>	<b>2016-17</b> 2293	<input type="checkbox"/>	<b>2017-18</b> 3885		<b>Average 2756.33</b>	
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<input type="checkbox"/>	<b>2017-18</b> 3885																		
	<b>Average 2756.33</b>																		

## Recommendations made by BREP 2017-2018

	<p>of the needs and priorities of the public including future budget setting needs.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Appropriate subjects for consideration as a Member Referral</li> <li><input type="checkbox"/> The timelines for responses to referrals to be made</li> <li><input type="checkbox"/> The escalation process when responses are not received with the agreed timescales</li> <li><input type="checkbox"/> How do other Local Authorities manage their Member Referrals</li> <li><input type="checkbox"/> Provision of training to Elected Members in the use of Member Referrals and Open-source Ticket Request System (OTRS.)</li> <li><input type="checkbox"/> Difficulties and barriers for officers dealing with Member Referrals</li> <li><input type="checkbox"/> Undertaking analysis of Member Referrals to identify trends or key topics</li> <li><input type="checkbox"/> Is OTRS the most suitable software package for Member Referrals?</li> <li><input type="checkbox"/> Is a Member Referrals system needed?</li> <li><input type="checkbox"/> Providing a suitable response to the scrutiny queries and recommendations</li> </ul> <p>The Democratic Services Committee was requested to identify any additional concerns in order to ensure that the full scope of the review is identified before being progressed.</p> <p>The Committee voiced their concerns about the speed and efficiency of some of the referrals as they are getting sent to customer cares that then send it out to the relevant department. The member says they would rather get straight through to the relevant person so that it can be dealt with quickly and bypass the 'middleman'. The Chairperson agreed with the statement and the Head of Democratic Services added this to the recommendations.</p> <p>It was agreed that the Review of the Member Referral Process would be added to its FWP and an update would be presented to the Committee in October 2018.</p>	
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**Recommendations made by BREP 2017-2018**

<p><b>Rec 18</b></p>	<p>The Panel recommend that a review be undertaken of how the budget is presented to ensure that Members and the public are able to fully understand the implications of the proposals being put forward. The Panel further propose that this review include the input of Members and consider how the budget is presented in other LAs.</p>	<p>Cabinet recommends that BREP undertake a review on the presentation of the budget in 2018/19</p>	<p>Discussion with BREP on what is being suggested</p>
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**BRIDGEND COUNTY BOROUGH COUNCIL**

**REPORT TO CABINET**

**19 DECEMBER 2017**

**REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES**

**ADDITIONAL LEARNING NEEDS (ALN) REFORM – RECOMMENDATIONS OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1**

**1. Purpose of Report.**

1.1 The purpose of the report is to:

- a) Present Cabinet with the recommendations of the Subject Overview and Scrutiny Committee 1 on the subject of ALN Reform;
- b) Ask Cabinet to forward a small number of recommendations from the Committee to Welsh Government for consideration as part of the implementation of the Bill and ALN Reform.

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

2.1 This report relates to the following Corporate Priorities:

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

**3. Background.**

3.1 At its meeting on 14 September 2017, the Subject Overview and Scrutiny Committee 1 received a report on ALN and specifically the status and development of the Additional Learning Needs and Education Tribunal (Wales) Bill.

At this meeting Members received evidence from external third sector representatives as well as Officers.

**4. Current situation / proposal.**

4.1 Following their consideration of the item and the evidence received, the Committee agreed to make a series of comments and recommendations for submission to the Education and Family Support Directorate as well as two recommendations to be forwarded to Welsh Government for consideration in the development of ALN Reform.

**4.2 Recommendations to Cabinet**

The Committee recommend that:

- a. Any new funding provided by Welsh Government be ring-fenced by the Local Authority and Schools to ensure it is used to meet the needs of the Bill and the needs of young people with ALN;
- b. The Authority identify and allocate additional specific funding for Post-16 ALN provision as an invest to save measure;
- c. Cabinet recognise and incorporate the significant role of the Educational Psychologist in the establishment and delivery of future support and services for those with ALN;
- d. Cabinet consider apprenticeships as a method for young people with ALN to progress into employment;
- e. With reference to recommendations a) and b), suitable support and resources be allocated to support frontline staff such as ALNCOs and Teachers in order to ensure they are able to deal with the extra responsibilities under the Bill and manage with increased workloads;
- f. Allowance be made for the associated costs for frontline staff based on the expected need for Job Evaluation on any new appointments or additional duties;
- g. The Authority works towards ensuring that a minimum of 80% of the budget allocated to ALN pupils is delegated to individual schools and that mechanisms should be in place to ensure those schools are using the funding for its stated purpose of supporting ALN;
- h. The Local Authority considers how home to school transport arrangements will be affected as part of the new provisions contained in the Bill;
- i. The Authority learns from best practice from local authorities from Wales and beyond in an effort to improve the academic performance of those young people with ALN achieving level 2 threshold inclusive which currently stands at 26.3%;
- j. The Authority assesses the required resources, workforce planning and training arrangements to support implementation of the Bill;
- k. The Authority looks to strengthen its relationship with the FE sector in Bridgend to make the provisions of the Bill work effectively, especially in the challenging transition to further education and work-based learning.
- l. The Authority explore whether any work has been carried out in the third sector on analysis of the resulting costs associated with support for adults who have not had sufficient educational provision as a young person. Furthermore that if this has not already been undertaken by those in the third Sector that the Authority look to commission an independent analysis of these associated costs, both directly to the LA as well as indirectly to other public services. Such an analysis would help put the costs of supporting children with ALN into perspective;

#### 4.3 Recommendations to Welsh Government

- a) That budgeted gross expenditure on ALN provision for 2018/19 be increased in preparation for the implementation of the new legislation to assist in the transition period;
- b) That job coaching schemes be considered for introduction in Wales, based on the success experienced in England for young people with ALN accessing work through such schemes;
- c) That more funding and provision be provided in Wales for schemes such as 'Access to Work' to assist individuals with Additional Learning Needs in gaining employment;

## **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**

There are no equality implications directly attached to this report, however equality impact assessments will be necessary for any future developments within the Authority in relation to the implementation of the ALN and Education Tribunal (Wales) Bill.

## **7. Financial Implications.**

There are no financial implications directly associated with this report however any future developments and changes within the Authority in response to the Bill and in response to the recommendations of the Committee will have associated financial implications.

## **8. Recommendation.**

- 8.1 Cabinet is asked to:
  - a) Consider the recommendations at paragraph 4.2 from the Subject Overview and Scrutiny Committee 1 in relation to the Authority's response to the ALN Bill and ALN Reform;
  - b) Forward the recommendations at paragraph 4.3 above from the Subject OVS Committee 1 to Welsh Government, for consideration as part of the implementation of the ALN and Education Tribunal (Wales) Bill and ALN Reform.

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

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### **Background documents**

Reports and Minutes – Subject Overview and Scrutiny Committee 1 - 14 September 2017



**BRIDGEND COUNTY BOROUGH COUNCIL****REPORT TO CABINET****30 JANUARY 2018****REPORT OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE****MEDIUM TERM FINANCIAL STRATEGY 2018-19 to 2021-22 AND DRAFT BUDGET CONSULTATION PROCESS****1. Purpose of the Report**

- 1.1 The purpose of the report is to present Cabinet with the findings and recommendations of the Corporate Overview and Scrutiny Committee in relation to:
- a) the findings of the Budget Research and Evaluation Panel (BREP) attached at Appendix A;
  - b) the responses from all the Subject Overview & Scrutiny Committees in relation to Cabinet's draft budget proposals, attached at Appendix B.

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

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

**3. Background**

- 3.1 At the meeting held on 7 August 2012, the Corporate Resources & Improvement Overview and Scrutiny Committee approved the approach for the proposed 2013-14 Budget Consultation Research and Evaluation Panel (BREP).
- 3.2 In considering the challenges associated with continued budget reductions, Members of the 2013-14 BREP recognised the need for a 'whole Council' response to be adopted in managing anticipated cuts to services against a backdrop of increasing demand, public sector reform and the challenging financial outlook.
- 3.3 The 2013-14 Panel therefore recommended that a Standing BREP be established to engage members on budget proposals as well as to enable members to feed in community intelligence gained from their representative role and to engage in shaping future service provision. This recommendation was endorsed by both the Corporate Resources and Improvement Overview & Scrutiny Committee and Cabinet as part of the 2013/14 draft budget consultation process.

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

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

- 4.1 The Corporate Overview and Scrutiny Committee considered the findings of the BREP on 25 January 2018 to determine whether the recommendations should be forwarded to Cabinet as part of the budget consultation process.
- 4.2 When collating comments and conclusions of meetings during the BREP process this year, in addition to proposing recommendations in relation to the draft budget proposals 2018-19 to 2021-22 and the budget consultation process, the Panel have made several recommendations regarding future budget planning and also proposed recommendations to other forums within the Authority.
- 4.3 For ease of reference and to ensure there is a focus regarding the budget specific recommendations, Corporate have split the recommendations into separate appendices. They are set out as follows:
- A1 - Recommendations in relation to Medium Term Financial Strategy 2017-18 to 2020-21;
  - A2 - Future Budget Planning Recommendations from BREP;
  - A3 - Recommendations to other forums within the Authority.
- 4.4 The Committee accepted the recommendation and comments from both the BREP and the three Subject Overview and Scrutiny Committees and agreed to submit

them to Cabinet subject to a series of amendments which have been incorporated in the Appendices.

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

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

## **6. Equalities Impact**

- 6.1 The draft budget proposals cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing the proposals contained within the appendices, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.
- 6.2 All the savings proposals have been reviewed independently and a full Equality Impact Assessment will be undertaken before the final recommendations are made concerning next year's revenue budget.

## **7. Financial Implications**

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

## **8. Recommendations**

Cabinet is requested to consider the recommendation of the Corporate Overview and Scrutiny Committee, in response to the Medium Term Financial Strategy 2018-19 to 2021-22 and the Draft Budget Consultation Process.

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### **Background Documents:**

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

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

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

#### **Recommendation 1**

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

## **2 Draft Budget Proposals**

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

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

**Recommendation 2**

The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.

**Recommendation for Scrutiny 1**

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

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

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

**Recommendation 3**

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

**Recommendation 4**

The Panel recommend that to ensure effective collaborative working between the LA and TCCs there needs to be a dedicated officer to drive

it from the LA, similar to the role that is in place for CATs. The Panel propose also introducing Service Level Agreements between both parties to ensure the required support is in place.

#### **Recommendation to TCC Forum and Charter Working Group 1**

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

#### **Recommendation 5**

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

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

#### **Recommendation 6**

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

#### **Recommendation to TCC Forum and Charter Working Group 2**

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

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

**Recommendation 7**

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

**Recommendation 8**

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

**Working with Partner Organisations**

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

**Recommendation 9**

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

**Recommendation for Scrutiny 2**

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



- a) **As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained be the LA to inform all Members, members of the public, Inspectors and PCSOs;**
- b) **How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;**
- c) **How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.**
- d) **The need for a joint plan between Police and the LA;**
- e) **How the Police assist the LA in relation to safeguarding vulnerable adults and children.**

### **Valleys Task Force**

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

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

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

those receiving in depth services however they expressed concern over the early preventative work in relation to both adults and children, with particular concern in children services. The Panel were advised that over the last six months there had been a spike in the numbers of LAC in other LAs across Wales, however, Bridgend figures had remained steady. The Corporate Director – Social Services also explained that the Authority had a number of cases where there were repeated pregnancies where each child had been taken into care. Unfortunately early help had been slow to respond to this need but this was now being looked at under such projects as 'Baby in Mind' and 'Reflect'.

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

#### **Recommendation 10**

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

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

#### **Recommendation for Scrutiny 3**

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

#### **Recommendation for Scrutiny 4**

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

### **Further Information for Scrutiny**

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

### **Education**

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

### **Recommendation to Corporate Director Education and Family Support 1 The Panel recommend introducing stronger support and Governor training that is streamlined to focus on priorities to assist Governors with effectively managing and scrutinising their school's budget.**

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

The Panel also discussed the LDP formula which calculates how much a developer will pay towards a school.

**Recommendation to Corporate Director Education and Family Support 2**  
**Members raised concerns highlighting that the Education Directorate always seem to choose the smallest figure and further concluded that the LDP has a focus on primary school provision with less on secondary, Special and Welsh schools. The Panel therefore recommend that Education, Social Services and Health work more closely with the Planning department to develop the Local Development Plan to ensure involvement in the whole process and to provide more influence on its content. This is to include consideration of all ages and all types of education, for example, access to Welsh and Special schools.**

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

**Recommendation 11**

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

**Recommendation 12**

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

**Recommendation to Schools**

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

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

**Recommendation 13**

**Following discussion over the Schools Music Service and with reference to possible future budget pressures within schools, the Panel recommend that as the Music Service is a select service, that its allocated funding be removed in favour of retaining key school staff.**

**The Panel further proposed that the funding be subsidised by the child's parents, by way of means testing.**

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

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

### **Growth Proposals**

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

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

The event would feature:

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

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

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

### **Recommendation 14**

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

**Recommendation 15**

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

**Operational and Partnership Services (OPS)**

- 2.30 When considering the OPS Directorate, the Panel commented on the fact that it was evident that this Directorate was consistently planning long term underspends in the budget now, which were part of preparations for future budget cuts likely for the Directorate. The Panel discussed the need for more Transformational Leadership across the Authority in order to create a culture change to meet future budget pressures.

**Recommendation 16**

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

**Recommendation 17**

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

**Further General Comments and Recommendations****Recommendation to Corporate Overview and Scrutiny Collaboration**

- 2.31 The Panel recommend that the subject of Collaboration Working be put forward to the Corporate Overview and Scrutiny Committee for inclusion in their forward work programme to:
1. Establish an understanding of the collaboration work that is being undertaken within the LA, including projects such as City Deal and Valleys Task Force;
  2. Receive an update on the accountability arrangements that is in place of collaboration work/joint services;
  3. Consider how collaboration work has assisted in achieving value for money and contributed to the Authorities overall budget savings;
  4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs;
  5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC;

6. Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement;
7. Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.
8. Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates?

### **Recommendations to Democratic Services Committee 1**

#### **Member Referrals**

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

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

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

### **Recommendations to Democratic Services Committee 2**

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

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

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

### **Recommendation 18**

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

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

- 4.1 The BREP consider that the work of the Panel is a vital and important mechanism for budget setting and monitoring to ensure an objective, democratic approach from the start of the budget setting process.
- 4.2 The Panel however commented that this process for Scrutiny needs to start a lot earlier with meetings leading up to the budget setting process in order to discuss with Cabinet early proposals and assist with their development.
- 4.3 The Panel proposed the possibility of a more detailed approach similar to that of other LAs where the budget is considered line by line.
- 4.4 The Panel also requested that Corporate Directors are invited to either the introductory or concluding meeting and that where Corporate Directors are asked for specific information on individual topics throughout the BREP process a presentation be provided detailing the current and future plan.
- 4.5 The Panel concluded that subsequent to the presentation of Scrutiny's recommendations to Cabinet and an initial response being received, this be followed up by a report in early April to provide the Corporate Overview Scrutiny Committee with an update on the budget recommendations. They further requested that the Chief Executive and Leader be invited to attend this meeting.



**Recommendations in relation to Medium Term Financial Strategy 2017-18 – 2020-2021****Recommendation 5**

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

**Recommendation 10**

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

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## **Future Budget Planning Recommendations from BREP**

### **Recommendation 1**

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

### **Recommendation 2**

The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.

### **Recommendation 3**

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

### **Recommendation 4**

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

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### **Recommendation 8**

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**Recommendation 9**

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

**Recommendation 11**

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

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**Recommendation to Schools**

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

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

**Recommendation 17**

The Panel recognise that it is sometimes more straight forward to introduce change in some Directorates than others, however recommend that there needs to be more Transformational Leadership and culture change across the LA, thus ensuring that long term, realistic planning and change is clearly

**conveyed and understood by staff at all levels and that future needs, both budgetary and service, can be met.**

**Presentation of Budget to the public and Budget Consultation Process**

**Recommendation 18**

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

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### **Recommendations to other forums within the Authority**

#### **Recommendation to TCC Forum and Charter Working Group 1**

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

#### **Recommendation to TCC Forum and Charter Working Group 2**

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

#### **Recommendation to Scrutiny 1**

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

#### **Recommendation to Scrutiny 2**

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

- a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained be the LA to inform all Members, members of the public, Inspectors and PCSOs;
- b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;
- c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.
- d) The need for a joint plan between Police and the LA;
- e) How the Police assist the LA in relation to safeguarding vulnerable adults and children.

**Recommendation to Scrutiny 3**

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

**Recommendation to Scrutiny 4**

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

**Further Information for Scrutiny 1**

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

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**Recommendation to Corporate Overview and Scrutiny**

The Panel recommend that the subject of Collaboration Working be put forward to the Corporate Overview and Scrutiny Committee for inclusion in their forward work programme to:

1. Establish an understanding of the collaboration work that is being undertaken within the LA, including projects such as City Deal and Valleys Task Force;
2. Receive an update on the accountability arrangements that is in place of collaboration work/joint services;
3. Consider how collaboration work has assisted in achieving value for money and contributed to the Authorities overall budget savings;



4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs;
5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC;
6. Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement;
- 7 Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.
- 8 Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates?

#### **Recommendations to Democratic Services Committee 1**

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

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

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

#### **Recommendations to Democratic Services Committee 2**

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

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**Comments from Individual Overview and Scrutiny Committees 2017-18****1 Subject Overview and Scrutiny Committee 1****Education and Family Support Directorate**

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

**2 Subject Overview and Scrutiny Committee 2****Social Services and Wellbeing Directorate**

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

**3 Subject Overview and Scrutiny Committee 3****Communities**

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

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

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

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

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

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**BRIDGEND COUNTY BOROUGH COUNCIL**

**REPORT TO CABINET**

**27 FEBRUARY 2018**

**REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES**

**MEMBER AND SCHOOL ENGAGEMENT OVERVIEW AND SCRUTINY PANEL RECOMMENDATION**

**1. Purpose of Report.**

- 1.1 The purpose of the report is to present to Cabinet the findings and recommendation from a Member and School Engagement Panel (MSEP) meeting with Maesteg School.

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

- 2.1 This report relates to the following Corporate Priorities:

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

**3. Background**

- 3.1 The Council's scrutiny function has an important role to play in enhancing the transparency and accountability of public services. The purpose of engaging Head Teachers together with Chairs of Governors with Members of Scrutiny is to explore school performance with a view to improving levels of understanding in support of the Committee's accountability function.
- 3.2 Maesteg School had been highlighted as a school for the Panel to consider with the rationale that the local authority issued the school with a cause for concern letter in October 2016. Information from the Directorate explained that concern was raised about the quality of leadership at the school because in 2016, based on school reported data, there was a decline in nearly all key performance indicators at key stage 4. The decline was significant in mathematics at level 2 and the level two threshold including English/Welsh and mathematics.
- 3.3 Unverified data for key stage 4 pupils in 2017 indicates that performance is still low, especially in the combined English and mathematics threshold indicator. However, it was highlighted by the Directorate that performance in 2017 cannot be compared to performance in 2016 as GCSE reforms mean that qualifications cannot be compared like for like.
- 3.4 In addition there are a number of changes that all schools have had to address over the recent academic year, which may have impacted on this year's performance. These include; 'A' level changes taking place simultaneously; full implementation of

## Appendix C

the Welsh Baccalaureate at level 1 and level 2 in key stage 4; late publication of available information from WJEC; no grade descriptors and in-cohort changes.

3.5 In relation to Maesteg School, a joint local authority and Central South Consortium enquiry, conducted alongside the school, was undertaken in May 2017. The enquiry recommended that in order to strengthen the impact of the headteacher and senior leadership team on school improvement, the group should relentlessly pursue a more focussed agenda for accelerating progress and raising standards; continuing the current impetus at the school and maintaining the drive that is beginning to set higher expectations. This is to be achieved through:

- Empowering middle leaders to take greater responsibility for reducing in-school variation, thus ensuring greater consistency in the areas for which they are responsible, providing support and challenge to improve the performance of individuals and the team;
- Continuing on the quest for consistency by focusing attention on a small but powerful set of standardised procedures to drive out in-school variation;
- Further improving the process of self-evaluation; and
- Further developing the school's approach to identifying and sharing effective learning and teaching strategies.

3.6 The progress review in July 2017 indicated that the school has made a positive start to addressing these recommendations.

3.7 The MSEP met with the Headteacher, Mrs Helen Jones and the Chair of Governors, Cllr Keith Edwards, along with the Officers from the Education and Family Support Directorate on 22 November 2017.

3.8 The Panel received detailed information to assist them in their deliberations and development of questions including recent school data, the School Improvement plan, the Central South Consortium School Enquiry Report and the Summer Term 2 Progress Report.

## 4. Current situation / proposal.

4.1 Following their discussions with the Headteacher and Chair of Governors, the Panel highlighted a series of key points and recommendations:

### Key points from the Headteacher and Chair of Governors

- Two particular areas have hit schools hard recently – BTEC Science and English Literature – being withdrawn from quantitative measure.
- Struggle to recruit new staff, particularly in Maths and Science; firstly as there are so many opportunities in this field both within teaching and outside of teaching – many in the latter with much less pressure; and secondly high calibre teachers are much easier to attract to a 'Green' Category school.
- The Categorisation System for schools creates additional issues as parents are also attracted to 'Green' schools which can have a detrimental effect on individual school budgets through significant numbers of surplus places. This is further compounded by the fact that it is mainly Green schools that are



## Appendix C

considered to become 'Hub schools' allowing them to broker services and create additional income;

- Pupil population boom in England will exacerbate recruitment situation in Wales, as England have bigger budgets to attract good teachers.
- Girls underperforming boys is becoming an increasing issue for some schools with possible indication of a demographic/cultural issue. This underperformance appears to be starting at Key Stage 3. Several reasons attributable to this:
  - 1) A lack of confidence at the core and girls not believing they can achieve and having low aspirations;
  - 2) The quality of relationships girls have with their teachers;
  - 3) An increasing gender stereotypical view of girls and boys;
  - 4) New curriculum being exam based not coursework based which tends to favour boys ways of learning and achieving.

**The Panel highlighted the following as key methods the school has identified for improvement and possible areas for sharing best practice with others:**

- A combination of strong pupil tracking systems and higher aspirations for pupils is vital to improve pupil performance.
- Challenging pupil data from primary schools in order to better categorise pupils and set them correctly – starting off the learning journey from year 7 instead of later.
- Teaching and Learning Reviews being held at beginning of school year with new performance targets – instead of waiting until it's too late to do anything about it.
- Have a School Governor and a budget allocated to aspects of school  
moto/focus: 'STRIVE'  
S – Skills – Literacy and Numeracy  
T – Teaching  
R – Raising aspirations  
I – Inclusion  
V – Visionary  
E – English/Maths
- Link Governors for English and Maths together to ensure focus is maintained equally on both.

### 4.2 Panel recommendations following discussions

1. The Panel expressed concern over evidence reported that although schools may be issued with a cause for concern letter at the beginning of the school year in the Autumn term, support mechanisms are not put in place until after the school categorisation has been ratified in the following January. This sometimes means that a school may not get the support until a few weeks before the next exams and therefore have not had the opportunity or support to make changes and have an impact on those pupils for that year.  
Given the fact that, as reported by the Corporate Director- Education and Family Support, it is extremely unlikely that the school categorisation system will

## Appendix C

contradict the cause for concern letter, it is recommended that support from the Local Authority and the Consortium is put in place for schools immediately after a cause for concern letter is issued.

### **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 directly attached to this report.

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

7.1 There are no financial implications directly associated with this report.

### **8. Recommendation.**

- 8.1 Cabinet is asked to
- a) Note the comments and key points of the Member and School Engagement Panel in relation to Maesteg School.
  - b) Approve the Panels' recommendation as set out at 4.2

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### **Background documents**

None

**BRIDGEND COUNTY BOROUGH COUNCIL**

**REPORT TO CABINET**

**15 MAY 2018**

**REPORT OF SUBJECT AND OVERVIEW SCRUTINY COMMITTEE 3**

**EMPTY PROPERTIES OFFICER**

**1. Purpose of Report.**

- 1.1 The purpose of the report is to present Cabinet with the recommendations of the Subject Overview and Scrutiny Committee 3 in relation to the recruitment of the Empty Properties Officer.

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

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

**3. Background.**

- 3.1 At its meeting on the 21 March 2018, the Subject Overview and Scrutiny Committee 3 received a report from the Operational and Partnership Services Directorate regarding Empty Properties.
- 3.2 The report set out the role of the Empty Properties Working Group and specifically the benefits of creating a role of Empty Homes Officer and what remit the role would hold.

**4. Current situation / proposal.**

- 4.1 Following discussion with Officers on the potential options on recruiting an Empty Properties Officer and consideration of this item, the Committee determined to make the following recommendations to Cabinet:
- (i) Members recommended that BCBC recruit a dedicated Empty Properties Officer to address the problems with Empty Homes in Bridgend County Borough. The Committee believed it was essential that BCBC have their own dedicated officer to address these issues, and this service should not be delivered as part of a shared service.
- 4.3 Members further recommended that once the Empty Properties Officer is appointed they become the co-ordinator of the Empty Properties Working Group.

## Appendix C

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

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

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

6.1 An Equalities Impact Assessment will be undertaken as part of the development of the Empty Homes Strategy.

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

7.1 The Subject Overview and Scrutiny Committee 3 Empty Properties report states that services within the Authority should utilise their existing budgets for any work undertaken on empty properties. Whilst there is currently a budget available to appoint an Empty Properties Officer, as approved by Council in the MTFS 2018-19 to 2021-22, which would resource the “front end” of the service, there would also be additional demands on other departments within the Authority to progress any works on empty properties, which may not be currently resourced.

### **8. Recommendation.**

8.1 Cabinet is asked to consider and agree the recommendations of the Subject Overview and Scrutiny Committee 3 as set out in paragraph 4.1 of the report.

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**Background documents:**

**Subject Overview and Scrutiny Committee 3 Empty Properties report 21 March 2018**

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2018

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

#### OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2018-19

#### 1. Purpose of Report.

##### 1.1 To present:

- a) the items due to be considered at the Committee's next meeting to be held on 25 July 2018 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 17 September 2018;
- b) a list of responses to comments, recommendations and requests for additional information from the previous meeting of the Corporate Overview and Scrutiny Committee;
- c) a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2018–2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background.

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

## Feedback

- 3.3 All conclusions made at Overview and Scrutiny Committee meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.
- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response. Feedback for the Corporate Overview and Scrutiny Committee is attached at **Appendix A**.
- 3.5 For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.

## 4. Current situation / proposal.

- 4.1 Attached at **Appendix B** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next two meetings which are provisionally set to be held 16 June 2018 and 26 July 2018. It is for the Committee to determine any further detail to request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.
- 4.2 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.3 Attached at **Appendix C** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.
- 4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

## Corporate Parenting

- 4.5 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a

whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend. <sup>1</sup>

4.6 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.

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

#### Identification of Further Items

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

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

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

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

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

### **7. Well-being of Future Generations (Wales) Act 2015 Assessment**

7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The approval of this report will assist in the Planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet
- Integration - The report supports all the wellbeing objectives

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

- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service, Elected Members and members of the public
- Involvement - Advanced publication of the Forward Work Programme ensures that the public and stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

## 8. Financial Implications.

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

## 9. Recommendation.

9.1 The Committee is recommended to:

- a) Approve the feedback from the previous meetings of the Corporate Overview and Scrutiny Committee and note the list of responses including any still outstanding at **Appendix A**;
- b) Identify any additional information the Committee wish to receive in relation to their items scheduled for 18 June 2018 and their subsequent meeting including invitees they wish to attend within **Appendix B**;
- c) Confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for May/June and July contained within **Appendix C**;
- d) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programme.

DATE OF	COMMITTEE	SUBJECT
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<b>MEETING</b>		
4 July 2018	SOSC 1	School Standards
10 July 2018	SOSC 2	Safeguarding
12 July 2018	SOSC 3	
5 September 2018	SOSC 1	
6 September 2018	SOSC 2	
12 September 2018	SOSC 3	

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Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments
30-Apr-2018	City Deal	<ul style="list-style-type: none"> <li>The Committee agreed that the City Deal item should be deferred to a date which ensures an appropriate level of attendance at that meeting and that sufficient time is allocated to the item by all invitees.</li> <li>Members of the Committee further requested that a letter be sent to the Chief Executive formally highlighting their disappointment on learning of the reduced attendance of the meeting.</li> </ul>	Date to be confirmed.
	Festival of Learning – Summary of Activity and Projected Outcomes	<ul style="list-style-type: none"> <li>Members referred to the recommendations made by the Budget Research and Evaluation Panel (BREP) in relation to this item and the Committee queried whether the Directorate had been successful in securing any sponsorship from local businesses for the event, as there was no reference provided within the finance section of the report.</li> </ul>	Officers have approached a range of local businesses in order to secure sponsorship for the event. To date, offers of sponsorship have been received from New Directions (£1000) and Andrew Scott Ltd (£150) and Heronston Hotel (c. £85). Asda has agreed to provide free water bottles to attendees at the Learners' Day event. WHSmith has also agreed to provide sponsorship but the actual amount has not been confirmed at present. Officers are continuing to attract further sponsorship. A further update will be provided in due course.
		<ul style="list-style-type: none"> <li>The Committee also emphasised the importance of local businesses involvement in the event to provide greater clarity regarding what skills are required by employers to ensure future students employability.</li> </ul>	The Education and Family Support Directorate has been working closely with the Projects and Business Approaches Team throughout the development phase of the Festival of Learning 2018. Two articles in respect of the Festival of Learning have been published in the Bridgend Business Forum newsletter. Similarly, Bridgend College has been involved in the planning and preparation of the event. Several local businesses have already been involved in the Festival of Learning (see above). The Interim Corporate Director, Education and Family Support will be presenting to the Bridgend Business Forum on 13 June; where local businesses will again be invited to attend Festival of Learning events. Sponsorship will be discussed at that point too.
		<ul style="list-style-type: none"> <li>Again, with reference to the recommendation made by BREP regarding the need for schools to select a broad range of pupil representation to partake in the event, to ensure a variety of view to be incorporated, the Committee note that there was no mention of how the students would be nominated.</li> </ul>	All school councils are involved in preparing for the Festival of Learning 2018 (ie around 730 pupils) are actively involved in the week's events). 120 pupils, representing all 59 schools and The Bridge Alternative Provision will be involved in the Learners' Day. It is hoped that the outcome of the Festival of Learning will have a positive impact on all learners in Bridgend.
		<ul style="list-style-type: none"> <li>Members requested clarification in relation the funding amounts for the festival of learning and queried whether the £15k would be deducted from the £65k applied for and highlighted the need to make this clearer within the report.</li> <li>Members recommend that a future report be presented to Scrutiny to provide an evaluation of the Festival of Learning, to stipulate what outcomes were achieved and provide statistics evidencing success following the event.</li> </ul>	The total cost of running the Festival of Learning 2018 is £31,400. The total indicative cost of running the professional development workshops is £16,700 (with £15,500 of this going directly to schools). The total indicative cost of running the Symposium event is £1,800. The total indicative cost of the Learners' Day is £4,850. The total additional indicative costs associated with running the Festival of Learning 2018 are £8,050. The Local Authority Annex funding allocation (£19,500) Bridgend receives from Central South Consortium will be used to support the cost of running the Festival of Learning 2018. Officers anticipate that BCBC's final contribution will be below £10,000. It is important to note that approximately 50% of the total budget (ie £15,500) required to run the Festival of Learning 2018 will be delegated directly to schools £65,000 was approved by Council for the Festival of Learning on 28 February 2018 as a one-off pressure as part of the Council's Medium-Term Financial Strategy 2018-2019 to 2021-2022. Any underspend against this allocation will be returned to the Corporate Budget.
		<ul style="list-style-type: none"> <li>Members requested clarification in relation the funding amounts for the festival of learning and queried whether the £15k would be deducted from the £65k applied for and highlighted the need to make this clearer within the report.</li> <li>Members recommend that a future report be presented to Scrutiny to provide an evaluation of the Festival of Learning, to stipulate what outcomes were achieved and provide statistics evidencing success following the event.</li> </ul>	Officers would to happy to provide a report stipulating projected outcomes following the event.

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## Corporate Overview and Scrutiny Forward Work Programme

Meeting Date	Item	Lead Scrutiny	Author	Further Information	Invitees
18 June 2018	Public Service Board			Updates from Public Service Board OVS Panel	
18 June 2018	2017-2018 Quarter 4 Financial Performance			To review financial performance for enf of year 2017-18	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
18 June 2018	SS Annual Report			Consideration for comment on the draft Social Services Annual Report	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care

<p>25 July 2018</p>	<p>Collaboration Work with the Police</p>		<p>Feedback from BREP on subject of Collaboration with the Police - The Panel highlighted the need to work more closely with the Police and therefore proposed that an item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered:</p> <p>a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained by the LA to inform all Members, members of the public, Inspectors and PCSOs;</p> <p>b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;</p> <p>c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.</p> <p>d) The need for a joint plan between Police and the LA;</p> <p>. Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement;</p> <p>Update on valleys Task Force</p> <p>How are the LA benefiting from collaborative work - value for money and contribution to budget savings</p>	<p>Darren Mepham, Chief Executive; Mark Shepherd, Corporate Director Communities; Cabinet Members TBC</p>
<p>25 July 2018</p>	<p>Quarterly Performance Report Q4 - Information</p>		<p>End of year performance report addressing how the Authority has met its corporate plan commitments, milestones and indicators - report for information along with verbal feedback from Scrutiny Chairs from CPA in order for the Committee to highlight any areas that need to be picked up on the FWP.</p>	

## Items for the future

	Annual Recommendations/feedback Update		Update on all feedback that required follow up and recommendations - Cabinet and Officer ones	
	Update on Budget Recommendations		<p>BREP concluded that subsequent to the presentation of Scrutiny's recommendations to Cabinet and an initial response being received, this be followed up by a report in early April to provide the Corporate Overview Scrutiny Committee with an update on the budget recommendations. They further requested that the Chief Executive and Leader be invited to attend this meeting.</p> <p><i>COSC agreed that BREP would receive this update at their first meeting as April was slightly too early</i></p>	<p>Darren Mepham, Chief Executive          Cllr Huw David, Leader          Cllr Hywel Williams, Deputy Leader          Gill Lewis, Interim Head of Finance</p>
	Waste Services		<p><i>Clarification needed on item - for COSC to determine          Director has suggested September/October</i></p> <p>Members would like the report to include an update on the following:          The impact of the recently recruited senior managers associated with the Bridgend contract and front line operative staff. Was recruitment successful? Have all Members now been given full inductions and training          Information on the updates to the CRC centre including the instalment of the polystyrene baler and webcam so residents are able to monitor the traffic flow at the site.          Change of days for the communal collections - Has this happened? Has the service shown improvements since the change?          Impact of the new collection vehicles. Have they made collection rounds more efficient?          Outcome of the review of BCBC in house Street Scene enforcement activity          Longer term trend of flytipping. What are the figures of flytipping in the Borough? Have they improved? Domestic or business?          A breakdown in the number of referrals received before the new contract in a typical month and what they were related to and a breakdown of the number of referrals received in April 2018          A review of the AHP bags be considered when Scrutiny revisit the subject of 'Waste' in approximately 12 months time to include the monetary against environmental impact.</p>	<p>Mark Shepherd, Corporate Director Communities;          Cllr Hywel Williams, Deputy Leader;          Cllr Richard Young, Cabinet Member – Communities;          Zak Shell, Head of Streetscene;          Maz Akhtar, Regional Manager Kier          Julian Tranter, Managing Director Kier          Claire Pring, Kier</p>
	City Deal		<p>A presentation explaining:-          An overview of the City Deal &amp; what will Bridgend gain from it. What is Bridgend getting from the City Deal (what are we getting as the percentage of monetary input          Is there a business plan that members can see?          What projects have been identified so far.</p>	<p>Leader;          Deputy Leader;          Darren Mepham, Chief Executive;          Mark Shepherd, Corporate Director Communities;          Gill Lewis, Interim Head of Finance;          Leader from Monmouthshire Council;          Chair of City Deal Group.</p>
	Collaboration with TCCs		<p>4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs;          5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC;          How are the LA benefiting from collaborative work - value for money and contribution to budget savings</p>	

	Collaboration - Internal and with Third Sector		<p>7 Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.</p> <p>8 Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates; Third Sector - eg. BAVO - how much do we provide to them and what do they do with it.</p> <p>How are the LA benefiting from collaborative work - value for money and contribution to budget savings</p>	
	Digital Transformation		<i>Need to clarify</i>	
	New Local Development plan		<p>Links with schools and new housing developments</p> <p><i>Need to confirm with Corporate Director over if and when would be appropriate for scrutiny to receive, is there a public consultation taking place that Members can be involved with acting as consultees - as a pre-decision item.</i></p>	
	Corporate Landlord		<p><i>Item proposed by Corporate Director.</i></p> <p>To provide information on the budget reduction proposals allocated to the implementation and roll-out of the Corporate Landlord model.</p>	<p>Cllr Richard Young, Cabinet Member – Communities;</p> <p>Mark Shepherd, Corporate Director Communities;</p>



## Scrutiny Forward Work Programme

12 June 2018	SOSC3	Highways Services	To include information of efficiency savings and the impact of what the MTFS has on the service To include information on the external review by people 2			Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Streetscene; Andrew Hobbs, Group Manager Streetworks		
4 July 2018	SOSC 1	School Standards	Requested from SOSC 1 meeting in February to receive a further report at a meeting in the near future, (to be agreed by Corporate Overview and Scrutiny), incorporating the following:  <ul style="list-style-type: none"> <li>• School Categorisation information;</li> <li>• In relation to Post-16 data at 4.53 of the report, the Committee requested that they receive the baseline for each school to give a better indication of how each school has improved;</li> <li>• Information on Bridgend’s ranking for Key Stage 4 based on the latest results;</li> <li>• Information on what targets were set at each stage in order to determine whether the performance was expected and possibly a cohort issue or whether any actuals differed significantly from the targets set;</li> <li>• Information that the Consortium has gathered through drilling down into each schools’ performance to determine what challenges schools face;</li> <li>• Further detail of the performance of those with ALN attending the PRU or Heronsbridge School as Members felt this was not incorporated into the report to a great degree;</li> <li>• Information on the work that the Consortium is doing to identify the variation for each secondary school at Key Stage 4, and what is being done about it;</li> <li>• More information in relation to each schools performance – not necessarily more data but detail of the where, what and how in relation to good and poor performance for each school so that the Committee has an overall understanding of the current situation and priority schools in Bridgend;</li> <li>• What extent are schools responding to the changes recently introduced such as the removal of Btec etc, to ensure they are still meeting the needs of the pupils;</li> <li>• What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures;</li> <li>• Evidence of how the Consortium has made a direct impact on schools and school performance, what outcomes can they be measured on in relation to Bridgend to assure Members of value for money;</li> <li>• What is being done to mitigate against the impact of changes in teachers to ensure that this does not have a resulting impact on the performance of pupils;</li> <li>• Performance in relation to vocational qualifications and non-core subjects – where are there causes for concern and where there is excellent work taking place etc.</li> </ul>			Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Mandy Paish, CSC Senior Challenge Advisor; Mike Glavin, Managing Director CSC Representative from School Budget Forum		
12 July 2018	SOSC 2	Safeguarding	To include Safeguarding activity in both Children and Adult Services. To also cover: <ul style="list-style-type: none"> <li>• Regional Safeguarding Boards</li> <li>• Bridgend Corporate Safeguarding Policy</li> <li>• Child Sexual Exploitation (CSE)</li> <li>• Deprivation of Liberty Standards (DOLS)</li> <li>• Domestic Abuse</li> <li>• Human Trafficking</li> <li>• Modern Slavery</li> <li>• How the Police assist the LA in relation to safeguarding vulnerable adults and children.</li> </ul>	Members stressed that this subject must be considered by Scrutiny on their FWP as is a huge responsibility of the Authority and Scrutiny must ensure the work being undertaken to protect some of the most vulnerable people is effective and achieving outcomes.	Pilot for Advocacy ends April. Therefore proposed date May/June 2018.	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance; Terri Warrilow, Adult Safeguarding and Quality Manager; Representation from Police; Representation from Health.	SOSC2 Jan 18	
23 July 2018	SOSC 3	TBC						

Table B

The following items were deemed important for future prioritisation:

Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees		Webcast
<b>ALN Reform</b>	When the Act has been further progressed, report to include consideration of the following points: a) How the Authority and Schools are engaging with parents over the changes to the Act? b) What the finalised process is for assessments and who is responsible for leading with them? c) What involvement/responsibilities do Educational Psychologists have under the Act? d) Has the Act led to an increase in tribunals and what impact has this had? This is set against the context of the recent announcement by the Lifelong Learning Minister that instead of saving £4.8m over four years the Act could potentially cost £8.2m due to an expected increase in the number of cases of dispute resolution. e) Given that the Act focuses on the involvement of young people and their parents, what support is available for those involved in court disputes? f) Outcomes from the Supported Internship programme. g) Support for those with ALN into employment. h) Staffing - Protection and support for staff, ALNCO support, workloads and capacity. i) Pupil-teacher ratios and class sizes and impact of Act on capacity of teachers to support pupils with ALN j) How is the implementation of the Act being monitored; what quality assurance frameworks are there and what accountability for local authorities, consortiums and schools?	Needs revisiting to monitor implementation of the Bill and if needs are being met as well as impact on future budgets -	COSC agreed with comments from Officers and will await further timing advice (March 2018)	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help. Michelle Hatcher, Group Manager Inclusion and School Improvement Third Sector Representatives		SOSC 2 highlighted this item as suitable for webcasting.
<b>Advocacy</b>	Advocacy for Children and Adults: • The outcome from the Advocacy Pilot Scheme • The current system • Social Services & Wellbeing Act • Regional Children Services advocacy • Adult Services – Golden Thread Project		Corporate Director proposed September 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care; Richard Thomas, Strategic Planning and Commissioning Officer.		
<b>Annual Recommendations/feedback Update to each SOSC</b>	Update on all feedback that required follow up and recommendations - Cabinet and Officer ones <i>(COSC Receive report - SOSCs for info)</i>		Proposed for March 2018 to inform next years FWP planning	None		
<b>Care Inspectorate Wales (CIW) Inspection of Children's Services.</b>	The Committee requested that they receive an <b>information report</b> detailing the progress of the plan and update Members whether or not the actions have addressed the issues raised by the Inspectorate.		Going to Corporate Parenting on 24 Jan - Scrutiny Officers to pick up and send to Committee			
<b>Review of Fostering Project</b>	Further project as part of the Remodelling Children's Social Services  - Detail regarding the upskilling of three internal foster carers to provide intensive, therapeutic step down placements as part of Residential Remodelling project - Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process	COSC have proposed that this item be considered by a future SOSC 1 for continuity purposes	Corporate Director proposed October 2018	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children's Social Care; Pete Tyson, Group Manager – Commissioning; Lauren North, Commissioning and Contract Management Officer; Natalie Silcox, Group Manager Childrens Regulated Services.		
<b>Community Services</b>	Rec from BREP The Committee recommend that Scrutiny consider a future item on what other Local Authorities are doing to respond to the gap in provision in Community Services.  What grant funding has been reduced and how has this had an impact?  <i>(Officers proposed at FWP planning meeting to maybe use this as a bit of a research item in Scrutiny where representatives are asked from other LAs to determine what they do as this info isnt currently held by our Communities Directorate)</i>				SOSC2 Feb 18	
<b>Remodelling Children's Residential Services Project</b>	SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.		Corporate Director proposed early 2019			

<b>CIW investigation into LAC</b>	The Committee requested that the outcome of the CIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.		Self assessment and action plan due at end of year			
<b>CAMHS</b>	<p>With reference to the responses received in relation to Child Adolescent Mental Health Services Members on 12 December 2018, Members note that most of the replies feature an element of work in progress and have asked to retain the item on the FWP for future review. To receive an update on current provision and further advise on current situation in relation to comments and conclusions made on 12 December 2018.</p> <p>Update on work being undertaken throughout Wales looking at causes of mental health: 'Working Together for Mental Health'.</p> <p>To include an update on how we are getting on moving into Cwm Taf.</p>		Corporate Director proposed early 2019			
<b>Empty Properties</b>	SOSC 3 requested that this item continue on FWP - reasons and purpose to be confirmed					
<b>Home to School Transport</b>	<p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings:</p> <p>Update on pilot that school transport team proposing to run in Spring and Summer terms 2017-2018 - to support the enforcement of bus passes on home to school transport contracts. As part of this pilot, the Authority is also investigating opportunities to track the use of our school bus services by individual pupils.</p> <p>Update on Recommendation from BREP: The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.</p> <p>To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees to be scrutinised to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport</p> <p>Report to include Update on the current arrangements of how licensing and school transport operates within the County Borough since the change in 2015 to the Police National Policy for disclosing non-conviction information to the local authority. Information to include a report from South Wales Police on its approach to disclosing information it holds about licencees following arrests, charges and convictions. What is the current relationship between the local authority's licensing and school transport departments in relation to the disclosure of information from South Wales police? Is there sufficient oversight on behalf of the local authority and a risk of contractors withholding information which may prejudice the continuation of their contract?</p> <p>Further proposed that Communities be invited to add to report and attend meeting to update Committee on safe routes assessment to determine what work has been undertaken since funding was allocated to this over a year ago.</p>	<p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings. To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees ought to be scrutinised by an Overview &amp; Scrutiny Committee at the earliest opportunity to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport</p>		Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help. Mark Shepherd, Corporate Director Communities;		
<b>Parks and Playing Fields</b>	To be updated by MS		Corporate Director proposed Nov 2018	Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities;		

<b>Plastic Free County Borough</b>	<p>Following on from the notice of motion in which it proposed the authority to go plastic free and to encourage all organisations and individuals to follow as much as possible. to Council Members wished to be informed of how Officers intend to work towards the following:</p> <p>If and when a review our own organisation will take place and plans to replace single use plastic items, encouraging the replacement of single use plastic items such as plastic straws, plastic coffee cups with biodegradable items in the workplace.</p> <p>When will BCBC contact County Borough businesses to encourage them to replace single use plastic items, reduce unnecessary packaging and apply principles of sustainability within their everyday businesses.</p> <p>How we plan to promote 'Plastic free Bridgend' through social media and other appropriate marketing and communications methods. How do we support community initiatives to 'Keep Bridgend Tidy', including our beaches, parks and streets, and promote alternatives to throwing away materials, in keeping with principles of the circular economy and waste hierarchy.</p> <p>How we are working with Welsh Government Ministers on the measures, including guidance and legislation, can be introduced to reduce plastic waste across Wales, in keeping with the principles previously outlined.</p> <p>Include stats on what single use items BCBC currently uses and any plans for a replacement of these items.</p>	To work towards bridgend becoming a plastic free town. For the Committee to be informed of proposals in working towards this.				
<b>Direct Payment Scheme</b>	<p>Details on the revised policy including how the legislation has affected it.</p> <p>How Direct Payments are delivered.</p> <p>What support has been provided to service users since the launch of the new scheme.</p> <p>How was the scheme launched to service users.</p>	Corporate Director has proposed this as a potential item	Corporate Director proposed November			

<b>Member and School Engagement Panel - Annual Report</b>	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel
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**The following items for briefing sessions or pre-Council briefing**

Item	Specific Information to request
Social Services Commissioning Strategy	To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: <ul style="list-style-type: none"> <li>Regional Annual Plan</li> <li>Bridgend Social Services Commissioning Strategy</li> </ul>
Cwm Taf Regional Working	Update on situation and way forward with Cwm Taf and Regional Working? How will we undertake Regional working?

Residential Remodelling - Extra Care Housing	Site visit to current Extra Care Housing and then to new site once work has begun
Children's Social Services	Briefing for SOSC 1 on Child Practice Reviews - details of latest CPRs over last 12-18 months - what recommendations have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children.

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2018

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

#### SOCIAL SERVICES ANNUAL REPORT 2017/18

##### 1.0 Purpose of Report

1.1 To present to the Committee, the Director of Social Services' draft Annual Report for 2017/18 for comment and request that Members note the judgements reached locally about social care services in Bridgend.

1.2 This is the ninth Annual Report of the Director of Social Services and is based on the Authority's self-assessment of the performance and delivery of social care services. The draft report is attached at **Appendix 1**.

##### 2.0 Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priority/priorities:-

1. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
2. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

##### 3.0 Background

3.1 From October 2016, the Care Inspectorate Wales (CIW) changed the way they inspect children's and adult social services.

3.2 Following the implementation of the Social Services and Wellbeing (Wales) Act 2014, CIW developed a new framework which aims to ensure that authorities are inspected using the wellbeing outcomes of the Act. The Act has two key policy objectives:

- To improve the wellbeing outcomes for people who need care and support and
- To reform social services law.

It seeks to:

- Transform the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
  - Promote partnership working in social care;
  - Enhance the preventative role of social care and health, setting out overarching wellbeing duties to reduce or delay the need for care and support.
- 3.3 The CIW framework provides the foundations of the Council's duty to report on the whole circle of care from commissioning, contracting, assessment, care management to service provision.
- 3.4 The methodology for the core programme for local authority inspection is built around the quality standards for local authority social services, issued under the Code of Practice, to measure social services' performance. These standards, in turn, reflect the national outcomes framework. The approach to inspection, engagement and performance review is similarly focused on outcomes, with an emphasis on engaging with people to learn about their experiences and listen to their views.
- 3.5 Guidance has been produced which includes a reporting template and page limit guidance to increase consistency of reporting across Wales.

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

- 4.1 The Social Services and Wellbeing (Wales) Act 2014, places strong emphasis on promoting the wellbeing of people who need care and support and carers who need support. It is important that the views and voices of people and their carers are heard.
- 4.2 The aim of this report is to provide the Council and people living in Bridgend County Borough with an overview of social care. It aims to highlight the progress made during the year and to identify priorities for 2018/19.
- 4.3 The preparation of the report involved an analysis, based on evidence, of the services that are provided. Staff across the services have contributed to the development of this report and there is much evidence within it of feedback from people who use social services.
- 4.4 The guidance for the report includes a template and sets out the sections in relation to the six national quality standards for wellbeing. They are:
- Working with people to define and co-produce personal wellbeing outcomes that people want to achieve;
  - Working with people and partners to protect and promote people's physical and mental health and emotional wellbeing;
  - Taking steps to protect and safeguard people from abuse, neglect or harm;
  - Encouraging and supporting people to learn, develop and participate in society;
  - Supporting people to safely develop and maintain healthy domestic, family and personal relationships;
  - Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs.



- 4.5 The report has sections on all of the above with hyperlinks (as the guidance suggests) to an array of reports and documents to evidence progress. There is also a glossary of terms.
- 4.6 The report provides an overview of Bridgend, and summarises the main achievements in 2017/18 and includes areas where progress has been delayed. It also highlights the priorities for social services in 2018/19. The analysis draws on progress against the business plan for 2017/18, performance data for each service area in both adults' and children's social care, as well as feedback from service users, carers and staff.
- 4.7 The report demonstrates that services are generally effective in meeting the needs of people who require the support of social care. The report identifies that the services are improving overall, but it also identifies areas where improvement is needed and these are detailed in the priorities for 2018/19.

### **CIW Annual Performance Review 2017/18**

- 4.8 As part of the CIW annual review of performance for 2017/18, regular review meetings were held with the Director of Social Services and the two Heads of Service. CIW also met separately with the Heads of Service to discuss progress in individual areas.
- 4.9 No formal letter will be received for 2017-18, however, an extract from the notes of the final review meeting in March 2018 is included in section 3 of the Director's Annual Report. It includes an update on engagement work in Mental Health Services and Supported Living.

### **Priorities for 2018/19**

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

#### Whole Service Priorities:

- Implement the actions as set out in the 2018-2019 Social Services and Wellbeing Directorate Business Plan. This has a range of aims and commitments which sit under the three overarching corporate priorities, namely Supporting a successful economy, Helping people to be more self-reliant; Smarter use of resources. The key aims and actions are as follows:
  - Give people more choice and control over what support they receive by providing early access to advice and information;
  - Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators;
  - Continue to involve service users, carers and communities in developing commissioning services;

- Reduce demand by investing in targeted early help and intervention programmes;
  - Implement a new 52 week residential service model for disabled children and young people;
  - Establish a new model of residential provision for looked after children and young people;
  - Finalise a transition service model to help disabled children move smoothly into adulthood;
  - Support carers in maintaining their roles;
  - Recruit and retain carers across the range of fostering services;
  - Support the third sector, town and community councils and community groups to meet local needs;
  - Enable community groups and the third sector to have more choice and control over community assets;
  - Achieve the budget reductions identified in the medium term financial strategy;
  - Ensure appropriate services are available to children at risk from child sexual exploitation (CSE).
- Ensure that the Council's responsibilities as set out in the Act within the secure (prison) estate are fulfilled.
  - Ensure that effective supervision and quality assurance is embedded into practice and that there is a consistent quality assurance audit programme. This will demonstrate how well the assessment process and subsequent service delivery mechanisms support a person centred approach which builds on a person's own strengths and abilities.
  - Respond to the outcome of the consultation on the proposed Health Board Boundary change so that Bridgend will be ready to move into a new region and work in collaboration with different local authority and health board partners if required.
  - Respond to the new strategy that will require more seamless services between health and social care as a result of the Parliamentary Review of Health and Social Care.

In Adult Social Care, the main priorities for 2018/19 are summarised as follows:

- Continue to develop the Social Work approach to people who have experienced a difficult time involving intervention from acute hospital services, by helping them to stay independent and well. This will enable people to look after their own wellbeing more effectively.
- Continue to develop the community services model so that the service can be proactive and respond appropriately, at the right time, in the right way and by the right person. This is called 'anticipatory care' planning.
- Review the pilot scheme for advocacy services for adults, the outcome of which will inform a new model of service and future commissioning arrangements.

- Further develop integrated community services so that the team can respond to need 7 days a week as well as increasing the availability of nurses.
- Start phase 2 of the re-modelling homecare service in order to ensure that people's wellbeing is consistently protected and promoted.
- Develop the Prevention and Wellbeing agenda so that there is a stronger link with the rest of the Council and better focus and engagement with key partners. Continue to build up the evidence base which will show how such an approach can support people to remain independent and therefore reduce the likelihood of receiving ongoing support from social services; in the Act this is called 'managed care and support'. The Authority will also make sure that all future commissioned services have a prevention and wellbeing approach.
- Continue to develop the individual community knowledge base of the Community Dementia Support Workers to ensure opportunity to share this knowledge of local support is available to all people and their significant others accessing their service.

In Children's Social Care, the key priorities for 2018/19 can be summarised as:

- Continue to safely reduce the number of looked after children by making sure that the Authority provides effective help as early as possible and that it works with children, young people and their families to review their situation. This is an ongoing priority as effective intervention at the earliest opportunity is the most efficient way of supporting families to prevent children from becoming looked after.
- Fully implement the Multi Agency Safeguarding Hub (MASH) in partnership with the police, probation and the health board.
- Develop a therapeutic team to wrap around Children's services so that the Authority can better support children and young people who are experiencing difficulties or crisis. The service is intended to improve outcomes for children by increasing placement stability and prevent placements breaking down and children needing to move.
- Ensure that the work needed to develop a transition team is completed so that young people moving into adulthood have the right support at the right time.
- Further work will be done to raise awareness about advocacy services for children to make sure that there is an increase in advocacy being offered and also an increase in the take up of advocacy support.
- Target the recruitment of foster carers so that the Authority has a better range of choice and skills in order to find local placements for those children that require a more 'specialist placement'. The Authority will focus on recruiting transition carers which are part of the new proposed model for placement provision. There will also be a focus on recruiting individuals or families who could provide supported lodgings placements and therefore

safely enable young people to leave foster care and become more independent. The Authority will make sure that it builds the support and care service so that they can more effectively work to prevent children becoming looked after and can also support families to be reunited and children rehabilitated home.

- Support more young people to participate in apprenticeship opportunities across the Council.
- Implement a policy to ensure a consistent approach to support care leavers attending university.

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

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

## **6. Equality impact Assessment**

6.1 There are no equality implications in this report.

## **7.0 Well-being of Future Generations (Wales) Act 2015 Implications**

7.1 The implementation of the duties and responsibilities under the Social Services and Wellbeing Act (Wales) (SSWBA) 2014, in turn, supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people's physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the wellbeing goals of a Healthier and more equal Bridgend and Wales are supported.

7.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver wellbeing outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:

- Long Term – Social Services is demand led and the SSWBA focusses on sustainable prevention and wellbeing outcomes for the future. There is a requirement to meet the needs of people in the longer term and, because of rising demographics and increasing complexity, the remodelling and transformation of services continues to be a priority.
- Prevention – the report is about the new approaches adopted by the Directorate in line with the SSWBA, for example, the provision of information, advice and assistance to enable people to remain independent for as long as possible. This will ensure that need is anticipated and resources can be more effectively directed to better manage demand.
- Integration – the implementation of the SSWBA requires local authorities to work with partners, particularly the NHS and the Police, to ensure care and support for people and support for carers is provided. The report evidences work with the Third Sector, enabling people to remain linked to communities, and work with young people to enable access to employment.

- Collaboration – The collaborative approaches described in the report, are managed and monitored through various remodelling and collaborative boards, for example, the Western Bay Partnership Board where there is cross sector stakeholder representation at both political and Officer level. The strategic planning and local delivery of integrated support and services are developed and agreed at a regional basis in order to provide the best possible intervention to people.
- Involvement – the key stakeholders are the people who use social care. There is considerable engagement including surveys, stakeholder meetings, feedback forms and the complaints process. The provision of accessible information and advice helps to ensure that the voice of adults, children and young people is heard.

## **8. Financial Implications**

- 8.1 Whilst there are no direct financial implications, the report highlights service areas which are facing financial pressures, at a time of shrinking resources, and supporting people with increased complex needs and the changing demographics of the population of Bridgend County Borough.

## **9.0 Recommendation**

- 9.1 It is recommended that the Committee notes the content of the Director of Social Services' draft Annual Report for 2017/18 and provides feedback to be considered before the final report is presented to Council on 18<sup>th</sup> July 2018.

**Susan Cooper**  
**Corporate Director Social Services and Wellbeing**  
**May 2018**

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## **10 Background Documents**

None

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# DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2017-18 (DRAFT)



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

[www.bridgend.gov.uk](http://www.bridgend.gov.uk)



May 2018

<b>INDEX</b>	<b>Page</b>
<b>1. Introduction</b>	<b>3</b>
<b>2. Director’s Summary of Performance</b>	<b>4</b>
<b>3. How Are People Shaping Our Services?</b>	<b>11</b>
<b>4. Promoting and Improving the Wellbeing of Those We Help</b>	<b>13</b>
(1) Working with people to define and co-produce personal wellbeing outcomes that people wish to achieve	<b>13</b>
(2) Working with people and partners to protect and promote people’s physical and mental health and emotional wellbeing	<b>17</b>
(3) Taking steps to protect and safeguard people from abuse, neglect or harm	<b>19</b>
(4) Encouraging and supporting people to learn, develop and participate in society	<b>21</b>
(5) Supporting people to safely develop and maintain healthy domestic, family and personal relationships	<b>24</b>
(6) Working with and supporting people to achieve greater economic wellbeing, have a social life and live in suitable accommodation that meets their needs	<b>26</b>
<b>5. How We Do What We Do</b>	<b>28</b>
Our Workforce and How We Support their Professional Roles	<b>28</b>
Our Financial Resources and How We Plan For the Future	<b>30</b>
Our Partnership Working, Political and Corporate Leadership, Governance and Accountability	<b>31</b>
<b>6. Accessing Further Information and Key Documents</b>	<b>34</b>
<b>7. Glossary</b>	<b>38</b>



## 1. Introduction

Hello, welcome to my annual report for 2017-18 which tells you about how Social Services in Bridgend County Borough Council have been delivered during the year and how well we are doing.

In my report last year I explained about the Social Services and Wellbeing Act (I will refer to this as The Act) which puts the individual and their wellbeing at the centre of all that we do. This continues to be a priority for us and has been a main driver for change and for new ways of working. As a re-cap, the main messages from the Act are:

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

We have to make sure that we can do all of the above whilst keeping children, young people and adults safe from harm. This is also at a time when resources are getting less and demand continues to increase. We need to continue to work closely with individuals, families, carers and partner agencies.

This report will tell you how we are progressing with delivering the Act in Bridgend and it will give you some examples of what this means and the impact it has had on individuals. There is still more to do and so the report also sets out the next stage of our journey. It is difficult to set out everything that is being done and so I have chosen some key areas and examples; however, there are lots of links embedded in the report so that you can read more if you want more information. The report has been written in plain language so that it is easier to follow and understand but the information and reports that have been embedded as a link provide further detail and evidence of what we have been doing during the year.

In line with the direction from Welsh Government, we continue to work collaboratively across the region. The Council has responded to the consultation on the proposed health board boundary change and we are hoping for an outcome as soon as possible so that we can continue to build effective working relationships with regional partners. The outcome of the above consultation also links with the Parliamentary Review of Health and Social Care and it is important for both the Council and the people of Bridgend County Borough that we have clarity regarding which region we will be working with in order to develop joint and effective transformation programmes.



## 2. Director's Summary of Performance

At the end of the financial year, every Council in Wales has to publish a report about its performance in order to evidence how the Council has met its priorities. This has to include a range of different information and includes financial details. Below is a short summary of some of the achievements from Social Services and some information about our performance. The last section covers the big priorities we have identified are important for 2018-19.

### Cross Directorate

The directorate continues to implement the Act and to make sure that the requirements of the Act are embedded into every day practice.

There has been further progress in the development of the Welsh Community Care Information System (WCCIS) and Bridgend has now included a number of health colleagues, from our integrated health and social care team, onto the system and this has been a significant step forward for the whole of Wales.

Social Services in Bridgend has continued to work as part of the Western Bay Health and Social Care Regional Partnership and the main areas we have been actively involved in are:

- Community Services Planning and Delivery Board
- ABMU Carers Partnership Board
- Children and Young People's Programme Board
- Commissioning for Complex Needs Programme Board
- WCCIS
- Regional ASD Strategy Group (Integrated Autism Service)
- Workforce Development Steering Group
- Regional Adoption Service
- Regional Safeguarding Board

In 2017, Welsh Government made an announcement about a possible change in the Health Board boundary which means that, if agreed, Bridgend as a local authority would move into a new region and therefore would be aligned with Rhondda Cynon Taff (RCT) County Borough Council, Merthyr County Borough Council and Cwm Taff Health Board. The consultation on this proposal closed in March 2018 and at the time of writing this report we have not yet heard what the outcome is. We are currently still working with partners in the Western Bay region but are also developing relationships in the Cwm Taff region in preparation for any changes. The most important thing is that the people of Bridgend will continue to have the right access to support and services despite any potential change to the organisations.

In November 2016, the Cabinet Secretary for Health, Well-being and Sport, Vaughan Gething AM launched a 'Parliamentary Review of Health and Social Care' and Bridgend has made a positive contribution to this review and has been able to demonstrate the strong and positive working relationships with health in our integrated community teams. The report was published in January 2018 and we are now actively involved in shaping the plan that will be produced as a result.

<https://beta.gov.wales/review-health-social-care?lang=en>

## Children's Social Care

The safe reduction of the number of looked after children remains a priority for Bridgend and during 2017-18 the numbers remained fairly static with the average number being 387. At the end of the 2017-18 financial year, however, the looked after children population in Bridgend had gone down by 1.5%. At the time of writing this report the number of looked after children in Bridgend was 370 (as at 14/05/18) which is the lowest it has been for a number of years. It is important that there is a focus on delivering early help, support and intervention as this will prevent children coming into the care system and this is a priority area for the Council. Please see a report that went to our Overview and Scrutiny Committee [here](#):



16.04.18 - Early Help  
and Childrens Social C

The new multi -agency safeguarding hub (MASH) was up and running in early April 2018 and we have already seen how this has strengthened relationships between Social Services and the Police. Please see the Cabinet report [here](#):



31.10.17 - MASH  
Cabinet Report Final.

A new model for Children's Residential Care has been developed and agreed and work will now progress in 2018-19 to make sure that the model is implemented. We opened a specialist residential unit for children with disabilities in October 2017. Feedback from families has been positive in relation to the experience for children living there. You can view the Cabinet report [here](#):



27.02.18 - Children's  
residential care.pdf

## Adult Social Care

Good progress has been made in making sure that when people have an assessment there is a focus on 'what is important to them' and that attention is given to how that person can remain independent for as long as possible.

The two new Extra Care Schemes will be completed by October 2018 and this includes 25 residential care beds and 45 extra care flats. As a result, two Council-run residential care homes will close. The long term plan is that, as the residential care beds are no longer required, these will transfer into more extra care provision.



## PERFORMANCE

### Children's Social Care

The number of children and families that we were involved with during 2017-18:

• We received 6677 new contacts during the year
• There were 637 children that needed a child protection intervention. (This figure is the number of children where a section 47 investigation was started).
• The number of children on the child protection register at the end of the year was 169.
• The number of looked after children as at the end of March 2018 was 384. The safe reduction of children looked after remains a priority for the Council.

### Adult Social Care

Some key performance data is detailed below:

My social worker keeps me in the picture

	2016-17	2017-18
The number of people who received a reablement service (includes reablement at home and residential reablement)	394	394
The number of people who received a Telecare package during the year	2921	3162
Number of people were supported in long term care (residential)	683	676

Living in my own home makes me happy and with help I hope to remain there as long as possible

I'm lonely and some days I don't see anyone to talk to, would like to go out but have no-one to take me

### What did we say we do in 2017-18? How did we perform?

The following key priorities were identified for Social Services for 2017-18:

- Improve the way we provide information, advice and assistance (IAA) to the public and we also want to increase the support available to people by increasing community based support that will support people

I cannot survive without them as I have no family

without them having to come into statutory social services;

*There are a number of aspects to this work:*

- *The establishment of the Multi Agency Safeguarding Hub (MASH) as the first point of contact for safeguarding of children and adults. Phase 1 is underway and by September 2018, it will encompass workers from Children's Social Care, South Wales Police, Education and Family Support, Housing, Substance misuse Services, Probation, Wales Community Rehabilitation Company, Health and Adult Social Care.*
- *Local community coordinators continue to provide a service in the three valley areas of the Borough - they received 116 referrals during 2017/18.*
- *Council Website – Dewis is now linked to the corporate website and this provides information on universal community opportunities that promote wellbeing which will interface with the council's website.*
- *The Common Access point (CAP) in Adult Social Care continues to deliver information, advice and assistance as an integral part of their contact with people requesting help. We are ensuring that there is access to appropriate information to enable people to access support when they need to.*
- *89% of adults who received advice and assistance from the information, advice and assistance service have not contacted the service again for 6 months.*
- *Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop;*

*A number of people have shared with us their own personal story of how the change in approach by social care professionals has improved their own wellbeing. As a result we have been able to build up a library of digital stories and case studies which we are able to use to support learning and reflective practice.*



*Consultation events have been held throughout the year with families and front line staff in relation to the transfer of existing residents into the new extra care schemes. As a result the service has been able to manage all questions and any anxieties on an ongoing basis and this has prevented them from escalating and raising unnecessary concerns. There has also been engagement with the local communities and schools who have been involved in naming the two new schemes. There has been significant support for this development.*

- Develop our advocacy services for both children and adults so that they have the independent support and advice they need to make their voice heard;

*Bridgend continues to work with the Golden Thread Advocacy Programme (GTAP) in order to build the advocacy support available for people who find it difficult to understand information or communicate their wishes. We have commissioned an independent professional advocacy service (IPA) for adults and during the year the service received 55 referrals and at March 2018 they were supporting 37 people. The evaluation report is attached [here](#):*



BVC Evaluation - IPA  
Pilot April 2018.docx.

*In August 2017, independent advocacy for children and young people was commissioned regionally in Western Bay in line with the Welsh Government's National Approach. Bridgend has worked closely with regional partners, including its existing provider, to help establish the new working model and continues to implement changes that will ensure the voices of young people are heard when they become known to social services. There were 83 referrals supported in the year.*

- Consult on a new strategy for Direct Payments so that more people will be able to access a direct payment and therefore will be able to access more flexible support to help them be more independent;

*An independent review of Direct Payments in Bridgend was carried out in 2017-18 and this has helped to inform a new strategy for Bridgend. We have also revised the operational policy and procedures. These are now being consulted on and the intention is to set down an implementation plan and launch the new strategy in June 2018.*

- Open a new 52 week residential provision for disabled children and young people so that they can remain living close to their families within the County Borough;

*The 52 week provision, called Harwood House, opened in October 2017 and two young people have moved in, without this local provision those young people would have gone into an expensive, out of county provision. There is still one placement left in this new provision and this will be filled in 2018-19.*

- Put systems in place so that we can better meet the needs of young people in transition from childhood into adulthood;

*A Transition Project has been established and has developed a model for a transition team comprising two specialist social work staff and a support worker to focus on young people with 'autistic spectrum disorder' (ASD). However, there have been initial difficulties in the recruitment to these posts and this has delayed the implementation.*

*A transition tool has been developed and an engagement exercise with staff and service users has helped shape a performance framework.*

- Consult with children, young people and their families on a new model for residential care provision;

*As part of the work to re-model residential care, children and young people have been consulted and their views and wishes were incorporated into a report that was presented to our Overview and Scrutiny Committee and then Cabinet. They have been able to help shape the new model which has now moved to implementation in 2018-19.*

- Work with our partners and with schools to better support carers and young carers;

*We continue to work closely with our partners and with schools to better identify and appropriately support Carers and Young Carers. Bridgend Carers Centre has 3000 Carers on their database that they provide information and assistance to. The Carers transition funding is currently funding a Young Carers in Schools project; in the last quarter alone 2700 young people participated in Young Carers assemblies, 150 pupils participated in Young Carers PSE lessons, and Carers champions have been identified in five comprehensive schools.*



- Recruit more foster carers by undertaking a range of different advertising campaigns;

*Work has been done to better understand the profile of the current foster carer population and this has informed where, what and how we recruit future foster carers in the future. The Council's marketing team are supporting future campaigns. At the end of the year Bridgend had 110 approved foster households and they provide 245 placements. The recruitment of foster carers will remain a priority for the future.*



- Complete the work required to fully implement the MASH.

*The new multi-agency safeguarding hub (MASH) team became operational in April 2018. There is a second phase which will be in place by October 2018.*

## **What we want to do in 2018-19**

There are a range of service actions that sit under these higher level priorities and these have the details of what needs to be done to achieve the overall aims with timescales and targets set out.

- Continue to build on the progress and achievements made in 2017-18 and concentrate on improving the areas that are still in development.

- Implement the actions as set out in the directorate business plan. The 2017-2018 Social Services and Wellbeing Directorate Business Plan has a range of aims and commitments which sit under the three overarching corporate priorities; these are as follows;
  - To give people more choice and control over what support they receive by providing early access to advice and information;
  - Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators;
  - Continue to involve service users, carers and communities in developing commissioning services
  - To reduce demand by investing in targeted early help and intervention programmes
  - Implement a new 52 week residential service model for disabled children and young people
  - Establish a new model of residential provision for looked after children and young people
  - Finalise a transition service model to help disabled children move smoothly into adulthood
  - To support carers in maintaining their roles
  - Recruit and retain carers across the range of fostering services
  - To support the third sector, town and community councils and community groups to meet local needs
  - Enable community groups and the third sector to have more choice and control over community assets
  - To achieve the budget reductions identified in the medium term financial strategy
  - Ensure appropriate services are available to children at risk from child sexual exploitation ( CSE)
- Please see Business Plan attached [here](#):



SSWB Business plan  
2018-19 following Sc

- Respond to the outcome of the consultation on the proposed Health Board Boundary change so that Bridgend will be ready to move into a new region and work in collaboration with different local authority and health board partners if required;
- Respond to the new strategy that will require more seamless services between health and social care as a result of the Parliamentary Review of Health and Social Care.



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

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

Bridgend Social Services is committed to making sure that people are able to make their voice heard, whether this is about how services will be developed and delivered in the future or whether it is about a service that they are receiving now. Some examples of how we do this are by issuing surveys, inspections, contract monitoring processes, elected members rota visits, complaints and compliments and consultation events. We know that there is more that we can do to engage and consult with people and this is an area that we will do more of in 2018-19.

In September 2017, we asked 430 children and young people and 1243 adults what they thought about the support and services that they were receiving from Bridgend. These were called surveys and they were developed by Welsh Government as part of the new Act. Below is a selection of some of the replies that we received:

**Adults:** A total of 1243 questionnaires were sent out to adults (over 18 years), 416 were returned, a response rate of 34%. Some of the comments received include:

“Staff are polite and attentive and make my mother smile.”

“Sometimes I do not think they listen”

“I am satisfied with the quality of care but the amount is totally inadequate and I supplement support in order for my wife to cope.”

My care has  
been  
outstanding.

**Carers:** A total of 49 questionnaires were despatched to adults (over 18 years), 22 were returned, a response rate of 45%. Some of the comments received include:

“The carers are nice people who treat you politely.”

“As a full time carer I feel that 11 hours of support a week is insufficient to provide the time needed to help support my physical and mental health.”

Sometimes  
I wish I could  
find suitable  
respite

Excellent  
backup

**Children:** A total of 430 questionnaires were despatched to children (age 7-17 years), 90 were returned, a response rate of 21%. Some of the comments received include:

I love my carers, I could not be happier at all

"My foster carer is the most nicest person and she has taken me in like her own."

"I don't want to move out ....., I will lose my friends and school but I don't like my carers."

"I have all my family and friends around me. I really feel I belong here."

We also receive complaints and compliments about our service. It is important that the directorate responds quickly and effectively to all complaints with an expectation that the majority of complaints and concerns should be resolved as early as possible. The table below shows the number of complaints and compliments received during 2017-18.

	Early Resolution (within 2 working days)	Stage 1 (Formal process)	Stage 2 (Formal process)	Corporate Complaints	Public Services Ombudsman	Compliments
<b>Adults</b>	56	14	0	3	0	264
<b>Children's</b>	139	12	2	22	2	23
<b>Total</b>	195	26	2	25	2	287

During 2017-18, two complaints were received by the Ombudsman's Office, one of which related to Children's Social Care whereby the Ombudsman recommended that the Local Authority commission a Stage 2 independent investigation which was commissioned in September 2017. The second complaint related to shortcomings with the handling of a complaint, as a result of which learning outcomes have been identified and actions implemented.

There has been an increase of almost 50 complaints received during 2017-18 compared to 2016-17.

The 2017-18 Representations and Complaints Annual Report is linked here. (This is going to Cabinet in July 2018 and is being finalised).

### Care Inspectorate (Wales) (CIW)

As part of a series of regular meetings, CIW met with the Director and Heads of Service in March 2018 to reflect on progress and to discuss the performance of the authority for the year 2017-18. No formal letter will be received for 2017-18; however, an extract from the notes of that meeting is as follows:

*The Mental health engagement work has been completed. This related to inspection work led by Health Inspectorate Wales (HIW) of Community Mental Health Teams (CMHT), but which had not involved Bridgend CMHTs. Managers within Bridgend submitted comprehensive written information against key lines of enquiry provided.*

*In addition, CIW made visits to a house with supported living, and received written submission from Bridgend Bipolar Support group. CIW also spoke with key staff.*

*CIW reported that people at the day service, supported living and hostel said that they were generally content with the level of support they received and were mostly accessing two or three groups/befriending services to promote independence and/or enhance their wellbeing. However, people not accessing these types of services from the bipolar disorder group did not describe access to services (beyond the support group) and perhaps indicated that more non statutory support at times would be beneficial.*

*People reported that they valued their social workers, care co-ordinators and Community Psychiatric Nurses (CPNs) and generally felt professionals were responsive to requests and maintained contact. GPs were seen as an important source of contact for those living independently. But people generally did not feel they had access to specialist services in an emergency.*

*CIW inspection of Western Bay regional adoption service; the report of this has been delayed but is due for release shortly.*

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

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

We have continued to focus our attention on making sure that we work with people in a way that will support them to achieve their personal outcomes. Outcomes reflect what matters to a person and these should be personal to each individual and relate to their own particular circumstances. Outcomes relate to the impact or the difference a person wants to see in their life. We have continued to provide training and development opportunities to support staff to work in an outcome focused way and we recognise that this is still a relatively new approach and requires a shift in culture. We have built up a library of evidence and digital stories as evidence of the positive difference this approach is having on a person's life. At the time an individual has an assessment they are given an 'active offer' to have that assessment conducted in Welsh.

**Sometimes I do not think they listen**

**I struggle to ask for advice**

**Do feel I cannot cope and need help but at the same time don't want outside help**

**I find paperwork difficult and have great problems using the phone because of my deafness**

## What were the main things we said we would do in 2017-18?

- Improve the options for accommodation for looked after children both for short and long term situations and we will be progressing the review of our residential services. We will be talking directly with children and young people so that they can tell us what they think is important for a young person in care.
- Continue to safely reduce the number of looked after children by making sure that we provide effective help as early as possible and that we work with children, young people and their families to review their situation.
- Actively recruit new foster carers so that we can promote local solutions to families in need.
- Increase the number of local community co-ordinators so that we can support the development of local communities which will give people more choice and control of how they manage their own independence.
- Develop Extra Care housing, which will allow residents to continue living independently in a self-contained flat, while benefiting from personal care and support, where those needs have been identified. The new Extra Care Housing schemes will also contain a residential wing, allowing a seamless pathway into a residential-care home setting, where individuals' care and support needs have increased to that required level.
- Further develop, with health, the integrated Common Access Point (CAP) for the provision of information and advice for adults.
- Develop the DEWIS wellbeing information database further and launch this to the public of Bridgend.
- Roll out the quality assurance framework across Social Services and make sure that all staff are working to an agreed and recognised standard.
- Open a new specialist 52 week provision for children on the Heronsbridge Special School site to support children to live within their local communities and maintain their family and school links, this was in response to consultation with children, families, school stakeholders linked to the local authority and a public consultation was held.
- Improve the way we provide information, advice and assistance to the public and we also want to increase the support available to people by increasing community based support that will support people without them having to come into statutory social services;
- Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop; Work more closely with people who use our services, carers and the wider population and communities to make sure that they have a say in the type of services that we develop;
- Develop our advocacy services for both children and adults so that they have the independent support and advice they need to make their voice heard.



**Dewis Cymru**  
Have choice and take control

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

- We opened the new 52 week residential provision for children with complex needs, called Harwood House, on 16<sup>th</sup> October 2017 and we placed two young people who would have otherwise needed to be placed in external out of Bridgend County.

- A new accommodation model for looked after children and young people was approved by [Cabinet](#) on the 27<sup>th</sup> February 2018.



27.02.18 - Children's residential care.pdf

In order to develop the new model a number of consultation events were held with children who have experience of a care setting, staff and key partners. The new model will now be implemented during 2018-19 and this will mean that Bridgend will be able to better support children and young people who come into residential care and also provide them a more appropriate accommodation setting.

- Children's social care and early help services are working closely together to make sure that safely keeping children out of care is given a priority. This work is overseen by a joint board chaired by the two Directors. An independent review of the pathway between the two services was carried out in November/December 2017 and the findings are now being looked at by the teams. It is expected that as a result of this work Bridgend can improve the focus of early help and intervention and that this will enable more children to avoid coming into care. The numbers of looked after children is coming down and at March 2018 the number was 384 compared with 390 at the same time last year. At the time of writing this report there were 370 looked after children.
- Seven new foster carers, providing 10 additional placements, were recruited during 2017-18 and ongoing recruitment is now being given a priority.
- A new quality assurance framework has been launched across the whole of Social Services. The new framework was informed by front line staff and operational managers. The feedback so far is very positive and there are examples of individuals and teams sharing best practice which is actively informing change and improvement and having a positive impact on the people who are receiving a service. The new framework will mean that all people who access our services will experience equality in relation to the standard of service they receive regardless of the nature of the intervention from Children's or Adult Social Care. You can see the framework [here](#):



Assuring Quality Framework and Guide

- Good progress has been made in the development of two new extra care schemes and they are on track to be opened in September/October 2018. The schemes are a mixed model and have both residential and extra care facilities on the same site. This has enabled many of the residents from two of the Council's existing residential care homes to transfer across whilst also increasing the number of extra care flats in the County Borough.
- The Common Access Point in Adult Social Care has been developed and there is now a multi-disciplinary approach to managing referrals which means that the service can respond both quickly and more effectively. The common access

point can also now link to a designated mental health link practitioner and community dementia support workers.

- The Council website has been reviewed and the new website went live in April 2018. Social Services worked with the corporate centre on developing service information for the main web site. Dewis, the wellbeing information hub, has been developed and is accessible through the website.



- We have reviewed the way that the Approved Mental Health Practitioners (AMHP) work and respond to calls for assessment. The policies, procedures and protocols have been updated in line with a new national quality assurance process. A new rota system and AMHP hub will be implemented in 2018-19 and this will be linked more closely to Act and the need to promote prevention and wellbeing initiatives.

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

- Continue to safely reduce the number of looked after children by making sure that we provide effective help as early as possible and that we work with children, young people and their families to review their situation. This is an ongoing priority as effective intervention at the earliest opportunity is the most efficient way of supporting families to prevent children from becoming looked after.



- Continue to develop the social work approach to people who have experienced a difficult time involving intervention from acute hospital services, by helping them to stay independent and well. This will enable people to look after their own wellbeing more effectively.
- Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.
- Continue to develop the community services model so that the service can be proactive and respond appropriately, at the right time, in the right way and by the right person. This is called 'anticipatory care' planning.
- Continue to involve service users, carers and communities in developing and commissioning services.
- To reduce demand by investing in targeted early help and intervention programmes.
- Review the pilot scheme for advocacy services for adults, the outcome of which will inform a new model of service and future commissioning arrangements.

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

This remains a priority for Bridgend and there are many examples of where we have engaged people in developing services that will promote their mental health and emotional wellbeing. This includes children and young people in shaping the new service model for residential care, adults in the model for our two new extra care schemes and carers in the development of a Bridgend Carers Strategy. We continue to build strong relationships with our key partners across Western Bay as part of the health and social care arrangements, with the South Wales Police in the development of the MASH team and various other initiatives. A good example of working in a more co-productive way is development of a strategy with our Third Sector partners.



### What were the main things we said we would do in 2017-18?

- Work with the Third Sector in order to develop a strategy which will set out how the Council and Third Sector will work together to promote and support prevention and wellbeing approaches.
- Implement the planned MASH with our partners in the police, probation and the health board.
- Invest in carers support and use every opportunity for funding to make sure that the right services are available to them.
- Put systems in place so that we can better meet the needs of young people in transition from childhood into adulthood;
- Support the residents and their families in our existing Care Homes to prepare for the transition into the new Extra care Schemes.
- Progress the plans for a new model for residential care for children and young people and make sure that we consult with children and young people themselves so that we can better understand what support they feel is most needed.
- Open the new 52 week residential facility so that children with complex needs who need such support do not have to go out of county and away from their family in order to receive the appropriate help they need.

I sometimes lack motivation to do things that are important to me

A care package is in place that allows X to go to the local pub with carers support which allows his wife some time on her own

I am becoming more and more anxious and depressed I spend days not speaking to anyone except carer in the morning

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

- A significant piece of work has been undertaken with Third Sector partners in order to co-produce a development plan. The draft plan is called 'Building Resilient Communities' and it provides a platform where the Third Sector, community and voluntary groups can develop a shared agenda and work programme in partnership with the Council.
- The early help and safeguarding board has developed a suite of information which has enabled the teams to better understand and track the information regarding early help interventions and looked after children. As a result we have a clearer understanding of what is working, where the gaps are and where to target resources.
- The MASH commenced in early April 2018. Phase 2 of the MASH which is when adult social care will join, is on target for September.
- The Council wants to maintain independence and wellbeing for Carers and the person being cared for. We have mapped out our current services for carers and have held a number of carers' events to make sure they have had the opportunity to build the future vision and also to contribute to service developments. The next step is to commission a provider to deliver both long and short term breaks for either carers or the people they care for.
- A programme board has overseen the work required to help the residents from two existing Council run homes to plan to move into a new accommodation setting appropriate to their individual needs. This focussed piece of work will help a smooth transition into a new extra care scheme, a new residential setting or nursing care. Equal attention has also been given to the staff who will also be part of the changes. The changes have been supported by a detailed communication strategy to make sure that all stakeholders are kept informed of the developments. Please see [Extra Care communication Strategy](#) and [newsletter](#) here:



Extra Care  
Communication Strate



ECH Newsletter  
February 2018.pdf

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

- Fully implement the Multi Agency Safeguarding Hub (MASH) in partnership with the police, probation and the health board.
- Develop a therapeutic team to wrap around Childrens' services so that we can better support children and young people who are experiencing difficulties or crisis. The service is intended to improve outcomes for children by increasing placement stability and prevent placements breaking down and children needing to move.



- Further develop our integrated community services so that the team can respond to need seven days a week as well as increasing the availability of nurses. This team is called the Acute Clinical Team and is part of the Community Resource Team.
- Start phase 2 of the re-modelling homecare service in order to ensure that we can consistently protect and promote people's wellbeing.
- Make sure that the work needed to develop a transition team is completed so that young people moving into adulthood have the right support at the right time.
- Develop the prevention and wellbeing agenda so that there is a stronger link with the rest of the Council and better focus and engagement with key partners. Continue to build up the evidence base which will show how such an approach can support people to remain independent and therefore reduce the likelihood of receiving ongoing support from social services; in the Act this is called 'managed care and support'. We will also make sure that all future commissioned services have a prevention and wellbeing approach. Please see the report to our Overview and Scrutiny Committee [here](#):



07.03.18 -  
Prevention and Wellb

- Communicate the co-production approach and the Third Sector work across the whole Council and implement the associated development action plan.

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

I don't feel safe when on my own, want my son home at all times

I have a lifeline as I have a tendency to trip and have had 4 nasty falls in past month

Safeguarding is a core theme in everything we do. It is about protecting children, young people and adults from abuse or neglect and educating those around them to recognise the signs and dangers and to keep safe. Bridgend is a member of the Western Bay Safeguarding Board and this is the link to their website: <http://www.wbsb.co.uk/>

## **What were the main things we said we would do in 2017-18?**

- Implement the new advocacy services in both adult and children's social care services so that children, young people and adults are able to have a stronger voice in terms of what matters to them and therefore become more independent.
- Complete the review of the secure estate and make sure that our resources are targeted at the right people.
- Progress the review of residential care in Children's Social Care so that we can offer more effective support to those children who need it. This will include developing our in-house foster care service.
- Implement the recommendations set out in the CSSIW Children's Services Inspection.
- All children and young people subject to the Child Sexual Exploitation (CSE) protocol will have an up to date self-assessment risk assessment form (SERAF) assessment.
- Safely reduce the amount of time a child's name remains on the child protection register and reduce the number of children who have to come back onto the register.
- Bring one Social Services Safeguarding Team under the same management rather than having separate teams in Adults' and Children's Social Care.

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

- Advocacy awareness training has been provided to staff. Children's Social Care now have a system in place to make sure that advocacy is considered at the assessment and review process.
- All children and young people subject to the CSE protocol now have an up to date Self-Assessment Risk Assessment Form (SERAF) assessment meeting. At each strategy a range of risk indicators are considered and this informs the type of intervention and amount of monitoring required. This has meant that we have been able to reduce the number of young people who are subject to CSE monitoring because the intervention offered is more targeted.
- The number of children whose names have been placed on the Child Protection Register has decreased and the length of time a child's name is placed on the register has reduced. This indicates that we are more effective in identifying and managing risk through assessment and appropriate intervention.
- There is still more work to do to bring the adult and children safeguarding teams together but this will now be progressed in 2018-19 as the new MASH service will enable greater integration.
- In June 2017, the review of the work with the prison (secure estate) was completed. Part 11 of the Act gives local authorities new responsibilities for prisoners who have care and support needs and live within the local authority

boundary. As a result there has been a review of the skill mix required for staff within the secure estate team and permanent members of staff have now been recruited in light of the findings of the review. In addition there has been an analysis of gaps against the requirements of the act and this work will be taken forward in 2018-19. Some 2017-18 data is included below:

Referrals and Re-referrals received	89
Assessments completed	83
Number of which were as a result of a referral	67
Support Plans completed as result of an assessment following referral	23
Reviews completed	20

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

When I am with family and carers I feel happy and safe.

My carers have cared for me really well and made me feel safe as anything no one will hurt me around them

- Further work will be done to raise awareness about advocacy services for children to make sure that there is an increase in advocacy being offered and also an increase in the take up of advocacy support.
- To further integrate the children’s and adults Safeguarding Teams so that systems and processes can be streamlined and more effective
- To make sure that we are fulfilling our responsibilities as set out in the Act within the secure (prison) estate.

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

I have this family that I belong to and I have my friends

I feel very isolated due to my mobility restrictions

I would like to move to the area where I have connections and friends, I sometimes feel far away from a community

The directorate continues to work towards the corporate priority of ‘helping people be more self-reliant’ and our approach is to encourage people to be as independent as possible. Our aim is to support people to have more voice and control in their lives and in order to do this social care practitioners have matured the skills needed to have a different conversation which develops people’s strengths and wants rather than the more traditional dependency style. Training opportunities have focussed on outcome focussed approaches. We also have many examples of how we have engaged with the users of our services to help shape the future delivery model. The pathway between early help services and social care has been strengthened and at the time of writing this report further work is being done to review the current model to make sure that resources are directed appropriately.



### **What were the main things we said we would do in 2017-18?**

- Train more staff in new ways of working so that they can focus on what matters to people, we call this outcome focussed assessment and care planning;
- Continue to develop our prevention and wellbeing approaches so that we can support people to live more fulfilled lives in their own homes and communities and prevent the need for them to come into a care environment;
- Consult with families about the transition of children into Adult Social Care and develop a wider network of social work and health input through the health led ‘Facing the Challenge’ team. Following this, ensure the appropriate monitoring arrangements, networks and relationships are in place to support the process;
- Continue to deliver training to ensure appropriate support for people with dementia.



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

- The strategy of supporting people to remain living as independently, as possible, at home, for as long as possible, has been working and the performance data for 2017-18 shows a reduction in long term Residential/Nursing Care placements. There were 452 people in Residential / Nursing Care at 31/03/2018 and this is a reduction when compared to 31/03/2017, where there were 466 people in similar placements.
- In Adult Social Care there has been a focus on ‘Reinvigorating Social Work’. Training has focused on building relationships with people known as ‘a *relationship based* approach to assessment and delivering people’s well-being outcomes.’ Please see [strategy](#) and [word cloud](#) here:



BCBC v2 Training  
Plan 2017-18.docx



Wrd Cloud Social  
Work.docx

To support team based learning and application of the training in teams, there has been a significant learning and development program called Action Learning. This involves groups of practitioners coming together to reflect on practice. A sample of case records is monitored and this then feeds into the ongoing evaluation of the impact of the training received by and within teams. A focus is given on making sure that people's well-being outcomes are being met. The focus has to be that people experience positive differences in their lives.

- We have continued to work with the ABMU Health Board Dementia Care training team and we have reviewed, revised and improved the programme.
- In Children's Social Care we invested in a leadership development programme for senior and middle managers. Please see [outline programme](#) from IPC here:



Bridgend CBC  
Children's Services Le

People trained in 2017/18:

- 16 staff attended Facilitating Action Learning training
- 20 staff attended 'Engaging Well' train the trainer sessions.
- 11 of the 12 teams have delivered team based 'Engaging Well' workshops (some additional planning is required in Adult Mental Health).
- 6 x 2 day Collaborative Communication Skills courses have been delivered with 80+ staff attending. Additional courses will be arranged to maximise attendance from teams.
- Within Children's Social Care a programme of training was devised with the aim of improving the confidence, consistency and effectiveness of social care staff to outcome led practice. The programme followed the model of the Adult Social Care Programme but was differentiated to meet the particular requirements of working within Children's Social Care. You can view the [programme](#) here:



Outcome focused  
practice training prog

It adopted a 3 phase approach:

- Engaging Well – Defining, Capturing and Recording Outcomes
- Outcomes Focussed Practice using Collaborative Communication Skills
- Inspirational Conversations for social care manager and managers. (Jointly with Adult Social Care)
- Practitioners have helped to shape the training events and the new quality assurance framework. In Adult Social Care 'action learning' has been introduced and the teams have responded well to this new method of problem solving and learning. Children's Social Care will be adopting the use of action learning sets for

team development and managers will be receiving training in action learning set facilitation.

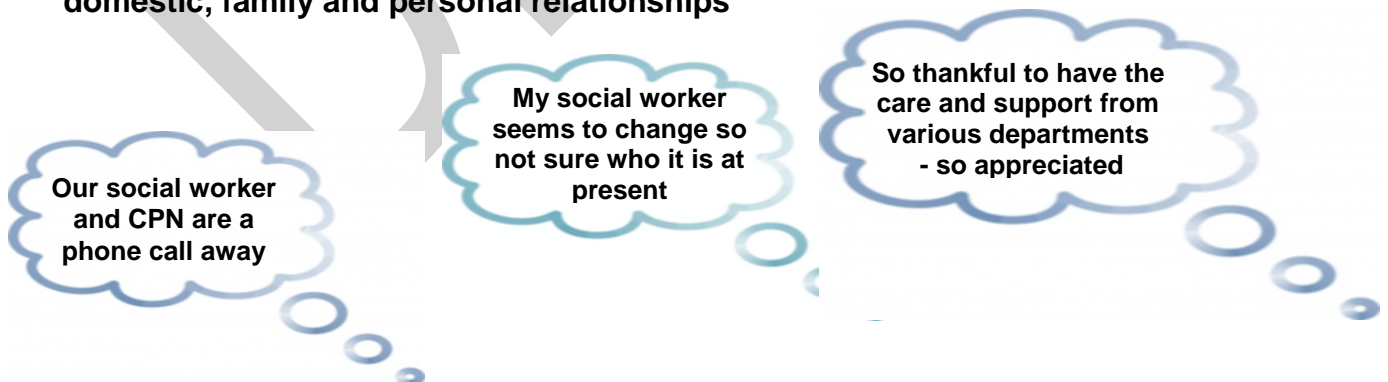
- Bridgend has supported 21 newly qualified social workers through their first year in practice.
- Work was taken forward with the Third Sector which will result in a co-produced plan called 'Building Community Resilience' and an associated action plan which will be taken forward in 2018-19.
- Benefits for the organisation include a clear strategic direction and pathway for the development and support of social work in delivering the aims and responsibilities of the Act. The strategic direction sets the scene for embedding outcome focus approaches and quality assurance into day-to-day practice and there is now a solid foundation from which to build in 2018-19.

### **What are our priorities for 2018/19 and why?**

- Continue to deliver training sessions on reflective practice and action learning across the whole directorate.
- Make sure that effective supervision and quality assurance is embedded into practice and that there is a consistent quality assurance audit programme. This will demonstrate how well the assessment process and subsequent service delivery mechanisms support a person centred approach which builds on a person's own strengths and abilities.
- Make sure that we promote a co-production model for new service development.

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



Bridgend is committed to supporting people to feel happy and fulfilled and this standard is about helping people to achieve healthy and safe relationships at home, in their own communities and with the people they are close to. Our aim has not changed from last year as we recognise that this is an ongoing aspiration, therefore, we want to support all our 'customers' to be as socially active as possible, to feel they can make decisions for themselves and keep themselves safe as well as making a contribution to others and in the community in which they live.

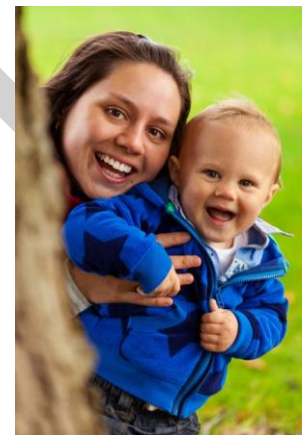
## What were the main things we said we would do in 2017-18?

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



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

- Since April 2017, we have run a number of fostering campaigns in order to increase the number of foster carers, whether for general care, support care or for the parent and child scheme. The foster care online scheme has been enhanced and we have also run recruitment stalls at a number of local events. In 2017-18 there were seven new approvals providing placements for 10 children.
- The community network teams have developed stronger partnership links with the local community and Third Sector groups so that they can link people into ordinary activities and support networks in the area in which they live. The number of Local Community Co-ordinators (LCC) has increased from one to three and 116 referrals to the LCCs were received during 2017-18.



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

- Target the recruitment of foster carers so that we have a wider range of choice and skills in order to find local placements for those children that require a more specialist placement. We will focus on recruiting transition carers which are part of the proposed new model for placement provision. We will also have a focus on recruiting individuals or families who could provide supported lodgings placements and, therefore, safely enable young people to leave foster care and become more independent. We will make sure that we build the support care service so that they can more effectively work to prevent children becoming looked after and can also support families to be reunited and children rehabilitated home.
- Continue to develop the individual community knowledge base of the Community Dementia Support Workers to ensure opportunity to share this knowledge of local support is available to all people and their significant others accessing their service.



- To strengthen the opportunities for people, known to Social Services and therefore in 'managed care and support' to engage with and be connected to their communities.
- Finalise a transition service model to help disabled children move smoothly into adulthood.

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

I would like to go on organised trips occasionally

It's my family home so although not always appropriate it's where I want to be

One of the corporate priorities for the Council is to 'support a successful economy'. It is important that people have a suitable place to live and feel safe in their own home, that they have comfortable social networks but that they also have the opportunity to improve their income.

**What were the main things we said we would do in 2017-18?**

- Consult on a new strategy for Direct Payments so that more people will be able to access a direct payment and therefore will be able to access more flexible support to help them be more independent;
- Work more closely with colleagues in housing so that we can create more housing options and solutions for people in need;
- Continue to involve service users, carers and communities in developing and commissioning services;
- Ensure that we create pre-apprenticeship schemes for young care leavers so that they will have the support they need to get ready to join an apprenticeship scheme;
- Continue the implementation of the revised respite service for children with disabilities so that children and their families can still receive the respite they need as well as Bridgend being able to offer more flexible support to a greater number of families;
- Continue to develop dementia friendly communities - there is a plan in place to make more local areas dementia friendly communities this year and

I live with my twin brother who also has learning disabilities





increase the number of dementia friends across the county borough by training staff, elected Members, schools and colleges and other partner organisations;

- Consider the financial assistance afforded to care leavers who wish to attend university.

**Some things we have asked for - could not be provided**

**I have what I want and so far, I have been much happier with the foster carers**

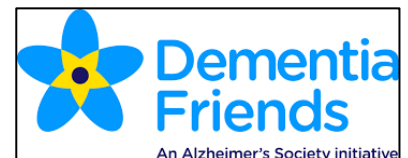
### **How far did we succeed and what difference did we make?**

- 17 looked after children have been offered a work experience placement within Bridgend. 15 of these will have their placement within the Council and two will be placed within the Borough. This will be part of an 'apprenticeship ready' programme and there will be ongoing evaluation and support to enable the young care leavers to move into other apprenticeship or work based opportunities.
- We recognised that we did not have a Policy to provide financial support to care leavers who wanted to attend university and that the support offered was inconsistent with no standard financial formula/framework in place. We produced a report encompassing the Welsh Government review on this topic and offered three different options for consultation. We will, thereafter, consider the consultation preferences and write a policy to allow care leavers confidence that they will be equally treated in terms of financial support and ensure that the Local Authority has given assurances that as corporate parents, young people will be afforded the same opportunities as other young people fulfil their potential and achieve their goals and aspirations. Please see the Cabinet Report [here](#):



30.01.18 Childrens Social Care Uni Fees.1

- In 2017-18, 1,500 people from across the county borough of Bridgend have become 'dementia friends' and some have gone onto become dementia champions. Five local community areas have achieved the 'working towards the dementia friendly community' award. As a result people living with dementia and their families have gained in confidence and feel more able to remain living within their own community due to the support the everyday support they receive.
- An independent review of the Bridgend Direct Payment Scheme was commissioned in 2017-18 and as a result we have revised the operational policy and procedures and guidance. The new Direct Payment Scheme will be launched in the summer of 2018 and it will be more closely linked to the financial strategy.



**I have lived in my own home for 48 years with assistance of care - hope to remain – my main carer is my wife**

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

- To support more young people to participate in apprenticeship opportunities across the Council. We will also evaluate the experiences of those who have participated in apprenticeships and be proactive in identifying progression routes into employment.
- We will implement a policy to ensure a consistent approach to support care leavers attending university.
- To review our joint intentions with our partners in the light of the National Dementia Action Plan.
- Implement and monitor the new direct payments policy, procedure and action plan.

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## 5. How We Do What We Do

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

Bridgend County Borough Council is committed to ensuring that the social care workforce, not just within the Council but across the whole sector, has the appropriate skills, training and development opportunities in order to keep up with the new legislation. We firmly believe that a competent and trained workforce is the key to making sure that we are able to deliver quality services at the right time, in the right way and to the right person. Bridgend receives funding from Welsh Government via the Social Care Wales Workforce Development Grant which has been used to support the implementation of the Act. The grant now comes into the region and so also supports the Western Bay regional priorities to support improvement of care and support across all providers and organisations and the priority areas for the grant are set out in the Social Care Workforce Development grant. The grant allocation for Bridgend for 2017-18 was £321,786 to which the Local Authority added a contribution of £170,730, which was £32,822 in excess of the mandatory required contribution. Below are examples of some of programmes that were available in 2017-18.

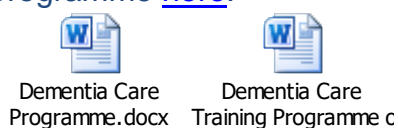
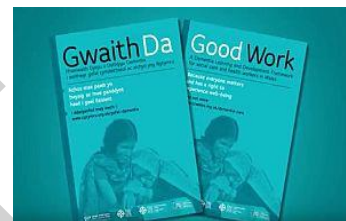


**Gofal Cymdeithasol Cymru**  
**Social Care Wales**

- There have been 5,963 attendances days at learning and development events during the period April 2017 to March 2018.
- Bridgend has continued to focus training on developing the skills of the whole sector workforce to enable them to have different conversations with the people we currently support and those who are new to the service. A programme of training has been delivered with the aim of improving the confidence, consistency and effectiveness of social care staff to better meet the requirements set out in the Act and, most importantly, to continue to focus on strengths and outcomes for people. The programme has been flexible to meet the particular requirements of working within Adults or Children's Social Care and has included programmes called Caring

with Pride; Engaging Well; Collaborative Communication Skills; Inspirational Conversations for Social Care Staff and Managers.

- All staff have the opportunity to access a Welsh Language e-learning programme. The directorate has Welsh Language Champions in place across the service areas. Staff are aware of who these champions are and they are able to get support and advice from them as and when needed. The service supports those who are learning to speak Welsh and is also able to identify staff who are fluent in the Welsh Language.
- We have continued to work with the ABMU Dementia Care training team and we have reviewed, revised and improved the [programme](#). Training has been mapped against the 'Good Work Dementia Learning and Development Framework for Wales'. Please see outline dementia programme [here](#):



- There has been a programme of training for mental health professionals to make sure that they are kept up to date with the necessary legislation and guidance. You can view the programme [here](#):



- We have delivered a national programme, called Confidence in Care, aimed at transforming outcomes for looked after children in Wales. Bridgend has held an 11 week course for our foster carers aiming at increasing their skills and coping strategies to improve the relationship between the foster carer and the child they are caring for.
- Alongside a core programme of training on Child Sexual Exploitation (CSE), we have introduced CSE training for taxi drivers and those working within the night time economy e.g. hotel, pubs and clubs. The training also covers safeguarding for a range of other vulnerable groups.
- We work with local training providers to deliver the Health and Social Care Qualification and Credit Framework (QCF) awards at level 2, 3 and 5. We have been preparing for the inclusion of domiciliary and residential adult care home workers onto the Social Care Wales register of Social Care Workers by identifying and supporting staff to undertake the required qualification in advance of mandatory registration in 2020- 2022.
- Bridgend co-ordinated 36 practice learning placements for social work students. 24 of these were within Local Authority Social Work teams and 12 provided by third sector agencies.
- Bridgend has supported 21 newly qualified social workers through their first year in practice. 17 social workers have completed the Continuing Professional Education

& Learning (CPEL) Consolidation Programme. Five social workers are currently undertaking CPEL modules at Cardiff University.

- HR Officers have supported the planning and development of the social care workforce, to ensure there is a competent, appropriately trained and qualified workforce to deliver professional and quality services. Some of the key areas include:
  - Implementation of the recruitment and retention strategy;
  - Provision of workforce information;
  - Engagement and consultation with employees affected by the new extra care provision;
  - Consultation with employees to implement new staff structures in children's residential services;
  - Preparation for the introduction of domiciliary care registration.

#### Priorities for 2018-19

- To ensure that Bridgend is ready for the implementation of the Regulation and Inspection of Social Care (Wales) Act 2016. Workshops and briefings to support the implementation of the Act including regulation, roles of the registered manager and responsible individual and the All Wales induction framework for health and social care.
- To support developments within residential and foster care services for children and young people. This includes a training strategy which aims to promote a common understanding of children's and young people's behaviour using a common base and intervention model.
- Support the service in:
  - building social work capacity for succession planning
  - remodelling services and implementing new structures and ways of working
  - ensuring that the terms and conditions for those services that we commission meet the requirements of the Welsh Language Act. The Welsh Language is part of the quality frameworks for residential care, nursing care and domiciliary care services.

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

Across the UK, councils are facing unprecedented challenges in the face of reduced Government funding and increased demands on essential services. The difficult financial position is set to continue for a number of years to come and in our Medium Term Financial Strategy (MTFS) we estimate that, between 2018-19 and 2022-23, Bridgend County Borough Council could have to make further savings of up to £33 million.

The Council's net budget in 2017-18 was £258 million. To achieve a balanced budget, the Council's budget included savings proposals of £6 million. Of this, £1.8million was related to Social Services and Wellbeing. One of the Council's key principles in developing its Medium Term Financial Strategy is to meet its statutory obligations and direct its resources towards its corporate improvement priorities.

However, the authority has also allocated additional revenue funding for priority areas within social services to the value of £865,000.

The net base budget for Social Services in 2017-18 was £60million. The services have worked very hard toward achieving MTFS savings and contain expenditure within budget. However, the year-end outturn showed Adult Social Care was £534,000 overspent and Childrens Services was £888,000 overspent. It should be noted that Adult Social Care has been subject to over £6.3million MTFS budget reductions over past three years (2015/16 to 2017/18) and Children's Social Care has been subject to over £1.3million MTFS budget reductions over the past three years (2015/16 to 2017/18), whilst the demand on services has remained high.

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

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

In light of the significant budget pressures facing the social services directorate, the service has developed an updated financial plan identifying plans and actions that are being implemented in order to bring the service back to a balanced budget over the next three years. However, it needs to be recognised that the directorate may also be required to find additional MTFS savings over the next three years to contribute to the overall budget pressures facing the Council.

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

As reported last year, Bridgend continues to be a key partner within the Western Bay Regional Partnership Board. The governance arrangements have been reviewed and amended as the programme has evolved and new legislation introduced to ensure robust decision-making processes. At the time of writing this report there is an independent review of the current arrangements and this will take account of the potential changes required to the regional arrangements if there is a change to the Health Board boundary.

The groups and boards for the various strands of the programme include officers from all partner organisations, including the third sector and these groups are used to share health and social care intelligence in order to inform changes, which will improve delivery of services, care and support. Robust governance arrangements has been a key factor to the success of the Western Bay Programme and demonstrate the

commitment to the Key Programmes having a Regional Implementation Manager for each along with a Director as a Sponsor, which helps drive the change at both a strategic and political level. Please see [governance structure](#) and recent report [here](#):



3. Appendix 3 - Western Bay  
Western Bay responsGovernance Phase 3

A joint programme office supports and coordinates the partnership arrangements with the necessary allocated resources through a Section 33 Agreement for the Western Bay Programme Office infrastructure, which has been approved by all partners to 2020 demonstrating the commitment to partnership working.

There are a number of other partnership agreements and pooled fund arrangements that have been developed for Western Bay services over the last few years. A major achievement of the partnership was to construct and obtain approval for the Section 33 agreement, established for Intermediate Care Services across Western Bay that is managed through Joint Partnership Boards in Bridgend, Neath Port Talbot and Swansea.

In 2017-18 there has been a focus on producing the Regional Area Plan which sets out the priority areas for integrated working between health and social care. These priorities are set against the key themes of older people, children and young people, mental health, learning disability and autism and carers.

In December 2017, Welsh Government issued a consultation entitled 'Effective Partnership Working in Bridgend – Proposed Health Board Boundary Change to Align Decision Making across Health and Local Government'. The consultation closed in March 2018 and at the time of writing this report there is still no announcement confirming the outcome. Bridgend has therefore continued to work in partnership across Western Bay but has also started to develop closer working relationships with the Cwm Taf region in preparation of any potential change. Please see Health Board Boundary Change Council report [here](#):



28.02.18 - Council  
HB boundary change

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

We have a simple vision for Bridgend County Borough Council, to 'always act as one Council working together to improve lives.' The corporate plan was reviewed during the year and updated as appropriate and 'Working Together to Improve Lives' sets out the corporate priorities and the direction of travel:

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

There is a clear link to the Social Services and Wellbeing Directorate Business Plan which sets out the directorate's priorities for 2018-19.

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

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

Links to all of the 2017-18 Cabinet, Council, Corporate Parenting and Overview and Scrutiny Committee reports and minutes that relate to social care can be accessed *Please find attached the link to all reports here:*







<https://democratic.bridgend.gov.uk/ieDocHome.aspx?Categories>

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







- the Council's improvement priorities and its commitments which are set out in the corporate plan, which can be accessed through the Council's website, please see link here:  
<https://www.bridgend.gov.uk/my-council/council-priorities-and-performance/documents-and-key-publications/>
- key success indicators-measures and service actions that are linked to national and directorate performance indicators and progress against directorate priorities;
- the budget allocated to each directorate and the progress against savings-targets;
- corporate risks.








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


## 6. Accessing Further Information and Key Documents

Page Reference	Description	Evidence Link
Page 4	Link to The Parliamentary Review of Health and Social Care in Wales	<a href="https://beta.gov.wales/review-health-social-care?lang=en">https://beta.gov.wales/review-health-social-care?lang=en</a>
Page 5	Early Help Scrutiny Report	 16.04.18 - Early Help and Childrens Social C <a href="http://democratic.bridgend.gov.uk/documents/s15119/Early%20Help%20and%20Childrens%20Social%20Care.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s15119/Early%20Help%20and%20Childrens%20Social%20Care.pdf?LLL=0</a>
Page 5	MASH Cabinet Report	 31.10.17 - MASH Cabinet Report Final. <a href="http://democratic.bridgend.gov.uk/documents/s13564/MASH%20Cabinet%20Report%20Final%20report%2024.10.17.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s13564/MASH%20Cabinet%20Report%20Final%20report%2024.10.17.pdf?LLL=0</a>
Page 5 & 15	Children's Residential Care Cabinet Report	 27.02.18 - Children's residential care.pdf <a href="http://democratic.bridgend.gov.uk/documents/s14701/180227%20%20Childrens%20Residential%20Remodelling.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14701/180227%20%20Childrens%20Residential%20Remodelling.pdf?LLL=0</a>
Page 8	Advocacy Evaluation Report	 BVC Evaluation - IPA Pilot April 2018.docx. <a href="http://democratic.bridgend.gov.uk/documents/s15970/P8%20-%20Advocacy%20Evaluation%20Report.pdf">http://democratic.bridgend.gov.uk/documents/s15970/P8%20-%20Advocacy%20Evaluation%20Report.pdf</a>
Page 10	Social Services & Wellbeing Business Plan	 SSWB Business plan 2018-19 following Sc <a href="http://democratic.bridgend.gov.uk/documents/s15012/Appendix%20A%20-%20Business%20plan%202018-19%20SSWB.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s15012/Appendix%20A%20-%20Business%20plan%202018-19%20SSWB.pdf?LLL=0</a>
Page 12	Social Services Representations and Complaints Annual Report 2017-18	To follow
Page 15	Quality Assurance Framework	 Assuring Quality Framework and Guide <a href="http://democratic.bridgend.gov.uk/doc">http://democratic.bridgend.gov.uk/doc</a>



Page Reference	Description	Evidence Link
		<a href="http://democratic.bridgend.gov.uk/documents/s16013/P15%20Quality%20Assurance.pdf">uments/s16013/P15%20Quality%20Assurance.pdf</a>
Page 18	Extra Care communication Strategy and newsletter	 Extra Care Communication Strate <a href="http://democratic.bridgend.gov.uk/documents/s15973/P18%20Extra%20Care%20communication%20Strategy.pdf">http://democratic.bridgend.gov.uk/documents/s15973/P18%20Extra%20Care%20communication%20Strategy.pdf</a>   ECH Newsletter February 2018.pdf <a href="http://democratic.bridgend.gov.uk/documents/s15974/P18%20Extra%20Care%20Newsletter.pdf">http://democratic.bridgend.gov.uk/documents/s15974/P18%20Extra%20Care%20Newsletter.pdf</a>
Page 19	Prevention and Wellbeing Scrutiny Report	 07.03.18 - Prevention and Wellb <a href="http://democratic.bridgend.gov.uk/documents/s14812/07.03.18%20-%20Prevention%20and%20Wellbeing%20Services%20-%2007th%20March%202018.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14812/07.03.18%20-%20Prevention%20and%20Wellbeing%20Services%20-%2007th%20March%202018.pdf?LLL=0</a>
Page 19	Link to the Western Bay Safeguarding Board	<a href="http://www.wbsb.co.uk/">http://www.wbsb.co.uk/</a>
Page 22	Reinvigorating Social Work Strategy and Word Cloud	 BCBC v2 Traning Plan 2017-18.docx <a href="http://democratic.bridgend.gov.uk/documents/s15976/P22%20Reinvigorating%20Social%20Work%20Strategy.pdf">http://democratic.bridgend.gov.uk/documents/s15976/P22%20Reinvigorating%20Social%20Work%20Strategy.pdf</a>   Wrd Cloud Social Work.docx <a href="http://democratic.bridgend.gov.uk/documents/s15975/P22%20Reinvigorating%20Social%20Work%20Strategy%20-%20Word.pdf">http://democratic.bridgend.gov.uk/documents/s15975/P22%20Reinvigorating%20Social%20Work%20Strategy%20-%20Word.pdf</a>
Page 23	Children's Leadership development programme IPC	 Bridgend CBC Children's Services Le <a href="http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20">http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20</a>

Page Reference	Description	Evidence Link
		<a href="#">0Leadership%20development%20programme%20IPC.pdf</a>
Page 23	Children's Social Care: Outcome focused practice training programme	 Outcome focused practice training prog  <a href="http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf">http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf</a>
Page 27	Children's Social Care – University Fees Cabinet Report	 30.01.18 Childrens Social Care Uni Fees.1  <a href="http://democratic.bridgend.gov.uk/documents/s14516/180130%20Childrens%20Social%20Care.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14516/180130%20Childrens%20Social%20Care.pdf?LLL=0</a>
Page 29	Outline Dementia Programme	 Dementia Care Programme.docx  <a href="http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20Leadership%20development%20programme%20IPC.pdf">http://democratic.bridgend.gov.uk/documents/s15977/P23%20Childrens%20Leadership%20development%20programme%20IPC.pdf</a>   Dementia Care Training Programme c  <a href="http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf">http://democratic.bridgend.gov.uk/documents/s15978/P23%20Childrens%20Social%20Care%20-%20Outcome%20focused%20practice%20training%20programme.pdf</a>
Page 29	Mental Health Professionals Training Programme	 Mental Health DoLs training.docx  <a href="http://democratic.bridgend.gov.uk/documents/s15981/P29%20Mental%20Health%20DOLS%20programme.pdf">http://democratic.bridgend.gov.uk/documents/s15981/P29%20Mental%20Health%20DOLS%20programme.pdf</a>
Page 32	Western Bay Governance Structure and recent report	 3. Appendix 3 - Western Bay respons  <a href="http://democratic.bridgend.gov.uk/documents/s15982/P31%20Western%20Bay%20Governance%20Structure.pdf">http://democratic.bridgend.gov.uk/documents/s15982/P31%20Western%20Bay%20Governance%20Structure.pdf</a>   Western Bay Governance Phase 3

Page Reference	Description	Evidence Link
		<a href="http://democratic.bridgend.gov.uk/documents/s15983/P31%20Western%20Bay%20Governance%20Structure%20Diagram%20.docx.pdf">http://democratic.bridgend.gov.uk/documents/s15983/P31%20Western%20Bay%20Governance%20Structure%20Diagram%20.docx.pdf</a>
Page 32	Health Board Boundary Change Council Report	 <p>28.02.18 - Council HB boundary change</p> <a href="http://democratic.bridgend.gov.uk/documents/s14764/28.02.18%20-%20Council%20HB%20boundary%20change%20consultation.pdf?LLL=0">http://democratic.bridgend.gov.uk/documents/s14764/28.02.18%20-%20Council%20HB%20boundary%20change%20consultation.pdf?LLL=0</a>
Page 33	All Council Reports Link	<a href="https://democratic.bridgend.gov.uk/ie/DocHome.aspx?Categories">https://democratic.bridgend.gov.uk/ie/DocHome.aspx?Categories</a>
Page 33	Corporate Plan Website Link	<a href="https://www.bridgend.gov.uk/my-council/council-priorities-and-performance/documents-and-key-publications/">https://www.bridgend.gov.uk/my-council/council-priorities-and-performance/documents-and-key-publications/</a>

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## 7. Glossary

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

“protection” or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent. (All Wales Protocol CSE 2008)

- **Common Access Point** - an integrated team within the Community Resource Team. Citizens carers and professionals can access Information advice and support via one contact telephone number. A Multidisciplinary Team makes decisions about the most appropriate priority and pathway required to deliver the best outcomes for individuals and will liaise with the appropriate service to facilitate access to enabling short term assessment and acute clinical services.
- **Community Network (Hub)** - A system of empowered localities in the form of Locality Networks which will be developed around natural communities as a key platform for local service planning and delivery. They will be built around Primary Care, Community and Social Care teams, working together across agreed populations to plan and deliver integrated, core, out-of-hospital services.
- **Community Resource Team** - A joint ABMUL HB and BCBC resource team serving the Bridgend community networks. The Community Resource Service is a multi-disciplinary, multi-agency team established to respond to the individual needs of people who are frail or have physical disabilities or long term chronic conditions to avoid inappropriate hospital admissions and facilitate earlier hospital discharge. The team provides community support ranging from just a few days to up to six weeks. The focus is on short term interventions to support people to remain at home outside long-term hospital settings.
- **CSSIW** - Care and Social Services Inspectorate for Wales (CSSIW) - CSSIW are part of the Welsh Assembly Government. They are responsible for regulating, inspecting and reviewing the social care services and standards we provide.
- **Dementia Friendly Communities** – this is a city, town or village where people with dementia are understood, respected, supported, and confident they can contribute to community life.
- **Deprivation of Liberty Safeguards (DoLS)** - The Deprivation of Liberty Safeguards were introduced in April 2009 to meet the requirements of the Mental Capacity Act, 2005. They provide protection for individuals who lack capacity and are therefore unable to consent to necessary care or treatment regimes, which may necessitate depriving them of their liberty to protect them from harm.
- **DEWIS** - this is the national citizen portal for wellbeing information in Wales and it is the place to go if practitioners or a member of the public want information and advice about wellbeing or want to know how you can help someone else. It provides a single point of information for citizens and for professionals; everyone can contribute information about resources in their area. As this develops across Bridgend, DEWIS will hold both national and local information that can be easily accessed and will assist in provision of advice and information for all.
- **Direct Payments** - Social Services can provide a cash payment directly to people whose needs have been assessed by Social Services as being eligible to receive services, so they can arrange and purchase their own support. They might use the money to:
  - employ someone directly to help with their care (a Personal Assistant)
  - buy care from a private registered care agency
  - make their own arrangements instead of using Social Services day care or respite care

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

listen to their views. There is a programme of rota visits to the children's and adults' social care establishments and that the programme includes independent sector adult and children's establishments. Members undertake visits in pairs and written reports are submitted by them for noting or action.

- **Social Services and Wellbeing (Wales) Act 2014** - The Social Services and Wellbeing (Wales) Act 2014 received Royal Assent in May 2014. It provides a legal framework for the policy aims of the Welsh Government in relation to social services, bringing together Local Authorities' duties and functions. The Act has two key policy objectives:

- To improve the well-being outcomes for people who need care and support and
- To reform social services law.

It seeks to:

- Transform the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
- Promote partnership working in social care;
- Enhance the preventative role of social care and health, setting out overarching wellbeing duties to reduce or delay the need for care and support.

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

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



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By virtue of paragraph(s) 16 of Part 4 of Schedule 12A of the Local Government Act 1972.

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