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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. **Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate** Deialu uniongyrchol / Direct line /: 01656 643696 Gofynnwch am / Ask for: Mrs Julie Ellams

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

Dyddiad/Date: Wednesday, 31 October 2018



## 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 **Tuesday, 6 November 2018** at **10:00**.

# AGENDA

- 1. <u>Apologies for Absence</u> To receive apologies for absence from Members.
- <u>Declarations of Interest</u> 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).
- <u>Approval of Minutes</u> To receive for approval the minutes of 25/07/2018 and 26/09/2018.
   Forward Work Programme Update
   21 - 36
- 5. <u>Code of Practice Ethical Employment in Supply Chains</u> 37 42 Invitees:

Darren Mepham, Chief Executive; Rachel Jones, Corporate Procurement Manager; Kelly Watson, Head of Legal and Regulatory Services; Cllr Hywel Williams, Deputy Leader.

## 6. Urgent Items

To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

K Watson

Head of Legal and Regulatory Services

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Councillors: JPD Blundell N Clarke J Gebbie T Giffard Councillors CA Green M Jones RL Penhale-Thomas B Sedgebeer Councillors RMI Shaw JC Spanswick T Thomas CA Webster

# CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 25 JULY 2018

## MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 25 JULY 2018 AT 09:30

## Present

Councillor CA Green – Chairperson

JPD Blundell	N Clarke	J Gebbie	M Jones
RMI Shaw	JC Spanswick	T Thomas	

Apologies for Absence

T Giffard, RL Penhale-Thomas and B Sedgebeer

P White

Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Gail Jewell	Democratic Services Officer - Scrutiny

#### Invitees:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Councillor Huw David	Leader
Lindsay Harvey	Corporate Director Education and Family Support
Darren Mepham	Chief Executive
Zak Shell	Head of Neighbourhood Services
Councillor Charles Smith	Cabinet Member for Education and Regeneration
Councillor Richard Young	Cabinet Member Communities

## 74. DECLARATIONS OF INTEREST

Councillor JP Blundell and Cllr R Shaw declared a personal interest in Agenda item 4.

#### 75. FORWARD WORK PROGRAMME (FWP) UPDATE

The Solicitor to the Council and Monitoring Officer submitted a report in order to present Committee with:-

- a) the items due to be considered at the Committee's next meeting to be held on 26 September 2018 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 6 November 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.

#### CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 25 JULY 2018

Attached to the report at Appendix A, was feedback from the last meeting of the Committee, whilst Appendix B detailed the Corporate Overview and Scrutiny Committee Forward Work Programme outlining the agenda for the next two meetings.

The Scrutiny Officer then referred to Appendix C to the report which contained the Subject Overview and Scrutiny Committees (SOSC's) FWP, which included the topics prioritised and agreed by the Corporate Overview and Scrutiny Committee for the next set of SOSC's in Table 1, as well as a list of proposed future topics at Table 2.

Following debate that ensued on the content of the report, the Committee confirmed the following items for Corporate Overview and Scrutiny Committee Forward Work Programme:

26 September 2018 Digital Transformation

6 November 2018 Procurement and Contracts

Members asked that the report detail:

- Information on homecare and employment contracts
- An update on the consideration to implement the Code of Practice Ethical Employment in Supply Chains
- Information on how the Council ensures fair employment practices within supply chains
- An update on the outcomes of the Procurement business review
- What the Council do to promote ethical procurement - to possibly include a copy of BCBC's Procurement strategy

The Committee confirmed the following items for the Subject Overview and Scrutiny Committee Forward Work Programme:

5 September 2018	SOSC1	Home to School Transport
6 September 2018	SOSC 2	Advocacy
17 September 2018	SOSC 3	Waste Services
16 October 2018	SOSC 1	ALN Reform
18 October 2018	SOSC 2	TBC
22 October 2018	SOSC3	Revised CAT Process
RESOLVED:	That the report be noted subject to the above proposals being implemented.	

## 76. <u>CITY DEAL</u>

The Chief Executive submitted a report outlining aspects of the Cardiff Capital Region City Deal, specifically with regard to information on the following:-

- An overview of the City Deal & what will Bridgend gain from it?
- What is Bridgend getting from the City Deal? (what are we getting as the percentage of financial input ?)
- Is there a business plan that members can see?
- What projects have been identified so far?

He then gave an introduction to the report, following which Members and Invitees went into a question and answer session.

A Member referred to paragraphs 3.5 and 3.6 of the report, and noted that there were a lot of different components comprising the project, which included possibly 10 different visions (from the different organisations involved in the scheme) led on by 10 different Chief Executives. He wondered due to this, if there would be a loss of vision on key initiatives moving forward.

The Leader advised that there was only one vision with regard to the aspirations of the Cardiff Capital Region City Deal (CCRCD), ie that which was contained in the Business Plan supporting the scheme. This vision had been supported unanimously by the authorities involved in the City Deal, which was a long term project covering 20 years, that had been signed by all 10 participating organisations with the UK and Welsh Governments. The City Deal was financially supported by £375m, and would deliver employment, regeneration opportunities and improved transport links throughout the region covered by the project.

A Member enquired how much in the way of costs, ie of an administration and commissioning etc, had been incurred with regard to supporting the City Deal.

The Chief Executive advised, that certain support requirements put in place regarding the above were mandatory and these largely related to governance issues, for example the scheme would be subject to being scrutinised through one source, as opposed to each participating Authority scrutinising separately by way of 10 different methods. A Project team had also been put in place to support the CCRCD he added. Compared with other City Deals in operation throughout the UK support mechanisms such as the Project team were 'lean' the Chief Executive further added. The CCRCD also needed to be audited which came at a further extra cost he explained. He advised the Member that he could give an approximate cost of the total for the likes of the above, outside of the meeting.

The Chair of the CCRCD added that the cost for the above and certain other mandatory elements of the City Deal amounted to a centralised cost of £1m between each of the participating authorities.

A Member asked, of the £1m cost in terms of the support and monitoring of the CCRCD, did this include the cost of the project being audited, to which the Leader replied that it did.

A Member asked if the CCRCD was being supported by private sector or public sector employees/staff.

The Chair of the CCRCD confirmed that it was supported by the public service including employees from the participating authorities for the one project up and running to date, the Semi-Conductor project, Newport. Though as alluded to above, external bodies such as KPMG and other key agencies had to be external for reasons of monitoring, auditing and due diligence etc.

A Member asked what the rationale was behind introducing the Semi-Conductor project in the Newport area.

The Chair of the CCRCD advised that the reasons for this were due to the fact that the LG factory that existed there was of a suitable size to accommodate the Semi-Conductor project (so therefore there were no costs to be borne for a new build premises), and that there was sufficient land around the factory to accommodate any future further development there as an extension of the existing site. This build also accommodated effective methods of technology, and given the large area that surrounded it, this would help the economy of the area including the creation of jobs.

A Member asked of the process that was followed in terms of projects comprising the CCRCD being identified and then subsequently ratified.

The Chair of the CCRCD confirmed that all projects put forward, such as from the likes of private business companies, Universities or the local authorities involved in the CCRCD would put in appropriate bids that would be considered if they met all the necessary criteria as outlined in the Business Plan. Officer Working groups would then analyse each of the projects to see if they merited further consideration and if they were value for money. Key Members from each of the supporting authorities would then be given certain recommendations, following which, they would decide if any project put forward should be strongly considered. A total of 25,000 new jobs were being targeted as part of the CCRCD.

The Leader added that there was a very vigorous process in place regarding suggested projects for the CCRCD, and as the Chair had just confirmed, there were set criteria that had to be satisfied before these were strongly considered. Such projects needed to secure employment opportunities and attract private sector investment if they were to succeed as part of the CCRCD. He added that projects were welcomed in areas other than in the capital (of Wales), and furthermore be cross area to some degree or another.

The Chairperson asked if any projects in the County Borough of Bridgend had yet been decided upon.

The Chief Executive advised that certain projects were being considered, but at present these were the subject of ongoing dialogue.

A Member asked Invitees who sat on the CCRCD Project Board.

The Leader confirmed that this comprised of the elected Leader of each of the participating authorities/organisations who were ultimately the decision makers, with the Chief Executive or lead Officers from these bodies also attending in order to provide appropriate advice and expertise.

A Member asked if there were any restrictions as to who could recommend projects to be considered as part of the CCRCD.

The Leader advised that there were no restrictions as to where suggested projects originated from, adding that the Semi-Conductor project originated from the private sector that was successfully assessed and cleared through the CCRCD Business Plan.

A Member hoped that the proposal for a Park and Ride in the Brackla area could form part of a scheme covering a wider region under the CCRCD. He also referred to paragraph 4.7 of the report and a 5 year Gateway Review that was due in 2021, and asked if this would realise further funding of the project.

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The Chair of the CCRCD advised that this was something that would be monitored in years 10 and 15 of the project, and it would also be gauged against the Gross Value Added (GVA) economic indicators formula. The situation regarding the Gateway Review was progressing satisfactorily he added.

A Member advised that she had concerns in relation to the problems of traffic congestion on the M4 in the immediate vicinity of Newport. She asked if this could be addressed under the CCRCD as part of any proposed project.

The Leader confirmed that this was a possibility, however, this was something that strictly should be addressed by the different transport providers and Welsh Government, particularly as this was a pre-existing issue that had been problematic for some time.

A Member sought assurance that any Contracts drawn-up for staff as part of the CCRCD, would be suitable for new employees, in that they would be compliant with Welsh Government guidelines and have suitable terms and conditions similar to other local government and civil service staff terms and conditions.

The Chair of the CCRCD assured the Member that this would be the case, and that the terms and conditions of employment of staff would be compliant with the appropriate ethical procurement rules.

A Member stated that he hoped that some of the projects earmarked as part of the CCRCD, would include valley areas such as the three situate in the County Borough of Bridgend.

The Chair of the CCRCD confirmed that the CCRCD would look to develop jobs in all valley areas across the region, and that the Hubs that had been developed in certain valley locations to date supported through Welsh Government funding, would look to be expanded further not just in the more areas of deprivation, but also in rural areas and towns also.

A Member referred to page 38 of the report, and some proposals for the CCRCD over the next 5 years with regards to the Housing Investment Fund. In conjunction with this, he also referred Members to page 59 of the report entitled Regional Housing Fund and housing growth areas in the valley areas together with housing projection figures. He made the point that site developers preferred to develop housing in areas other than the valleys, due to the fact that land value was higher in more rural or town locations. He asked if this would discourage developers building new housing developments in the valleys.

The Chair of the CCRCD confirmed that the Working Group of the CCRCD were making the effort of encouraging site developers to build new housing in all areas across the region where this was suitable to do so, including valley areas. There was a fund that was available to assist developers building on land where there was some sort of a problem there, ie land instability for example, amongst others.

The Leader added that there was a demand for housing provision in the valleys and there were sites there that were suitable in terms of accommodating new developments in such areas. He further added that ways could be looked at to encourage smaller site developers to build at these locations, and not just the larger developers such as Barratt and Wimpey, etc.

A Member referred to Priority 7 of the Business Plan, Improving Connectivity Globally, Regionally and Locally, and noted from the narrative on this, that there was no mention of works that were urgently needed at the Pencoed Rail Crossing. The Chair of the CCRCD confirmed that any works undertaken at this location were strictly the responsibility of Network Rail, though discussions were ongoing regarding works at this location between them, BCBC and both the UK and Welsh Government, as had been touched upon earlier in the meeting. If such works were completed including to the bridge, then this would allow for trains to operate more frequently than was currently the case, particular feeder trains from Maesteg to Cardiff.

As this concluded debate on this item, the Chairperson thanked the Invitees for attending and giving their contributions, following which the Chair of the CCRCD retired from the meeting.

## Conclusions:

The Committee understand that the Cardiff Capital Region City Deal is an incremental process but Members are concerned that since the 10 Local Authorities signed the regional investment fund in 2016, there has been only one project that has been capitalised by the partnership.

The Committee highlighted the fact that the cover report and business plan lacked any localised information and recommend that an update report be prepared for Members in the future to provide detail of how each project will benefit Bridgend specifically as well as the rest of the region. The Committee have also asked the report detail what administration costs accrued to date.

## Additional information

The Committee have requested to receive information on how citizens and local businesses are able to propose ideas and details for potential regional investment proposals.

Members have also asked to be provided with detail of what projects have been proposed so far and from what area within the region.

## 77. FINANCIAL PERFORMANCE 2017-18

The Interim Head of Finance submitted a report, the purpose of which, was to provide the Committee with an update on the Council's financial performance for the year ended 31 March 2018.

The Chief Executive referred Members to the Council's net revenue budget and final outturn for 2017-18 as was detailed in Table 1 in the report, which reflected the comparison of budget against actual outturn as at the above date.

The report then included in paragraph 4.1.6 at Table 2, certain virements and technical adjustments processed during Quarter 4.

The next section of the report then expanded upon the monitoring of Budget Reduction Proposals, giving an explanatory note with regard to budget reductions for 2017-18 and a comparison of the same, for the previous period of 2016-17.

Paragraph 4.2.4 of the report then identified the most significant budget reduction proposals that hadn't been achieved as part of the RAG status, ie red, amber, green.

Appendix 2 to the report identified the actual amount of savings against the above mentioned proposals, and action to be taken by the appropriate Directorates to mitigate

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shortfalls going forward. The savings identified not met in full, would continue to be monitored during 2018-19. The Social Services and Wellbeing Directorate had developed a Future Service Delivery Plan presented to Committee previously, and this outlined the Directorate's response to the financial challenge facing it, not least setting out the planned actions to be undertaken in order to make the required MTFS savings and maximise income opportunities by March 2019. This would be monitored continuously throughout 2081-19.

The next section of the report then gave a commentary on the financial position for each main service area comprising the different Directorates of the Council, whilst Appendix 3 to the report expanded upon this, as well as both commenting on the most significant variances.

The report then referred to the Capital Programme Outturn for 2017-18, with it advising that the original budget approved by Council on 1 March 2017, had been further revised and approved by Council during the year to incorporate budgets brought forward from 2016-17, together with any new schemes and grant approvals. This information also included details of schemes where slippage is required, and the reasons for such slippage.

Table 6 in the report, gave details regarding Movement on Earmarked Reserves to 31 March 2018, whilst Table 7 following this, outlined Net Appropriations to/from Earmarked Reserves during Quarter 4. A full breakdown of the total movement on earmarked reserves for the period stated was provided at Appendix 5 to the report.

Members asked a number of questions of the Invitees, following which they left the meeting. These questions related to Home to School Transport, and concerns in respect of this regarding a review of Safe Routes to Schools. Members also asked questions in relation to a Volunteer Driver Service being provided.

In respect of the Social Services and Wellbeing Directorate, Members sought reassurance that the Directorates projected overspend would in time be met, notwithstanding the fact that there was a financial plan in place to secure this overspend.

Finally, Members voiced some concerns regarding the local Health Service's lack of providing adequate financial resources towards the various services provided by Social Services.

These points were responded to by the various Invitees at the meeting, or requested as being followed up as expressed below.

The Committee then offered some comments and conclusions on this item, as mentioned hereunder.

#### **Conclusions:**

## Chief Executives and Finance

The Committee recommended that Cabinet/CMB undertake a review into achievability of proposed Directorate budget reductions and further recommend that unrealistic offers are removed from the Medium Term Financial Strategy.

## Education and Family Support Directorate

The Committee raised concerns relating to over half of the schools in the Borough have deficit budgets and queried the level of school budgeting competencies. Members

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therefore recommended that financial training for all school governors is made mandatory to ensure effective management and scrutiny of their school budget.

Following discussions in relation to the pending review into appropriateness of catchment areas across the local authority, the Committee recommended that Ward Members are consulted as part of the exercise.

Social Services and Wellbeing Directorate

Members requested that when the subsequent Financial Performance report is presented to Corporate Overview and Scrutiny Committee, the Social Services and Wellbeing Future Service Delivery Plan is also delivered in conjunction with this.

#### 78. COUNCIL'S PERFORMANCE AGAINST ITS COMMITMENTS FOR 2017-18

The Chief Executive submitted a report, that provided the Committee with an overview of the Council's performance in 2017-18, against its 2017-18 commitments to delivering the improvement priorities identified through its Corporate Plan 2016-20, as reviewed for 2017-18.

The report outlined certain background information, following which it then covered the following work areas:-

- Commitments;
- Corporate Performance Indicators
- Corporate Plan Indicators
- National Performance Indicators
- SSWB Performance Measurement Framework Indicators
- Budget
- Budget Reductions

#### RESOLVED:

- (1) That the Committee noted the year end performance for 2017-18 against the Corporate Plan.
- (2) That Members recommended that only the performance indicators that have not been met, be presented in future such reports.
- 79. URGENT ITEMS

None.

## 80. <u>APPROVAL OF MINUTES</u>

RESOLVED:

That the Minutes of a meeting of the 18 June 2018, be approved as a true and accurate record.

The meeting closed at 12:48

## MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 26 SEPTEMBER 2018 AT 10:00

## Present

#### Councillor CA Green – Chairperson

JPD Blundell RL Penhale-Thomas CA Webster N Clarke RMI Shaw T Giffard JC Spanswick M Jones T Thomas

#### Apologies for Absence

J Gebbie

Officers:

Julie Ellams	Democratic Services Officer - Committees
Gail Jewell	Democratic Services Officer - Scrutiny
Tracy Watson	Scrutiny Officer

#### Invitees:

Sarah-Jane Byrne	Local Government Manager, Wales Audit
	Office
Greg Lane	Head of Democratic Services
Martin Morgans	Head of Performance and Partnership
-	Services
lan Phillips	Performance Auditor, Wales Audit Office
Kelly Watson	Head of Legal & Regulatory Services
Councillor Hywel Williams	Deputy Leader

#### 81. DECLARATIONS OF INTEREST

Councillor R Shaw declared a personal interest in Agenda Item 5, Wales Audit Office – Overview and Scrutiny – Fit for the Future? He was a member of both the Public Service Board OVSP and the South Wales Fire and Rescue Authority.

Councillor T Giffard declared a personal interest in Agenda Item 5, Wales Audit Office – Overview and Scrutiny – Fit for the Future? He was previously a member of the Public Service Board.

#### 82. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the feedback from the previous meeting and asked Members to approve the responses/comments as detailed in the report.

A Member requested further information regarding the City Deal item and asked what businesses the Regional Business Forum and the Regional Economic Partnerships would be engaging with. She also asked what the Forum was and who engaged with it. The Member explained that it was essential to know exactly what was happening with City Deal when there was unrest due to cuts to subsidies and services closing down. Members asked for feedback from future City Deal scrutiny meetings.

A Member requested further clarification regarding the response to the Financial Performance 2017-18 item because budget reductions had not been individually costed.

A Member referred to Empty Properties and asked if an officer had been employed in that team and what progress had been made. The Scrutiny Officer explained it was on the forward work programme as a potential item to come back in the future.

A Member referred to the Financial Performance 2017-18 item and asked what support was given to schools to manage a deficit budget and what support was given to schools to help them access additional funding and to signpost opportunities.

The Scrutiny Officer reported that at the next meeting, Procurement and Contracts was listed for consideration. Members asked for the report to focus on ethical procurement and employment and the use of toolkits.

RESOLVED: The Committee:

- 1) Approved the feedback from the previous meeting and requested further information as detailed above.
- Identified specific information the Committee wished to receive in relation to the Procurement and Contracts report due to be considered at the next meeting.

## 83. DIGITAL TRANSFORMATION PROGRAMME

The Head of Performance and Partnerships gave a presentation updating the Committee on the progress made since the introduction of Phase 1 of the Digital Transformation Programme on 24<sup>th</sup> April 2018 plus the development of phase 2. The presentation outlined the key statistics from phase 1, progress with the website, Corporate Plan commitments, Discovery/Navigator plans and business process redesign plans for phase 2 and the challenges and opportunities for the programme.

A member asked if an analysis had been undertaken on council tax online applications to track the areas that were using the system and to look at ways of reducing the barriers in other areas and promoting use of the website. The Head of Performance and Partnerships explained that General Data Protection Regulations restricted the way data was handled and used however they were looking at ways of finding barriers and dealing with exclusion. From a Council Tax perspective, 70% of account holders were on direct debit and had very little contact with the authority so there was no incentive to sign up. Housing Benefits were working with partners to mitigate exclusion and he was confident that they could drive up the user base. The Committee recommend that analysis be undertaken on a postcode basis of areas that had not registered online for Council Tax. Members asked for this information to assist with providing a demographic understanding of areas to focus on advertising for My Account.

The Committee noted that out of the citizens who had registered their council tax account online, only 49.59% of them had subscribed to e-billing. A Member explained that she had signed up for paperless billing for her utility bills because a discount had been offered. This could be an option to increase the uptake although it was acknowledged that even a small discount could be challenging in the current financial climate. Members recommended that as a way of promoting paperless billing, the Council should consider offering a small discount as an incentive.

A Member referred to the member referral system which was "clunky" and

Awkward to use. He asked if Bridge Maps could be made available to Members and a training session offered. The Head of Performance and Partnerships explained that a working group had been set up to look at member referrals. In relation to the App called 'Bridgend Report It' which allowed citizens to report highways issues such as potholes and dog fouling, Members recommended that the App include the ability to report grass cutting issues and overflowing litter bins. The Head of Performance and Partnerships also agreed to look at Member training on Bridge Maps.

A Member asked if the Chatbot option would be the only option and replace staff. The Head of Performance and Partnerships explained that as in his presentation, they were not looking to close down channels but to add functionality. It might not be fit for purpose in all areas but they would not be losing access to a member of staff if that was required.

A Member thanked the officer for the report and presentation and for the progress made. He raised concerns about the impact on equalities and stressed that access to the website needed to be fully inclusive. The Member referred to the financial implications and the current underspend position. He asked if there was a resilient financial plan for next 3 to 5 years. The Head of Performance and Partnerships explained that there had been no exact science to the 1<sup>st</sup> phase and the key focus was procurement and to start leveraging opportunity. The keys to progress were business process redesign and user adoption. The Head of Performance and Partnerships agreed that when he next submitted a progress report, it would include a more detailed plan including any threats to the programme.

A Member referred to duplication of referrals and asked how this could be better managed to avoid wasting time and effort. The Head of Performance and Partnerships explained that if there were multiple reports for the same issue it would be tagged and other members would be able to see that it had already been reported. This would also give a representation of where the problems were around the borough and encourage officer activity in those areas.

A Member thanked the officer for the report and suggested that the team be congratulated on their achievements. He asked for information on what other authorities were doing and how they were taking this matter forward. The Member referred to the forecast that by 2020, over 85% of customer interactions would be handled without a human, and asked what impact this would have on staffing levels and jobs going forward. The Head of Performance and Partnerships explained that he regularly met other authorities to discuss progress. There appeared to be a piecemeal approach across Wales. Staff would be able to do far more functional work if the area was digitised and there could be real benefits in terms of how to make the process quicker from a back office perspective. The Deputy Leader added that in the early days he had advocated looking at others and not reinventing the wheel. The reality was that we delivered differently so had to build our own service and take staff with us. This allowed the authority to manage the growth in population and demand with the current workforce.

A member raised the possibility of extending cashless schools because it would promote healthy eating and avoid the stigma of free school meals. This would also be a way of managing food waste. He asked if there was any tolerance if parents forget to put money on their child's card. The Committee recommended that the system should also include cashless payments for schools trips and tickets for school events for example to alleviate administrative costs and to assist parents to make payments when convenient to them.

A Member asked if there were going to be any changes to the blue badge system. The Head of Performance and Partnerships reported that discussions were underway regarding blue badge applications and there were pilots starting in October. The intention was that the system would be fully accessible using basic language.

A Member suggested that a button be incorporated into the new website which would allow access to view council meetings. There should also be a link to tourism because BCBC was responsible for sporting events such as world class golfing tournaments and other revenue generating events. During deliberations of the new website, Members maintained that there had previously been very high profile events across the Borough that were not advertised adequately to effectively promote the event and therefore recommend that Tourism had its own webpage with its own button on the Bridgend Council's homepage. In addition, to encourage public engagement with the Council, Members recommended that a button be added to the homepage to allow residents to watch webcast Council meetings.

A Member commented on the poor sound quality of webcast meetings. The Head of Performance and Partnership agreed to refer the matter to the service area.

The Chairperson thanked the officers for their attendance.

## **Digital Transformation Programme**

The Committee congratulated the Head of Performance and Partnership Services on what he had achieved digitally and Members praised the positive change in the local authorities culture.

## **Recommendations**

- 1 The Committee recommend that analysis be undertaken on a postcode basis of areas that have not registered online for Council Tax. Members request to receive this information when compiled to assist with providing a demographic understanding of where in the Borough requires concentrated advertising for My Account.
- 2 The Committee note that out of the citizens who have registered their council tax account online, only 49.59% of them have subscribed to e-billing. Therefore Members recommend that in a way of promoting paperless billing, the Council offer a small discount as an incentive.
- 3 In relation to the App called 'Bridgend Report It' which allow citizens to report highways issues such as potholes and dog fouling, Members recommend that the App includes the ability of reporting the need for grass cutting and the emptying of overflowing litter bins.
- 4 Following discussions regarding cashless catering the Committee recommend that the system should also include cashless payments for schools trips and tickets for school events for example to alleviate administrative costs and to assist parents with the ability of making payments when it is convenient to them.
- 5 During deliberations of the new website, Members maintain that there had previously been very high profile events across the Borough that were not advertised adequately to effectively promote the event and therefore recommend

that Tourism have its own webpage with its own button on the Bridgend Council's homepage. In addition to this, to assist with increasing public engagement with the Council, Members recommend that a button be progressed on the homepage to enable citizens to watch webcast Council meetings effortlessly.

## Additional information

- At a future meeting, Members have asked to be presented with a financial plan detailing the current spend to date, any underspend/overspends and projected spend for the duration of the programme. In addition to this Members request that a business plan be offered specifying targets for timeframes and registrations for My Account.
- The Committee request that the following question be referred to the Corporate Director – Education and Family Support: In relation to cashless catering, the Committee queried whether there was any flexibility on a negative balance on a child's account and further questioned if the tolerance (if any) was the same for all schools.

Members request a training session on BridgeMAPS.

## 84. WALES AUDIT OFFICE - OVERVIEW AND SCRUTINY - FIT FOR THE FUTURE?

The Head of Legal and Regulatory Services presented a report to the Committee on the completed Wales Audit Office report in respect of the Overview and Scrutiny – Fit for the Future review. She explained that the review explored how fit for the future scrutiny functions were within the Authority.

The Head of Legal and Regulatory Services explained that the review concluded that Bridgend's overview and scrutiny function was well run but needed to adapt to meet future challenges and should consider opportunities to work differently. The review proposed 5 areas for improvement as detailed in the report. She added that the report, including the proposals for improvement and how they could be addressed, had been considered by Audit Committee on 6<sup>th</sup> September 2018.

A Member raised concerns that the proposals for improvement and the methods to improve scrutiny activity all had financial implications. She asked if there would be money from Welsh Government to support the activity and asked if Welsh Government were aware of the reductions to the number of staff in Scrutiny. The Deputy Leader stated that he made that case regularly and any extra funds would be gratefully received. The Head of Legal and Regulatory Services explained that that was the position and as such, the authority had to be more innovative and efficient with the resources it had. The Member accepted the explanation but if scrutiny were to hold its meetings outside of the Civic Offices, it would cost money for venue hire, translators etc. The Local Government – Performance Audit Manager, Wales Audit Office explained that they had been realistic about the resources within the authority and that the traditional way of scrutiny via committee already took a lot of resources. They had found that the impact from traditional scrutiny was limited across most authorities. If the authority thought about available resources and capacity across the organisation, it could reconsider the way it did scrutiny.

A Member raised the issue of scrutiny of Public Service Boards and that it had not been considered. He asked what the rationale was if it had not met since October 2017 and how could it be effective. The Committee voiced their own concerns due to the lack of meetings the Public Service Board Overview and Scrutiny Panel had undertaken in the

last year and recommended that the rationale for the Panel should be explored and queried why the Panel had made such little progress.

A Member highlighted the lack of synergy between Cabinet, Officers and Members and recommended that the quarterly meetings between Cabinet, Corporate Management Board and Scrutiny Chairs be further developed. The Committee also requested that the outcomes from these meetings be cascaded to all other Members. The Local Government – Performance Audit Manager, Wales Audit Office added that synergy had not been there in the past but now meetings were in place to facilitate this. The Deputy Leader explained that there were quarterly meetings with Scrutiny Chairs where they looked at the Forward Work Programme and they were keen to engage with the back benchers as much as possible.

A Member referred to the proposal that timelines for providing information to scrutiny committees should be improved to enable them to undertake their work more effectively and said that scrutiny support had reduced and it was not possible to scrutinise the way they had before. If engagement with the public had to be improved then it had to be resourced properly. He added that the process had changed following the last election and was due to be reviewed in April 2018. The Head of Legal and Regulatory Services stated that it would be helpful if information/report requests were more tailored eg the current Procurement and Contract report request consisted of 12 to 15 bullet points which could produce a 50 page document. If the request was tailored to reflect the issues raised by the committee, information could be provided in a timely manner.

A Member stated that effective scrutiny was required to bring the public on board. He believed scrutiny meetings should be taking place in other buildings at different times of the day. He had looked at the archive of webcast meetings and before 2 meetings in August/September, the last webcast meeting was in March 2018. He had been advised that there had been procurement issues but he believed that was unacceptable. The Member also noted that Corporate Overview and Scrutiny Committee and Scrutiny Committee 1 had never been webcast. The Head of Legal and Regulatory Services explained that there was a contract in place and hours would be allocated to committees. She added that the viewing figures were quite low even when there was an item of interest. The contract had now been renewed and there would shortly be a report presented to Democratic Services Committee to decide which meetings would be webcast. The Head of Legal and Regulatory Services explained that there had been a change in personnel and there had been a delay renewing the contract. The number of hours and level of coverage remained the same but would be available for use over a shorter period. Members noted that a programme of scrutiny meetings for webcasting was being prepared and recommended that officers ensured the planned webcasts covered a wide range of topics and were allocated across all Overview and Scrutiny Committees.

A Member referred to Task and Finish Groups which had been effective in BCBC in the past. He acknowledged that there was a slimmed down scrutiny team and budget but asked if it was something they could realistically consider doing again. The Performance Officer – Wales Audit Office reported that some authorities had operated Task and Finish Groups and they often generated more impact and tangible benefits. The Head of Legal and Regulatory Services welcomed the WAO comments on what worked well elsewhere. A member commented that these groups could also provide an opportunity for authorities to work together looking at individual topics and share best practice. The Committee recommended that the introduction of a Scrutiny Chair Research Group be explored, to take the opportunity to research best practice on a topic prior to the item being brought into Committee for scrutiny. Members requested that the Research Group be added for further discussion at the next Scrutiny Chairs meeting and that the Chair of BREP, Group Leaders and the Leader be invited for that item

## Wales Audit Office – Overview and Scrutiny – Fit for the Future?

## **Recommendations**

- 1 While discussing the proposals for improvement provided by the Wales Audit Office the Committee highlighted the lack of synergy between Cabinet, Officers and Members and recommend that the quarterly meetings between Cabinet, Corporate Management Board and Scrutiny Chairs be further developed to be more attentive to timeliness. The Committee also request that the outcomes from these meetings are cascaded to all other Members.
- 2 Members note that the development of a programme of scrutiny meetings for webcasting had already been proposed for future review activity and recommend that officers ensure the planned webcasts cover a wide range of topics and are allocated across all Overview and Scrutiny Committees.
- With reference to the Wales Audit Report questioning how the Council undertake scrutiny of the Public Service Board, the Committee voiced their own concerns due to the lack of meetings the Public Service Board Overview and Scrutiny Panel have undertaken in the last year and recommend that the rationale for the Panel is explored and query why the Panel has made such little progression.
- 4 The Committee recommend that the introduction of a Scrutiny Chair Research Group be explored, to take the opportunity to research best practice on a topic prior to the item being brought into Committee for Scrutinising. Members request that the Research Group be added for further discussion at the next Scrutiny Chairs meeting and that the Chair of BREP, Group Leaders and the Leader be invitees for the item.

## 85. <u>FESTIVAL OF LEARNING 2018</u>

The Corporate Overview and Scrutiny Committee received an information item reporting the activities that took place in the Festival of Learning 2018 during the week commencing 25 June 2018. A Member thanked the officers for a very comprehensive report and a very successful event. She thought it was pleasing to attend and meet teachers and children and a possible income generator for the future.

The Committee thanked the Director for the innovative approach undertaken and for level of passion expressed prior and during the event.

## 86. <u>URGENT ITEMS</u>

None

The meeting closed at 12:25

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# Agenda Item 4

# **BRIDGEND COUNTY BOROUGH COUNCIL**

# REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

# 06 NOVEMBER 2018

# REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

## FORWARD WORK PROGRAMME UPDATE

## 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 12 December 2018 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 14 January 2019;
  - 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 12 December 2018 and 14 January 2019. 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

<sup>&</sup>lt;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

- Integration The report supports all the wellbeing objectives
- 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 12 December 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 December and January contained within **Appendix C**;
  - d) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programme.

DATE OF MEETING	COMMITTEE	SUBJECT
29 November 2018	SOSC 2	Budget
3 December 2018	SOSC 1	Budget
5 December 2018	SOSC 3	Budget
24 January 2019	SOSC 3	Revised CAT Process
29 January 2019	SOSC 2	
30 January 2019 (TBC)	SOSC 1	

## K Watson Head of Legal and Regulatory Services

Contact Officer:	Scrutiny Unit
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Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments	Further Information Requested	Response/Comments
		The Committee understand that the Cardiff Capital Region City Deal is an incremental process but Members are concerned that since the 10 Local Authorities signed the regional investment fund in 2016, there has been only one project that has been capitalised by the partnership.	The chair of the city deal joint cabinet and the leader of this authority explained the process around identifying our investments and the long term (20 year ) time frame for the deal.		
		The Committee highlighted the fact that the cover report and business plan lacked any localised information and recommend that an update report be prepared for Members in the future to provide detail of how each project will benefit Bridgend specifically as well as the rest of the region. The Committee have also asked the report detail what administration costs accrued to date.	As further projects or investments are agreed by the City Deal Cabinet, members will be updated. In addition we anticipate that the regional scrutiny committee will take an interest in these matters too.		
	City Deal	Additional Information			
		The Committee have requested to receive information on how citizens and local businesses are able to propose ideas and details for potential regional investment proposals.	Businesses are to be engaged through the regional business forum and the regional economic partnership. These bodies have been established as part of the governence arrangements required as condition of the deal by the Treasury. Further work is required to ensure that these bodies are effective in facilitating two way communication between the regional cabinet and businesses across the region.	What is the Membership and remit of the regional business forum and the regional ecomonic partnership?	
25-Jul-2018		Members have also asked to be provided with detail of what projects have been proposed so far and from what area within the region.			
		Chief Executives and Finance			
		The Committee recommend that Cabinet/CMB undertake a review into achievability of proposed Directorate budget reductions and further recommend that unrealistic offers are removed from the Medium Term Financial Strategy.	The MTFS proposals remain under development but all budget reductions are intended to be accurately costed unless otherwise stated.	Members requested further clarification in relation to the response received.	
		Education and Family Support Directorate			
	Financial Performance 2017-18	The Committee raised concerns relating to over half of the schools in the Borough have deficit budgets and queried the level of school budgeting competencies. Members therefore recommend that financial training for all governors is made mandatory to ensure effective management and scrutiny of their school budget.		What support is provided to schools to manage deficit budgets and how does the Council assist in signposting schools to external funding opportunities.	
		Following discussions in relation to the pending review into appropriateness of catchment areas across the local authority, the Committee recommend that Ward Members are consulted as part of the exercise.			
		Social Services and Wellbeing Directorate			
		Members have requested that when the subsequent Financial Performance report is presented to Corporate Overview and Scrutiny Committee, the Social Services and Wellbeing Future Service Delivery Plan is also delivered in conjunction with it.	noted		

	Members recommend that only the performance indicators that have not	Performance against
2		The Committee received this report as information and on reflection Members recommend that only the performance indicators that have not been met be presented in future reports.

App	end	ix	Α
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Date	Item	Members wished to make the following comments and conclusions:	Response/Comments
		The Committee congratulate the Head of Performance and Partnership Services on what he has achieved digitally and Members praise the positive change in the local authorities culture.	Thank you.
		Recommendations	
		The Committee recommend that analysis be undertaken on a postcode basis of areas that have not registered online for Council Tax. Members request to receive this information	Wage v         No. registrations         Postcode         Area         -           33         1206         CF31         Bridgend Town including Brackla, Colty, Penyfai Count         -           21         773         CF32         Cefn Cribbwr, Laleston, OV, Tondu, Sarn, Ynysawdre, Pontycymmer, Llangeinor, Garw, Blackmill, Bettws, Aberkenfig Count
		when compiled to assist with providing a demographic understanding of where in the Borough requires concentrated advertising for My Account.	13         477         CF35         Pencoed, Coychurch Count           12         432         CF34         Maesteg Count
			11         404         CF33         Cornelly, Pyle Count           9         331         CF36         Porthcawl Count           1         27         CF39         Evanstown Count
			The attached stats demonstrate the percentage of citizens in each area who have signed up for council tax e-billing up to September 2018. Clearly there are areas where our comms and marketing needs to be more targetted as we move forward with developing our digital services.
		The Committee note that out of the citizens who have registered their council tax account online, only 49.59% of them have subscribed to e-billing. Therefore Members recommend that in a way of promoting paperless billing, the Council offer a small discount as an incentive.	The comms/marketting strategy for Phase 2 of the Digital Transformation project will continue to promote and signpost citizens to e-billing through all our media channels and will be expedited to March 2019 in conjunction with the annual billing process. We will continue to monitor subscriptions to ebilling throughout this period. If subscriptions remain low after this March milestone, Martin Morgans further explore the option of providing an incentive to sign up to ebilling.
26-Sep-2018		In relation to the App called 'Bridgend Report It' which allow citizens to report highways issues such as potholes and dog fouling, Members recommend that the App includes the ability of reporting the need for grass cutting and the emptying of overflowing litter bins.	With our colleagues in highways, parks, street cleaning and parks, we will fully peruse the reporting categories available within the 'Bridgend Report It' app to expedite the members recommendations.
		Following discussions regarding cashless catering the Committee recommend that the system should also include cashless payments for schools trips and tickets for school events for example to alleviate administrative costs and to assist parents with the ability of making payments when it is convenient to them.	Discussions have ensued, and are continuing, with companies who can provide cashless transactions. We are working with colleagues in IT to establish this function through the My Account portal which, if successful, will also further promote sign up to our other online services.
		During deliberations of the new website, Members maintain that there had previously been very high profile events across the Borough that were not advertised adequately to effectively promote the event and therefore recommend that Tourism have its own webpage with its own button on the Bridgend Council's homepage. In addition to this, to assist with increasing public engagement with the Council, Members recommend that a button be progressed on the homepage to enable citizens to watch webcast Council meetings	Communications and Marketing, with IT, are currently identifying and auditing all micro websites that include Tourism, that currently sit outside the corporate website. Once this piece of analysis is complete, a corporate mandate will be sought, by Comms, from CMB to incorporate microsite content into the main website including tourism. We aim to provide the detail to CMB by December dependant on the number of micro websites that are identified, with a policy developed thereafter.
		effortlessly.	The webcast function is now available through the 'My Council' tab on the home page of the BCBC website.
		Additional information	
		At a future meeting, Members have asked to be presented with a financial plan detailing the current spend to date, any underspend/overspends and projected spend for the duration of the programme. In addition to this Members request that a business plan be offered specifying targets for timeframes and registrations for My Account.	Future agenda item.

Page 30		<ul> <li>The Committee request that the following question be referred to the Corporate Director – Education and Family Support:</li> <li>In relation to cashless catering, the Committee queried whether there was any flexibility on a negative balance on a child's account and further questioned if the tolerance (if any) was the same for all schools.</li> </ul>	Although the local authority has provided schools who wish to commit, with an online cashless payments system, the operation of the system and the responsibility for managing the payments (including deficit payments), rests with schools. As a default, the system in use in primary schools, works on the basis of one 'lend meal' only. Any increase over that limit can only be agreed by the school. The local authority's Catering Service has no jurisdiction over this arrangement as the school is responsible for its own budget. Neither does the Catering Service maintain a list of those primary schools who have changed the default lend value. The position in secondary schools is different, as their meal service offered to pupils is based around a cafeteria-type arrangement where transactions are only allowed against a child's account with a positive account value. Therefore, in secondary schools, the cashless system does not offer a default lend value, but schools can nevertheless, choose to support pupils who may not have sufficient funds, by providing financial support at their own discretion.		
		<ul> <li>Members request a training session on BridgeMAPS.</li> </ul>	BridgeMAPS has been added to the Member Development Programme.		
		Recommendations			
		While discussing the proposals for improvement provided by the Wales Audit Office the Committee highlighted the lack of synergy between Cabinet, Officers and Members and ecommend that the quarterly meetings between Cabinet, Corporate Management Board and Scrutiny Chairs be further developed to be more attentive to timeliness. The Committe also request that the outcomes from these meetings are cascaded to all other Members.	To be brought up at the next Scrutiny Chairs Meeting to see how this can be progressed.		
			This recommendation has been taken on board and a schedule of meetings to be webcast is to be presented and agreed at the next Democratic Services Committee meeting.		
		With reference to the Wales Audit Report questioning how the Council undertake scrutiny of the Public Service Board, the Committee voiced their own concerns due to the lack of meetings the Public Service Board Overview and Scrutiny Panel have undertaken in the last year and recommend that the rationale for the Panel is explored and query why the Panel has made such little progression	Over the last few years PSB has seen many changes which has stalled the governance side of things and as the PSB Overview and Scrutiny Committee is only allocated 2 meetings a year, we try and ensure that we only meet when there is a reason too.		
			DM is keen on progressing differently with the Scrutiny arrangement for the PSB Overview and Scrutiny Panel and discussions are underway on how to take this forward.		
		The Committee recommend that the introduction of a Scrutiny Chair Research Group be explored, to take the opportunity to research best practice on a topic prior to the item being brought into Committee for Scrutinising. Members request that the Research Group be added for further discussion at the next Scrutiny Chairs meeting and that the Chair of BREP, Group Leaders and the Leader be invitees for the item.	To be brought up at the next Scrutiny Chairs Meeting to see how this can be progressed.		
	Festival of Learning 2018	The Committee received this report as information but wished to thank the Director for the innovative approach undertaken and for level of passion expressed prior and during the event.	N/A		

Corporate Overview and Scru	utiny Forward Work Programme	1	1		
		Lead		Further Information	
Meeting Date		Scrutiny	Author		Invitees
12-Dec-2018	Medium Term Financial Strategy 2019-20 to 2022-23			To receive 2019-20 MTFS Proposals for Chief Executive Directorate.	Darren Mepham, Chief Executive; Deputy Leader Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing
14-Jan-2019	Medium Term Financial Strategy 2019-20 to 2022-23 and Draft Budget Consultation Process			Collate all Subject Overview and Scrutiny Committee and BREP feedback and comments for approval.	N/A
14-Jan-2018	Corporate Plan			To comment on the Council's draft Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators.	All Cabinet and CMB.
	ure meeting when get feedback of bus	iness plans -	need to esta	ablish how Members want to take forward future business plans - which sections etc	
tems for the future	Public Service Board			Updates from Public Service Board OVS Panel	
	Collaboration Work with the Police			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 thatan item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered: 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; 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; Update on valleys Task Force How are the LA benefiting from collaborative work - value for money and contribution to budget savings	Mark Shepherd, Corporate Director Communities Chief Constanble SWP Police and Crime Commissioner Cllr Richard Young

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	Collaboration - Internal and with Third Sector		<ul> <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> <li>Third Sector - eg. BAVO - how much do we provide to them and what do they do with it.</li> <li>How are the LA benefiting from collaborative work - value for money and contribution to budget savings</li> </ul>	
	New Local Development plan		Links with schools and new housing developments Meeting with Cabinet and Scrutiny Chairs. Discussed that Scrutiny Chairs to be invited to LDP Steering group, would be more appropriate.	Cllr Richard Young, Cabinet Member – Communities; Mark Shephard, Corporate Director Communities;
	Procurement and Contracts		Members have asked to receive information on homecare contracts and employment contracts with BCBC; An update on the outcomes of the Procurement business review What monitoring process is in place with contractors to ensure compliance? Who is obligated to guarantee compliance? How can public accountability be assured if information within a contract is restricted to Members? Have any financial penalties been issued as a result of a breach of contract? End dates for all major contracts	
	Corporate Landlord		Item proposed by Corporate Director. Report ready to go. To provide information on the Corporate Landlord model and the budget reduction proposals allocated to the implementation and roll out.	

Scrutiny Forward Work Programme The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings: Date Subject ltem Specific Information to request Rationale for Proposed date Suggested Invitees Prioritised by Committee prioritisation Committees Page 29-33 Sue Cooper, Corporate Director – Social Services and Wellbeing; Cllr Phil White, Cabinet Member - Social Services and Early Help; SOSC 2 Budget Consultation To receive 2019-20 MTFS Proposals for Social Services and Wellbeing Directorate Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Jackie Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care. Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith. Cabinet Member - Education and 03-Dec-18 Budget Consultation To receive 2019-20 MTFS Proposals for Education and Family Support Directorate SOSC 1 Generation: Nicola Echanis, Head of Education and Family Support. Mark Shephard, Corporate Director - Communties; Cllr Richard Young, Cabinet Member - Communities; Zak Shell, Head of Neighbourhood Services; Budget Consultation To receive 2019-20 MTFS Proposals for Communities Directorate 05-Dec-18 SOSC 3 Include an update on the work of the CAT Task and Finish Group and the recommendations made in the January 2018 Mark Shephard, Corporate Director - Communities; meetina: Cllr Richard Young, Cabinet Member - Communities; What is the latest with the CAT process? How has it been streamlined since it last came to Scrutiny? Guy Smith, Community Asset Transfer Officer. How many CATs have now been processed and completed? How has the position improved Revised CAT 24-Jan-19 SOSC3 What are the plans for CAT going forward Process How many CAT applications have been received altogether? How many have been progressed? How many have withdrawn and for what reasons? List of CAT 1 priorities and what is the plan for these?

Appendix B

TAE	BLE	в
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or prioritisation						
	ltem		Rationale for prioritisation	Proposed date	Suggested Invitees	
Page 34	Education Outcomes	<ul> <li>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:</li> <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 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 Btcc 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 of budgend to assure Members of value for money;</li> <li>What is being done 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</li></ul>		01/01/2019 Prioritised by SOSC 1 for January	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; Andy Rothwell, CSC Senior Challenge Advisor; Mike Glavin, Managing Director CSC Representative from School Budget Forum Sarah Merry, Chair of CSC JOSC (Deputy Leader Cardiff Council) Primary, Secondary and Special School Headteacher representative	
	Review of Fostering Project	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		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. A BCBC contracted Foster Carer.	
	Direct Payment Scheme	Details on the revised policy including how the legislation has affected it. How Direct Payments are delivered. What support has been provided to service users since the launch of the new scheme. How was the scheme launched to service users.	Corporate Director has proposed this as a potential item	Corporate Director proposed November	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
	CIW investigation into LAC Information only	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.	Cllr Phil White	
	Remodelling Children's Residential Services Project	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	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
	CAMHS	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. Update on work being undertaken throughout Wales looking at causes of mental health: 'Working Together for Mental Health'. To include an update on how we are getting on moving into Cwm Taf.		proposed early	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Chair and CEX of ABMU and Cwm Taff Health Boards	

Page 35	Empty Properties	SOSC 3 requested that this item continue on FWP - reasons and purpose to be confirmed - Update on the Empty Properties Working Group? - Update on how the Empty Homes Strategy has been developed? - Update on how well the marketing of Empty Properties is going including Churches and Chapels? - Evidence on how successful other LA's 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? - 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. - 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. - Of the 1200 properties liable for the 50% charge on Council tax for empty properties, how much of this are BCBC successful in receiving. - Has the Empty Homes Officer been employed.		Prioritised by SOSC3 for February 2018	Darren Mepham, Chief Executive ; Martin Morgans, Head of Performance and Partnership Services Possible input from Mark Shephard, Corporate Director - Communities for the Commercial side Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing	Append
	Home to School Transport	To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings: 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. 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. 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 rabust 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 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 d	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 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 & 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	Corporate Director proposed March 2019 as the external review would not be completed until January 2019	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Cllr Richard Young, Cabinet Member Communities Nicola Echanis, Head of Education and Early Help. Mark Shepherd, Corporate Director Communities; Robyn Davies, Group Manager Business Strategy and Performance	
	Communication and Engagement	Is corporate communications meeting the needs of the various departments within the organisation to effectively communicate with residents Current data of engagement Are current KPIs an effective measurement in a fast changing digital world How do we engage with corporate communications with the digitally excluded			Darren Mepham, Chief Executive Corporate Communications Representative Cllr Dhanisha Patel, Cabinet Member Future generations and Wellbeing	
	Supporting People Programme Grant	Full breakdown of the various services currently supported through this grant within BCBC (inc. the various financial detail) along with how this may have changed over recent years. The number of individuals supported through the grant and in what way. How are decisions made about where to spend the grant and how much in specific areas How effective is the grant support that is provided across a variety of sectors within BCBC, and to ensure that the grant is being targeted at the services most in need.	Improved outcomes in line with the agreed objectives of the grant. Improved support for those in need of emergency housing and support		Darren Mepham, Martin Morgans? Lynne Berry? Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing	
	Member and School Engagement Panel - Annual Report	Annual Update to - SOSC 1 on the work of the Member and School Engagenment Panel			Plasnewydd - Q4/Spring Term The Bridge Alternative Provision Q1/Summer	
I	POST 16 ALN Review	SOSC 1 requested to add to FWP. Raise with LH in next Officer Planning Meeting.				

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

Item	Specific Information to request
Social Services	To include information on what work has taken place following the Social Services and Wellbeing Act population
Commissioning	assessment.
Strategy	To also cover the following:
	Regional Annual Plan
	Bridgend Social Services Commissioning Strategy
Cwm Taf Regional	Update on situation and way forward with Regional Working with Cwm Taf?
Working	How will we undertake Regional working?
Residential	Site visit to current Extra Care Housing and then to new site once work has begun
Remodelling - Extra	
Care Housing	
Children's Social	Briefing for SOSC 1 on Child Practice Reviews - details of latest CPRs over last 12-18 months - what recommendations
Services	have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children.

# Agenda Item 5

# **BRIDGEND COUNTY BOROUGH COUNCIL**

# REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

## 6<sup>th</sup> NOVEMBER 2018

# REPORT OF THE CHIEF EXECUTIVE

## CODE OF PRACTICE – ETHICAL EMPLOYMENT IN SUPPLY CHAINS

## 1. Purpose of Report

1.1 To update Members on the Authority's position in relation to the Code of Practice – Ethical Employment in Supply Chains.

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

2.1 The report links to the following priorities in the Corporate Plan:

• Supporting a successful economy – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.

• Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

## 3. Background

- 3.1 The Code of Practice Ethical Employment in Supply Chains has been established by the Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector and third sector organisations in receipt of public funds.
- 3.2 The Code has 12 commitments covering various aspects of employment. They are designed to ensure that workers in public sector supply chains are employed ethically and in compliance with relevant laws.
- 3.3 The Welsh Government intends that all public sector organisations should sign up to the Code, although there is no legal requirement to do so.

## 4. Current Situation/proposal

4.1 The Authority has not yet signed up to the Code and would need corporate commitment to do so. The 12 commitments are summarised below with an indication of what the Authority has put in place to ensure compliance and what further steps are required.

1. Produce a written policy on ethical employment within the organisation and our supply chains. Once produced, the Authority will communicate the policy throughout the organisation and will review it annually and monitor its effectiveness. Appoint an Anti-Slavery and Ethical Employment Champion.

We do not currently have a policy on ethical employment. This will need to be written and communicated. It will then be subject to annual review. The Council has not appointed a separate Anti- Slavery and Ethical Employment Champion; these are covered within the portfolio of the Deputy Leader.

2. Produce a written policy on Whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices.

The Authority already has a Whistle-blowing Policy which was reviewed and approved by Cabinet in March 2018. This has been communicated with staff via Bridgenders and there will continue to be annual updates. All employees of the Council can raise their concerns under this policy, as well as contractors working for the Council (e.g. agency staff, builders etc.) and the voluntary sector. This policy also applies to suppliers of goods and services under a contract to the Council.

3. Ensure that those involved in buying/procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained.

Not all staff have received training on ethical employment practices. We have been advised that Welsh Government are developing an e-learning module although we are not aware of timescales for this. This will be rolled out to all staff involved in buying /procuring. There is corporate training available on modern slavery and this has been attended by officers from the procurement team.

4. Ensure that employment practices are considered as part of the procurement process – include a copy of the Authority's Policy on ethical employment in procurement documentation and include appropriate questions on ethical employment in tenders and assess the responses provided. Incorporate, where appropriate, elements of the Code as conditions of contract and ask bidders to explain the impact that low costs may have on their workers each time an abnormally low tender is received.

Once the Authority adopts a written policy on ethical employment it will be incorporated into the conditions of contract. The Contract Procedure Rules contains requirements in relation to Modern Slavery and this is included as part of the Pre Qualification Questionnaire.

Tenders with abnormally low bids are challenged in line with the Public Contract Regulations 2015.

5. Ensure that the way in which the Authority works with its suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. Ensure that undue cost and time pressures are not applied to

any of our suppliers and ensure that our suppliers are paid within 30 days of receipt.

This is already a condition of contract and we have internal systems in place to ensure compliance. On average over 97% of supplier invoices are paid within the 30 day period.

6. Expect suppliers to sign up to the Code to help ensure that ethical employment practices are carried out throughout the supply chain.

We will raise awareness of the Code and encourage our suppliers to do the same where possible.

7. Assess expenditure to identify and address issues of modern slavery, human rights abuse and unethical employment practice. The Authority will be required to carry out regular reviews of expenditure and undertake a risk assessment to identify where there is risk. Investigate any supplier that is identified as high risk and work with suppliers to rectify any issues. Monitor the employment practices of high risk suppliers.

Pro-active assessment is not currently carried out. It is felt that further guidance is required from Welsh Government in relation to this commitment. If concerns are identified we will work with suppliers to rectify any issues of illegal or unethical employment practices.

8. Ensure that false self-employment is not undertaken and that umbrella schemes and zero hour contracts are not used unfairly or as a means to avoid payment of tax and national insurance and the relevant minimum wage, unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities and avoid health and safety responsibilities.

All new suppliers are subject to employment status checks before they are paid through finance or payroll. This ensures the Authority is deducting the correct tax and national insurance contributions. This is partly covered by the IR35 legislation.

Contracts contain requirements for compliance with Health and Safety legislation.

9. Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise workers concerns without risk of discrimination. The Authority will not make use of blacklists/prohibited lists, ensure that suppliers do not make use of blacklists/prohibited lists, not contract with any supplier that has made use of blacklist/prohibited list and expect suppliers to ensure that Trade Union representatives can access members and contracted workers.

The Authority allows workers to join Trade Unions or collective agreements without discriminating against them. The Council does not use blacklists or prohibited lists. This is considered as part of the Pre Qualification Questionnaire that is submitted by suppliers.

10. Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage suppliers to do the same. The Authority will consider becoming an accredited Living Wage Employer, encourage suppliers based overseas to pay a fair wage to all staff, and to ensure that staff working in the UK are paid at least the minimum wage.

This Authority has not committed to adopting the The Living Wage Foundation's Living Wage which is currently £8.75 (new rates will be announced on 5<sup>th</sup> November). From April 2019 all employees will be paid a minimum of £9.00 per hour which is significantly above the statutory Nation Living Wage of £7.83. The Authority ensures suppliers are complying with their legal obligations to pay National Minimum Wage / National Living Wage.

11. Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chain. The Authority will ensure that the statement is signed off at Senior Management board/ level and publish the statement on its website. If this is not possible, the Authority will provide a copy to anyone within 30 days of a request being made. (All organisations signing up to this Code are expected to produce and publish this annual written statement).

Currently the Authority does not produce an annual statement.

12. Ensure all those undertaking work on an outsourced contract are treated fairly and equally. Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment. Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff.

The Authority adheres to the Two Tier Code and the relevant TUPE regulations when outsourcing staff. On an annual basis a letter will be sent reminding of the obligations under the Code and establishing whether there is any non-compliance.

# 5. 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 matters relevant to this report.

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

7.1 The wellbeing goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of the wellbeing goals / objectives as a result of this report.

# 8. Financial Implications

8.1 The implementation of the Code of Practice – Ethical Employment in Supply Chains may require additional resource but this is not quantifiable at this stage.

# 9. Recommendation.

9.1 The Committee is recommended to note the contents of this report

Darren Mepham Chief Executive October 2018

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# **Background documents:**

None

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