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Bridgend County Borough Council



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

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

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let us know if your language choice is Welsh.*



Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694

Gofynnwch am / Ask for: Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 28 May 2019

Dear Councillor,

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

A meeting of the Subject Overview and Scrutiny Committee 1 will be held in the Council Chamber, Civic Offices, Angel Street, Bridgend, CF31 4WB, on **Monday, 3 June 2019 at 09:30**.

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations.)
3. Approval of Minutes 3 - 6
To receive for approval the minutes of the meeting of 29/04/19
4. Communications and Engagement 7 - 54

Invitees:

Mark Shephard – Chief Executive
Councillor Dhanisha Patel – Cabinet Member Wellbeing and Future Generations
Martin Morgans – Head of Performance and Partnership Services
Phil O'Brien – Group Manager – Transformation and Customer Services
Nicola Bunston – Consultation, Engagement and Equalities Manager
Liam Ronan – Communications Manager
Natalie Morris – Support Officer – Communications, Marketing and Engagement

5. Corporate Parenting Champion Nomination Report 55 - 58
6. Nomination to the Public Service Board Scrutiny Panel 59 - 62
7. Forward Work Programme Update 63 - 76

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8. 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

Councillors:

TH Beedle
JPD Blundell
NA Burnett
RJ Collins
PA Davies
SK Dendy

Councillors

J Gebbie
M Jones
B Sedgebeer
RME Stirman
JH Tildesley MBE
LM Walters

Councillors

KJ Watts
CA Webster
A Williams
AJ Williams

MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1
HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON
MONDAY, 29 APRIL 2019 AT 10:00

Present

Councillor CA Webster – Chairperson

JPD Blundell
J Gebbie
AJ Williams

NA Burnett
M Jones

RJ Collins
RME Stirman

PA Davies
KJ Watts

Apologies for Absence

LM Walters

Officers:

Gail Jewell Democratic Services Officer – Scrutiny

49. APOLOGIES FOR ABSENCE

L M Walters

50. DECLARATIONS OF INTEREST

A J Williams declared a personal interest in Agenda item 4, due to being a School Governor for Coety Primary School.

51. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of the Subject Overview and Scrutiny Committee 1 on 30 January 2019 be approved as a true and accurate record.

52. CORPORATE LANDLORD

The Head of Operations – Community Services presented the report to the Committee, the purpose of which was to update Members on progress being made in implementing a ‘Corporate Landlord’ model across the authority’s property portfolio, achievements to date and the next steps in the process.

The Committee were advised that the Council had historically managed its property portfolio in a dispersed manner, where responsibility for the Council’s estate was spread over three directorates and multiple service areas. The Head of Operations – Community Services outlined that the Corporate Model in its simplest terms, is about centralising all property related functions under a single integrated team, which frees up time for the service areas to focus on their core objectives.

Following this, the Temporary Head of Corporate Landlord, along with Managing Director of PeopleToo made a presentation to the Committee detailing to the Committee the benefits of the model, progress made to date, future savings opportunities and key work streams which will take place over the next 18 months.

The Committee supported the benefits of the Corporate Landlord model in eliminating duplication, streamlining services and working as ‘One Council’, but expressed some

concerns in relation to the prioritisation for repairs and maintenance. Members queried how the Corporate Landlord team prioritised one school needs over another, to which the Chairperson followed by questioning whether a school - a paying customer would be prioritised for a repair before an issue in one of the Council's properties. The temporary Head of Corporate Landlord explained all jobs that are requested through the helpdesk are assessed through triage and are dealt with on a prioritisation basis only.

On the subject of the working relationship between Schools and the Corporate Landlord process, the Committee noted that although there is good support from schools and the education, Members highlighted the need to generate a greater uptake in the model by extending communications with school governors with as well as head teachers to highlight the financial and strategic advantages of doing so.

The Committee expressed concern regarding Council owned properties that were currently out of service due to being in a poor state of repair or that asbestos could be found within the asset. Therefore Members requested to be kept informed of any maintenance plans for assets in each ward along with any potential long term decisions that maybe required.

On the subject of the budget allocated to the Corporate Landlord model, the Committee queried the fees allocated to PeopleToo consultancy services and what the figure encompassed. The Head of Operations – Community Services clarified the fee was a notable sum but was less than the savings produced to date and the fee covered services such as expert advice and staff that could not be resourced internally.

The Committee noted that there was no reference to Community Asset Transfer (CAT) in the report and therefore queried how the Corporate Landlord model supported CAT opportunities. The Head of Operations – Community Services reported that communication and initial support for potential community organisations would be allocated to the CAT Officer, but Corporate Landlord would facilitate CAT when arrangements are at contract level.

Resolved:

Although it was evident that the Interim Head of Corporate Landlord was carrying out his role commendably, the Committee highlighted the importance and necessity for the Corporate Landlord project to be led by a senior officer from within the Authority. Therefore Members recommended that this is actioned at the earliest opportunity.

The Committee highlighted the importance of educating schools of the financial and strategic advantages of committing to the Corporate Landlord model. To assist Officers with this progression, Members recommended the following:

- That strong leadership is allocated to ensure an appropriate level of promotion and incentive is provided to be part of the Corporate Landlord process;
- That the outlined benefits of the Corporate Landlord process are presented to governors of each school as well as head teachers;
- That Corporate Landlord is included on the agenda as a discussion item at the next Festival of Learning event or in another forum where schools attend on mass.

Following implementation of the Corporate Landlord Model and the proposed centralisation of soft FM budgets the Committee recommended that further efficiencies

are considered by re-assessing all roles and responsibilities through the Job Evaluation process that would be effected by these changes – in-house and within schools.

The Committee recommended that closer working relationships are developed between the Corporate Landlord team and the Community Asset Transfer Officer to allow communication of information held and knowledge of assets which will assist with effective asset management planning.

During their discussions regarding the Local Authority assets, the Committee recommended that all Members are informed of the outcome of the scheduled condition surveys along with maintenance plans for each asset within every ward.

Additional Information

The Committee queried whether the Corporate Landlord model complete and record surveys of satisfaction for all works undertaken. To assist with the monitoring of the effectiveness of the model, Members asked to receive any feedback received to date to evaluate alongside any obtained following the PeopleToo contact coming to an end.

53. MEMBER AND SCHOOL ENGAGEMENT OVERVIEW AND SCRUTINY PANEL - PLASNEWYDD PRIMARY

The Scrutiny Officer presented the report, the purpose of which was to present the Committee with the findings and recommendations from a Member and School Engagement Panel (MSEP) meeting with Plasnewydd Primary School.

The Chairperson brought Members attention to paragraph 4.2 point g) with reference to School Governor training and agreed that the topic requires scrutinising and suggested that a selection of Governors are invited to attend the Scrutiny meeting to explore the role and what support is provided by the Local Authority and Central South Consortium.

On the subject of School Governors, the Committee raised concerns regarding promotion of current vacancies within schools and requested that other ways of advertising are considered. Members suggested that a job description should be included which clearly outlines what the role entails and should summarise the time and dates of expected meetings to indicate the required commitment to undertake the post.

The Committee acknowledged the content of the report and queried whether the issues found within Plasnewydd Primary School were replicated in other schools and suggested that it would be useful if Scrutiny provided an annual report outlining themes of found issues.

RESOLVED: Members recommended that an annual report is generated by Scrutiny to outline themes of issues in schools within the Borough, along with what steps were put in place to mitigate these matters.

When discussing 'Further points for Scrutiny', the Committee reiterated the need to explore the role and training needs of a School Governor. Following discussions, Members made the following comments and recommendations in relation to the topic:

- Due to the fact that there are currently approximately 41 vacancies for School Governors, Members recommended that the promotion and advertising for these appointments are considered;
- That the proposed School Governor job description also include the days of scheduled meetings to outline what commitment the post would necessitate;

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1 - MONDAY, 29 APRIL 2019

- Due to training sessions being cancelled due to non-attendance, Members request that the promotion of School Governor training sessions is explored;
- That a selection of School Governor representatives are invited to attend the meeting to provide their views.

The Committee accepted the comments and recommendations of the Member and School Engagement Panel in relation to Plasnewydd Primary School and determined to send them all to Cabinet, the Directorate and the Consortium for a response.

54. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the Forward Work Programme report, highlighting the feedback from the last meeting, the Scrutiny Workshop scheduled to take place at the next meeting and the new proposed Scrutiny items.

Resolved:

Although the Committee understood that due to ongoing personal circumstances with the Corporate Director of Education and Family Support to which may have resulted in a delay with responding to comments and recommendations, the Committee requested that their disappointment be noted that a response was not provided by another Officer.

In relation to the item of Communications and Engagement scheduled for 3 June 2019, Members requested that Scrutiny look to invite the Customer Services Manager and a representative from is also invited to attend the meeting.

In relation to the item of Post 16 ALN Review scheduled to SOSC 2 on 5 June 2019, for continuity purposes, Members of SOSC 1 have requested to attend and contribute to this meeting.

55. REMODELLING FOSTERING SERVICES PROJECT

Resolved: The Committee noted the information contained in report and the Appendix.

56. URGENT ITEMS

There were no urgent items.

The meeting closed at 12.10.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

3 JUNE 2019

REPORT OF THE CHIEF EXECUTIVE

COMMUNICATIONS AND ENGAGEMENT

1. Purpose of report

1.1 The purpose of this report is to update the committee on the work of the Communications, Marketing and Engagement team for the period 2018/19.

2. Connection to corporate improvement objectives/other corporate priorities

2.1 The Communications, Marketing and Engagement team's work is cross-cutting across all directorates and therefore supports the council in achieving all of the corporate priorities:

- 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.
- Helping people to be more self-reliant – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the council and its services.
- 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 team has 11 officers covering the following areas:

- Communications and PR (external and internal)
- Consultation and engagement
- Marketing and campaigns
- Corporate brand and identity
- Key events
- Social media, web and digital content
- The Welsh language
- Equalities and diversity

3.2 A council-wide Communications, Marketing and Engagement strategy for 2019-2021 is available on the intranet for employees and attached as **Appendix A**. This strategy was produced in 2018 in response to the Healthy Organisation Audit and supports council employees with understanding how we should communicate with our audiences, dealing with the media and effective consultation and engagement.

- 3.3 This strategy is under-pinned by other documents and guidance produced by this team including the Corporate Brand Guidelines, our consultation and engagement toolkit and our media handling guidelines. It also links to external legislation and best practice such as the Welsh Language Standards, Code of Conduct on Local Government Publicity In Wales and Participation Cymru's National Principles for Public Engagement in Wales (all of which we follow).
- 3.4 The team work to an annual plan that links in to the strategy (**Appendix A**) and the council's vision, mission and corporate priorities. The team plan for 2018/19, identifies projects and support to be provided for each directorate as well as identifying priority areas for the team. This plan is attached as **Appendix B**.
- 3.5 Delivery of the 2018/19 team plan will be supported by a range of operational plans and work programmes per service, project or area, e.g. a project plan for phase two of the website, a campaign plan for Foster Care Fortnight.
- 3.6 The team uses a range of channels of communication and engagement in order to reach the council's varied audiences including those who are not online. An integrated mix of traditional methods, e.g. press releases, paper surveys, face-to-face engagement and flyers is used alongside digital channels, e.g. social media, digital advertising and clicker-pad technology in order to reach and engage with intended audiences.
- 3.7 Public-facing communications are bilingual (English and Welsh) in line with the Welsh Language Standards and consultation and engagement activities are available in a variety of formats to maximise participation, e.g. paper, online, accessible, easy read, youth versions etc.
- 3.8 Members of the team have been meeting with Cabinet/CMB on a monthly basis since March 2019 with the aim of increasing 'good news' stories across all directorates. The meeting provides an opportunity for the team to work closely with each directorate lead and portfolio holder to ensure all important communication activities are planned in for the forthcoming month, linking in with the council's Informal Forward Work Plan accordingly.
- 3.9 Strong communications, marketing and engagement support will continue to be necessary as the council moves towards finding new modes of working and the delivery of further budget reductions of £35m. This focus on increased collaboration and partnership will take place against a backdrop of minimising the impact of reduced services upon local communities and providing simultaneous balanced fresh investment. Among the challenges of the next few years will be to ensure that key audiences ranging from the media and service users to voters and taxpayers remain fully informed and involved in the democratic process, and understand the rationale behind the council's decisions. This will be achieved using all of the tools, skills and resources that are available to the Communications, Marketing and Engagement team, e.g. marketing and communication campaigns, targeted advertising, media management, public consultation, positive promotion, crisis communications, the use of physical and digital media, etc.
- 4. Current situation/proposal**
- 4.1 A full breakdown of performance, progress and activity against the objectives and priorities set out in the team plan for 2018/19 is attached as **Appendix C**:

- Actions for each directorate were set out and progress is evidenced in the 'success and achievements' section of **Appendix C**.
- Four priorities for the unit were identified as:
 - a. The development and expansion of social media and digital channels;
 - b. Improve stakeholder awareness, understanding and delivery of consultation and engagement activities as well as strengthening of feedback mechanisms;
 - c. Improve the effectiveness of internal channels of communication and engagement;
 - d. Promote a fairer and more accessible county borough (including for Welsh speakers) and improve engagement with harder to reach members of the community.

38 actions were identified under these four areas and these actions can be categorised at the end of 31 March 2019 as:

- 27 x Green, completed;
- 9 x Amber, partial completion/ongoing;
- 1 x Red, not completed;
- 1 x N/A, no longer a relevant action.

The full details per action is evidenced in the section '2018/19 Communications, Marketing and Engagement priorities' in **Appendix C**. An overview per area is summarised in sections 4.2 to 4.7.

4.2 **Communications (external and internal):**

The team develop communications in order to inform, engage and raise the profile of key council news, events and activities for both internal and external audiences. In summary, for 2018/19 the team:

- Issued 396 media releases;
- Fielded 249 media enquiries;
- Produced 157 council announcements for the Leader, members and the Chief Executive;
- Produced 36 media columns / features for key publications;
- Drafted 25 speeches on behalf of the Chief Executive, Leader, members, the Mayor and senior managers;
- Issued 278 staff messages;
- Produced four quarterly Bridgend staff magazines.

Of the 396 media releases, directorate breakdown is:

- Communities - 164
- Social Services and Wellbeing - 84
- Education and Family Support – 81
- Chief Executive's – 67

Of the 249 media enquiries, directorate breakdown is:

- Communities - 113

- Education and Family Support - 49
- Chief Executive's - 45
- Social Services and Wellbeing - 42

Council announcements are attributed to the Cabinet portfolio holder unless it is the Leader or Chief Executive and themes will then be cross-cutting across all directorates.

The staff messages have changed during 2018/19 and since January 2019 are sent as weekly messages so it has not been possible to breakdown the messages per directorate for the purposes of this report.

Media columns will cover a range of topics across all directorates and speeches were linked to the specific events.

4.3 Consultation and engagement

The team provide support to services in the development, delivery, analysis and reporting of consultation and engagement activities. 27 consultation and engagement projects (external and internal) were delivered during 2018/19 and 16,667 people engaged with us via a range of mechanisms (digital and non-digital) including surveys, events and social media:

Consultation	Survey completions online*	Survey completions paper**	Face to face engagement***	Social media	Letters, telephone calls and emails	Clickerpad	Total
Caerau Minewater	173	0	8	0	0	0	181
Bryntirion learner travel	107	0	0	0	0	0	107
CCYD learner travel	135	0	0	0	0	0	135
Male victims	29	0	0	0	0	0	29
Celtic court	8	0	0	0	0	0	8
Budget	1491	507	2148	447	16	679	5288
Porthcawl tourism	48	0	0	0	0	0	48
Staff survey	799	492	0	0	0	0	1291
Gambling	29	0	0	0	0	0	29
Anti-social bus survey	58	0	0	0	0	0	58
Brynteg learner travel	441	0	0	0	0	0	441
Foster carers survey	28	0	0	0	0	0	28
Festival of learning	192	57	0	0	0	0	249
Period poverty	64	0	0	0	0	0	64
Maesteg learner travel	523	0	0	0	0	0	523
LAC in university	34	0	0	0	0	0	34
Public Conveniences	775	134	35	220	8	0	1172

Subsidised buses (2018)	599	375	15	124	32	0	1145
Social Services and Wellbeing plan	570	0	0	0	0	0	570
ICT Councillors survey	33	0	0	0	0	0	33
Holocaust Memorial Day survey	11	0	0	0	0	0	11
Dog fouling	983	95	0	86	4	0	1168
Porthcawl 10k	29	0	0	0	0	0	29
Post-16 review	322	1	2618	4	5	0	2950
Subsidised buses (2019)	412	302	7	140	6	0	867
Archbishop learner travel	153	0	0	0	0	0	153
Porthcawl learner travel	56	0	0	0	0	0	56
Total	8102	1963	4831	1021	71	593	16,667

* online surveys are completed electronically by respondents directly into SNAP

** paper surveys are completed on hard copies and are returned to the consultation team to be input onto SNAP

*** face to face to engagement is where we engaged with people in the community to inform them about the consultation, provided information and sometimes assisted with the completion of surveys with specific groups of residents.

The team is also responsible for the Citizens' Panel which is a group of residents who have signed up to regularly engage with us over council services and policy. As of May 2019 panel membership is at 1164 and they receive up to three surveys from us each year. Two panel surveys were delivered in 2018/19 and a total of 1,338 responses received. 47% of panel members responded to the survey in spring 2018 (814 completions from 1733 members) and 48% of panel members responded in the special MTFs winter edition 2018 (524 completions from 1096 members). One panel newsletter was also produced.

The team has a performance indicator associated with the Citizens' Panel which is to 'Develop targeted marketing/techniques to help improve representation on the Citizens' Panel with the aim of increasing engagement with the following groups: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards'. The target for 2018/19 was a 5% increase on 2017/18. As at the end of 31 March 2019 this indicator was at -47% due to a database cleanse as part of GDPR legislation and asking members to confirm if they wished to remain on the panel. The panel lost 552 members (who did not respond to correspondence) in May 2018 (-51%) and despite efforts to recruit, the team was unable to get this indicator back on track.

4.4 Marketing and campaigns

The team delivered 20 campaigns to encourage the take-up of services, improve engagement and/or raise the profile of council services and information across all four directorates. These were:

Chief Executive's

- New website and My Account launch (Apr - June 2018)

- Shaping Bridgend's Future (Sept - Nov 2018)
- National Apprenticeship Week (March 2019)
- Mayor's Citizenship Awards (March 2019)
- Citizens' Panel recruitment (ongoing)

Communities

- Bridgend Business Forum Awards (May-September 2018)
- Food waste recycling (October – March 2019)
- Christmas recycling (December 2018)
- Garden waste recycling (January – April 2019)
- Reducing litter in Porthcawl (February – April 2019)

Education and family support

- Secondary school admissions online (Oct 2018 - Jan 2019)
- Infant, primary and junior admissions online (Nov 2018 - Feb 2019)
- Nursery admissions (Jan - March 2019)
- Child care offer (Feb - March 2019)

Social Services and Wellbeing

- Bridge the Gap – transitional foster carers (April 2018)
- Foster Care Fortnight (May 2018)
- School's Out (July - Aug 2018)
- Empty Nester's campaign (September 2018)
- Generic fostering campaign (Jan 2019)
- LGBT Fostering and Adoption Week (March 2019)

Campaign activity varies, depending on the services, target audiences as well as factors such as budget, competitor's activity (if applicable) such as for fostering against Independent Fostering Agencies (IFAs), data/analytics etc. At a top level, the team ensures the campaign has an integrated mix of channels to reach, engage and communicate. Activity therefore includes a tailored combination of the following types of activity:

- Promotional/publicity materials (posters, leaflets, display/exhibition materials etc)
- Advertising (radio, print, social media, google, digital packages etc)
- Social media (varied content including photography, video, gifs, infographics etc)
- Press and media relations (media release, diary markers, interviews etc)
- Events and PR (engagement stands etc)
- Direct marketing (mailings, emails etc)
- Web content (news, alerts, featured items etc)
- Internal communications (staff magazine, email, intranet etc)
- Digital screen graphics
- Merchandise (branded items such as pens, keyrings etc)

Campaign evaluation reports/statistics are used to inform future planning, decision-making and to evaluate the effectiveness of activities. Further information is included in **Appendix C**, but some examples from 18/19 include:

- The 2018 Empty Nester's fostering campaign resulted in 10 expressions of interest, six initial visits and two assessments. Facebook advertising generated

the highest number of hits to the empty nesters URL – an increase of 4,540 hits from 2016.

- All three school admission rounds had campaigns to encourage take up of online applications. As at March 2019, secondary online applications were over 1,400, infant, junior and primary over 1,600 and nursery (FT and PT) over 1,200. Advertising on Facebook reached 51,920 unique people and resulted in 936 click-throughs to school admissions webpages.
- The campaign to encourage take-up/participation in Shaping Bridgend's Future 2018 consultation, resulted in the biggest response for this annual campaign to date. A total of 5,288 interactions, which represents a 102% increase on the 2017 project, with a 44% increase in survey completions and 1313% across event attendance.

4.5 Corporate brand and identity

Key messaging and branding is used consistently across our communications and marketing activity. In 2018/19, the Bridgend's newsletter and emails have undergone re-branding and sub-brands have been developed as required for specific services, e.g. MASH (Multi Agency Safeguarding Hub).

4.6 Key events

The team is responsible for events/event support across all directorates. This ranges from full event management, e.g. the annual Holocaust Memorial Day event, through to publicity/marketing/communications support (photography, videography, media relations, promotional materials etc.). These types of events can be summarised as:

- Celebratory, e.g. RAF centenary, Mayor Citizenship Awards etc;
- Launches, e.g. 'Roly Patrol' road safety camera, MASH and Ogmore Heritage Centre etc;
- School-related, e.g. openings, exam results, safer routes etc;
- Regeneration, e.g. Porthcawl sea defences, Bridgend Indoor Market etc;
- Environmental, e.g. litter projects, Caerau Minewater event, energy projects etc;
- Local events, e.g. Roots Music Festival, street markets etc;
- Business, e.g. Bridgend Business Forum (BBF) Awards, BBF events, employability launch, Pop-up business school etc;
- Health/wellbeing-related, e.g. National Fitness Day, Olympage Games, fun days etc.

The team also organise and facilitate a range of stakeholder engagement events across all directorates as part of consultation and engagement activities, e.g. post-16 review.

4.7 Social media, web and digital content

The team manage the following corporate social media accounts:

Account	Following (as at 31.3.19)
English Facebook	11,404
English Twitter	11,204
Welsh Facebook	82
Welsh Twitter	141
Instagram (bilingual)	1,303
LinkedIn (bilingual)	2,809

The council also has a Youtube account, which the team primarily use as an archive of videos. The team also manage the social media channels for Bridgend Business Forum.

The team manages content through a calendar, linked to campaigns and other plans. Content covers all directorates. In 18/19, the top posts in terms of reach were all on Facebook and were:

Topic	Reach*
End of first hour free parking at the Rhiw	39,453
Blue-green algae at Kenfig Pool	37,415
Off-road motorcycles at Kenfig National Nature Reserve	32,910
Apprentices wanted post	32,419
New Pencoed Primary	31,764
Blue-green algae at Tremains Wood, Brackla	31,198
Pupil's first day at Pencoed Primary	30,319
Christmas recycling	24,803
Scam alert – council tax refund	23,654
Purple bag – missed collections and re-registration	23,134

**Reach is the number of unique people who saw that content.*

The team are responsible for a corporate performance indicator for social media which aims to 'Increase the number of interactions from citizens on the corporate social media accounts'. The target for 2018/19 was a 5% increase on 2017/18 and overall, an increase of 6.7% was achieved by 31 March 2019. This represents 48,701 interactions across our Facebook, Twitter, LinkedIn and Instagram accounts.

During 18/19 the new council website was launched (April 2018) and all content for phase one was completed to deadline (approx.191 topics). Phase two started in May 2018 and extends until June 2019. As at 31 March 2019, progress can be summarised as:

- 178 (79.1%) are green, meaning that they have been sent for approval or put online;
- 16 (7.1%) are yellow, meaning that they are in progress;
- 29 (12.89%) are orange, meaning that they are delayed until further notice pending a decision;
- 2 (0.88%) are red, meaning that work has not begun on them yet.

The team have also supported the development of online forms, e.g. school admissions and developed a style guide for digital content. In line with the report that went to CMB in December 2018, work around the migration of identified council microsites, e.g. Business Zone and Porthcawl Marina into the main corporate site has also begun.

4.8 The Welsh language

Progress during 2018/19 has included work associated with final determination from the Welsh Language Commissioner's office, ongoing communications, and the development of a draft action plan which is due to go to Cabinet Equalities Committee in July 2019. Development work has also taken place on the council's five year strategy.

4.9 Equalities and diversity

During 18/19, the team has developed the EIA toolkit and central database and supported the delivery of EIA face-to-face training for 64 managers. Partnership-working has also developed through coordinating the merger of Bridgend Equality Forum with the Community Cohesion Group as well as working with groups on consultation and equality activities, e.g. working with People First to develop an easy read version of the Shaping Bridgend's Future 2018 survey. An uptake in this version can be evidenced as a result (+423% increase for easy read/large print combined). A similar approach has been used to develop the voice of younger people.

5.0 Market research/public feedback

The team pro-actively gathers and uses feedback from the public in order to review and develop services. This can range from market research on specific areas for example gathering the views of over 1000 residents to inform the new website to gathering feedback post-activity, e.g. event evaluation forms. Some specific examples from 2018/19 are:

- Receiving 832 pieces of feedback on the new website since launch to April 2019. The public can rate their experience as 'good', 'average' or 'poor' and provide detail to support this. A breakdown of this has not been provided for this report as some comments made are not meaningful i.e. in context to the website. The team monitor and action feedback accordingly, e.g. in February 2019, high level of feedback was received with regards to people being unable to find what they were looking for. This highlighted an error that had developed with the search facility (behind the scenes) which was then rectified.
- During the spring 2018/19 Citizens' Panel survey feedback was sought from panel members on their experiences of the panel. Members were asked a range of questions, e.g. how do they think we could improve/increase engagement? For this particular question, 584 panel members (who could select more than one option) responded. 52% suggested panel events, 28% suggested workshops and 20% gave other examples of ways to do this. As a result in 19/20 the team will be looking to develop face-face engagement with the Citizens' Panel.
- A further example from 2018/19 is feedback sought as part of the Shaping Bridgend's Future consultation and respondents telling us how they heard about the

survey, which is then used to evaluate communication methods. 2,197 respondents answered this question with the top answers being social media, direct email/letter and the council website. Due to the large number of responses, this question will become routine in consultations from 19/20 onwards.

5. Effect upon policy framework and procedure rules

5.1 No effect on policy framework or procedure rules to report.

6. Equality Impact Assessment

6.1 No EIA has been carried out as this is an information report only.

7. Well-being of Future Generations (Wales) Act 2015 implications

7.1 This is an update report, therefore a well-being of future generations Act (2015) assessment has not taken place in order to prepare this report.

8. Financial implications

8.1 No financial implications to note. Activity listed is carried out as part of existing budgets.

9. Recommendation

9.1 That the committee notes and provides comments and any recommendations regarding the work that has been carried out by the Communications, Marketing and Engagement team during 2018/19.

Mark Shephard
Chief Executive
3 June 2019

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Background documents: None

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Bridgend County Borough Council Communications, Marketing and Engagement strategy, 2019-2021



www.bridgend.gov.uk

1. Overview

The purpose of this strategy is set out the approach the council will take when communicating, consulting and engaging with its stakeholders.

The council's stakeholders can be broadly defined as our citizens (those who live here and use our services), businesses (existing and potential), our public, private and third sector partners, and any person visiting Bridgend County Borough.

2. Communications

Communications with our stakeholders should be relevant, targeted and accessible and should link back to the council's vision and priorities.

We should seek to inform, consult and/or engage citizens, not to impress. This is easier to manage when the message is being controlled centrally e.g. through the Communications, Marketing and Engagement team, but it is important that the whole authority communicates in a way that puts stakeholders, especially our citizens, first.

The council should always communicate in a way that is:

- **Consistent and appropriately branded**
The council's [brand guidelines](#) provide employees with information on using the council's logo, typeface, colour palette and imagery as well as providing examples of branded documents, adverts, signage, stationery and other materials. The guidelines also provide information on the use of partner's logos and sub-brands. Information about briefing and accessing the approved list of designers is also included.
- **Accurate and informative**
- **Clear and unambiguous**
- **Honest**
- **Bilingual, in English and Welsh**
The council received its Welsh Language Standards compliance notice in September 2015. Under these standards we are required to ensure that all public-facing materials (letters, documents, promotional materials, website etc.) are fully bilingual and that the Welsh language is not treated less favourably than the English language. Further information on our commitments under the Welsh Language Measure can be found on the [Welsh Language Standards](#) section of the intranet.
- **Timely**
- **Meaningful**
- **Accessible**
Further information on alternative formats can be found on page 39 of the council's [brand guidelines](#).

- **Uses 'plain English' as best practise**

Further information on the use of plain English can be found on page 35 of the council's [brand guidelines](#).

The council recognises that effective communication and meaningful engagement is an important factor in how citizens feel about the services we provide.

3. Dealing with the media

The policy at Bridgend County Borough Council is that staff who receive a call from the media should refer it to the Communications team for handling. Further information is provided in the council's [media guidelines](#).

4. Consultation and engagement

The council has made a commitment to endorse the [National Principles for Public Engagement in Wales](#) as best practise as well as Gunning's principles surrounding legal guidance.

The council recognises the importance of our stakeholders, and in particular our citizens, feeling that they are able to influence our priorities and the way in which our resources are directed within their own communities. Citizens should be actively encouraged to participate in our engagement and consultation activities.

The way in which we engage with our audiences is critical to understanding our stakeholders' views. This can also lead to more effective, citizen-centred services, a better reputation and improved relationships.

Consultation and engagement can cover statutory, policy or discretionary based interaction. It can be used in many ways including to: generate ideas, prioritise services, set performance standards, and improve delivery. The council has an authority-wide [consultation and engagement toolkit](#) in place to ensure our engagement is consistent, robust and effective.

The toolkit helps managers to identify which is more suitable; consultation or engagement, covers project planning, identifying resources, understanding and reaching audiences, the different consultation and engagement techniques, the live period, data analysis and reporting as well as evaluation. The toolkit has been developed with Participation Cymru and Gunning's principles in mind and has been user-tested with senior managers.

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Communications, Marketing and Engagement team plan 2018/2019



www.bridgend.gov.uk

1. Purpose and background

The purpose of this document is to reflect on last year's achievements, set out the Communications, Marketing and Engagement team's priorities for 18/19, and capture key actions to help deliver them over the next 12 months.

It is a high-level, cross-cutting corporate service plan that impacts upon the work of the whole council and supports the council's communications, marketing and engagement strategy 2019-2021.

The adoption of this plan will ensure that we build a strong and effective infrastructure to support our communications, marketing and engagement priorities, and the council's wider improvement priorities.

2. Overview and objectives

Our objectives are designed to build on our existing communication and engagement levels, whilst acknowledging the difficult financial environment the council is facing, which will inevitably influence the outcome. They are also designed to recognise the importance of internal communication and engagement within the authority and staff engagement has been identified as an area of priority in 18/19 onwards. We understand that if our staff, elected members and strategic partners value our corporate priorities, they will be more effective in the contributions they make.

We have used intelligence gained from our marketing and communication plans, the Citizens' Panel, consultations, the Medium Term Financial Strategy and the Corporate Plan priorities/key outcomes to identify a series of priorities and actions which will support effective communications, marketing and engagement activity over the next 12 months. This will complement and not replace the day-to-day work already undertaken by the Communications, Marketing and Engagement team.

As such, there are campaigns and activities which link to supporting a successful economy, helping people to be more self-reliant and making smarter use of resources.

Our communications, marketing and engagement activity will be relevant, targeted and accessible as we seek to inform, consult and/or engage citizens, not to impress. We will continue to do this in line with the over-arching strategy and through the implementation of our corporate brand guidelines and content style guides for specific areas e.g. website, ensuring we communicate in a way that is:

- Consistent and appropriately branded
- Accurate and informative
- Clear and unambiguous
- Honest
- Bilingual, in English and Welsh
- Timely
- Meaningful

- Accessible
- Uses 'Plain English' as best practise.

3. 2017/18 achievements for the Communications, Marketing and Engagement team

- The 2017 BBF Awards had 207 attendees, compared to 180 in 2016 and attracted 12 sponsors. Ticket sales and sponsorship totalled £14,750. A further 26 BBF events were promoted, attracting 1,511 delegates;
- The BBF Twitter following grew by 8% and the BBF Facebook following increased by 11%;
- Foster Care Fortnight saw the launch of the Parent and Child fostering scheme, as well as a general 'fostering transforms lives' awareness raising campaign. The microsite received 10,101 page views during the fortnight, 'Time to foster, time to care' campaign generated 2,334 page views (a 332.8% increase on last year);
- The LGBT fostering and adoption campaign was fronted by two LGBT couples recruited via the 2017 campaign. Facebook advert viewed by 19,986 different people;
- The 2018 HMD event was attended by 171 people. Guest speaker was a survivor of the 1994 genocide against the Tutsi in Rwanda. 23 participants took part in the post event survey; the guest speaker and prayer read out by the Rabbi highlighted as the most popular elements of the event;
- Achieved a 93.4% increase in interactions on our corporate social media accounts against a target of 5%;
- Led the development of the new council website, including producing all website content for phase one to deadline. Public launch date is scheduled for 24 April 2018;
- Launched the corporate Instagram account and Welsh language social media accounts in compliance with the Welsh Language Standards;
- Improved the efficiency of Facebook advertising by 17.9% (22p cost per click, down from 28p cost per click in 16/17) and increased Facebook and Twitter following on the corporate accounts by 32.5% (15,672 – 20,761);
- Increased the Citizens' Panel members from 1522 in February 2017 to 1733 at end of March 2018. As at end of March 2018 we increased representation for identified groups by 20.4% against a target of 10%. Within this reduced under-represented wards from five to three;
- 20 public consultations were carried out, including learner travel route review, Shaping Bridgend's Future and the Public Service Board wellbeing survey;
- The database of additional responders now contains details of 1664 people who have agreed to take part in additional surveys;
- Development of consultation and engagement toolkit, EIA toolkit, equalities calendar and action plan for GDPR legislation. Development of EIA central admin database highlighting 42 EIA screenings completed and four full EIAs;
- 102 people completed EIA e-Learning between Jan 2017 and Feb 2018 and 46 people have completed face to face EIA training;
- Progress made with the merger of Bridgend Equality Forum and Community Cohesion Group e.g. development of sub-group and draft TORs; First meeting of the merged group 'Bridgend Community Cohesion and Equality Forum' due to be held on 27 April 2018;
- Audit on outstanding Welsh Language Standards completed and progress made in key areas e.g. development of central Citizen Language Preference database;

- Consultation response on draft code of practise coordinated and issued to the Welsh Language Commissioner;
- Issued 294 media releases, produced four Bridgend staff newsletters, three BridgeMembers newsletters, drafted 180 council announcements for Cabinet and the Chief, drafted 42 media columns/features for key publications and issued 246 staff emails;
- Produced six infographics to support complex messaging on the council's budget consultation and winter weather activities;
- Delivered a range of communications and publicity campaigns e.g. the launch of all-new recycling and refuse collection procedures, the 2017 General Election, the Senior Open Golf Tournament, construction of new sea defences at Porthcawl Town Beach, the Urdd Eisteddfod and more. Worked with partners on joint initiatives e.g. developing a regional Suicide Prevention Strategy;
- Established a new media database resource featuring reporter contact details, records of media enquiries / responses etc;
- Provided communications support for corporate initiatives such as the Civic Envelope, Digital Transformation programme and Corporate Landlord project.

4. How will we meet our objectives?

Our four top-level communications, marketing and engagement priorities for the team for the next 12 months are detailed in the following action plan. However, other important campaigns and projects as well as lower profile activities will continue to be carried out, and are supported as part of ongoing marketing, communications or engagement work, e.g. smaller consultation projects, marketing activities such as posters, adverts, events, and other general communications, publicity and profile-raising of council services, projects, events and partnerships.

As well as proactively leading on communications, marketing and engagement activities, the nature of this work will sometimes present emerging demands which will be responded to accordingly.

Other identified key projects we will be supporting during 18/19 are:

Social services and wellbeing

- Social media and communications support for key media issues e.g. serious case reviews, opening of new Extra Care schemes etc;
- Delivery of communications and marketing support for key campaigns such as the schools out programme, Park Lives, OlympAge Games and the new Inspired for Life Awards;
- Supporting the review of mental health provision from an equalities and engagement perspective;
- Supporting the launch and ongoing promotional activity of the new multi-agency safeguarding hub (MASH);
- The development of content for the directorate as part of phase two of the website e.g. social services.

Education and family support

- Deliver a range of consultation and engagement projects including ongoing support of the learner transport review, period poverty consultation and the post-16 education review;
- Social media and communications support for key media issues e.g. school modernisation programme;
- Support the remodelling of the foster care service, which includes promotion of the new transitional foster carers scheme and the development of routine campaigns such as Foster Care Fortnight, LGBT Fostering and Adoption Week, empty nesters etc;
- Support the inclusion service with the delivery of gender-based bullying training within identified schools;
- Supporting schools with the ongoing development of the SIMs system for recording and reporting on instances of bullying;
- Supporting the development of school admissions applications moving online and ongoing development of content for phase two of the website across a range of service areas.

Communities

- Ongoing communications for the council's recycling and waste arrangements, which includes raising the profile of recycling figures and supporting changes to the service e.g. purple-bag re-registrations, green waste changes etc;
- Support for ongoing initiatives such as the Caerau Minewater Project, Porthcawl Regeneration, redevelopment of Maesteg Town Hall etc;
- Delivery of the marketing plan for Bridgend Business Forum (BBF) to raise the profile of support available for local businesses, including networking and promotional events as well as the annual BBF awards for 2018;
- Manage and develop social media and web presence for BBF and support the introduction of any new CRM system for e-news;
- Support tourism with a review/development of Bridgend Bites as part of phase two of corporate website project;
- Deliver a range of consultation and engagement projects including the car-parking review and dog fouling PSPO consultation;
- Continue supporting the work associated with ensuring taxis and buses are accessible to a wider group of people by working in partnership with Bridgend Coalition for Disabled People;
- Supporting the development of online environmental reporting and ongoing development of content for phase two of the website across a range of service areas.

Chief Executive's Directorate

- Continue to support ongoing corporate initiatives such as the digital transformation programme and corporate landlord project;
- Continue to promote compliance with the Welsh Language Standards within council service delivery and business, finalise the position of outstanding challenges and progress any actions associated with the code of practise as well updating compliance documentation and resources as a result of the final determination for our compliance notice;
- Plan, deliver and evaluate Holocaust Memorial Day 2019;
- Support the new staff engagement and wellbeing project led by the chief executive, leading on areas as required;
- Work with HR on the development of a range of equalities and Welsh language activities including training, protocol development and improving the equalities data available on employees;

Communications, Marketing and Engagement team plan 2018/19

- Support teams with developing mechanisms to evaluate their own performance/satisfaction e.g. projects team;
- Delivery of the Shaping Bridgend's Future 2018 consultation and engagement project, ensuring we have encouraged as many people as possible to engage with us on budget proposals;
- Use media (including social media) monitoring techniques to inform tactics and strategy across all areas;
- Reviewing and improving the content of the Capita portal;
- Support the Community Safety Partnership and other key areas with a web presence as part of phase two of the corporate website project;
- Meeting the corporate performance indicators for social media (5% increase) and Citizens' Panel representation (5% increase).

5. 2018/19 priorities and action plan

Development and expansion of social media and digital channels	
Which corporate priority does this link to?	All, but especially 'Smarter use of resources'
What will we do to achieve this?	<ul style="list-style-type: none"> • Launch LinkedIn and develop a tactical plan for managing content e.g. consultation, jobs etc; • Incorporation of Instagram and LinkedIn statistics into corporate social media PI; • Ongoing development of Instagram, including the use of advertising as part of integrated campaigns; • Increase the use of infographics to convey complex information online (target of 12), trialling the development of infographic-style gifs; • Pro-actively monitor and respond to comments on BCBC google accounts/reviews; • Further development of the content calendar to ensure consistency across platforms and with other internal content calendars; • Re-evaluate and progress the customer service advisor's ability to respond to relevant queries on social media; • Progress with the business case for accessing Facebook messenger to aid engagement; • Develop, deliver and monitor a content plan for phase two of the website; • Progress with an audit of council micro-sites for future review; • Develop a GDPR and functionality compliant response for cookies on the website; • Progress with Funnelback search development and incorporation of Engage software as required; • Integrate Dewis listings into phase two content and support the external launch of Dewis; • Develop a style-guide for the website for consistency purposes; • Monitor social media developments to inform strategy, and continually review the corporate social media presence including revisiting 'theming' of content.
Who is better off and	<ul style="list-style-type: none"> • More citizen-centric and accessible information which has real time, two way communication and facilitates

<p>what does success look like?</p>	<p>feedback with the authority and its partners;</p> <ul style="list-style-type: none"> • Extend the range of channels via which we communicate with citizens but plan content accordingly, based upon research and statistical data; • Partners will have additional channels through which to share and receive mutually beneficial information. This could include public health messages through shared communication with ABMU Health Board, or emergency service messages where the timing of a message is critical, e.g. a fire where communities need to stay indoors or evacuate • Social media ‘followers/fans’ across the relevant accounts will continue to grow as will reach and levels of engagement; • Improved quality, quantity and variety of social media content; • More timely communication of council activities with partners; • Increased opportunity to deliver complex messages in ‘bite-size’ chunks to key audiences through infographics (static and animated); • Increased ability to reach target/segmented audiences; • The introduction of a new bilingual high quality transactional website that facilitates self-service in line with the authority’s Digital Transformation Programme. Citizens are able to access services and information quicker, and content is of a better quality.
<p>Who will help us deliver this?</p>	<p>Various council services; ICT; citizens; stakeholders and partners.</p>

Communications, Marketing and Engagement team plan 2018/19

Improve stakeholder awareness, understanding and delivery of consultation and engagement activities, as well as strengthening feedback mechanisms	
Which corporate priority does this link to?	All
What will we do to achieve this?	<ul style="list-style-type: none"> • Develop and implement a GDPR action plan for consultation and engagement activities to ensure compliance with regards to data storage and consent; • Review and streamline Citizens' Panel administration to improve the effectiveness of distribution, analysis and reporting; • Formalise a process for incentive activity that can be used to increase participation in key consultation and engagement activity as well as for mystery shopper exercises linked to Welsh language activities; • Continue to improve team's skills and ability with regards to collating, analysing and reporting on data e.g. SNAP training courses; • Continue to raise the profile internally of the Citizens' Panel surveys and increase understanding of the benefits of having insightful data as a tool to measure KPIs; • Develop targeted marketing techniques to improve representation on the Citizens' Panel with the aim of increasing engagement with younger people (16-24 year olds) and underrepresented wards – <i>corporate PI</i>; • Improve and ensure consistency on the feedback process following consultations (linking in with Cabinet reporting, services and feedback to respondents on next steps); • Develop face-to-face engagement for key consultations and for the Citizens' Panel.
Who is better off and what does success look like?	<ul style="list-style-type: none"> • Citizens and the council can be reassured data storage and consent in relation to consultation and engagement activities is robust and in line with GDPR compliance; • Panel administration becomes more efficient, allowing citizens to take part in a more streamlined and effective process, leading to increased/more effective engagement levels and numbers as a result; • Engagement with a wider group of people and those in under-represented/hard to reach groups to improve the council's understanding of all residents; • Incentives help to encourage participation numbers, providing the council with more data that can aid decision-making; • Data will be more insightful and robust (i.e. improved confidence intervals in comparison to previous years) and more face-face engagement allows for more qualitative data as well as the opportunity to improve public relations and perceptions of the council; • Representation on the panel will improve, allowing us to have views that are more representative of the community that the council can consider when reviewing policy and service provision;

	<ul style="list-style-type: none"> • Citizens benefit from fit for purpose and consistent quality of engagement activities that are clearly branded; • Citizens and community groups have increased opportunity to, and be aware of how to, have their say and influence the way in which policies and resources are developed; • Citizens will have access to user friendly feedback and consultation results consistently and how this has influenced decision making; • Qualitative and quantitative data from consultation and engagement activities will be used to inform the development of robust and meaningful Equality Impact Assessments serving as evidence that the council meets its equality duties.
<p>Who will help us deliver this?</p>	<p>All directorates; citizens; community groups; Citizens' Panel members; partners; elected members; local media.</p>

Communications, Marketing and Engagement team plan 2018/19

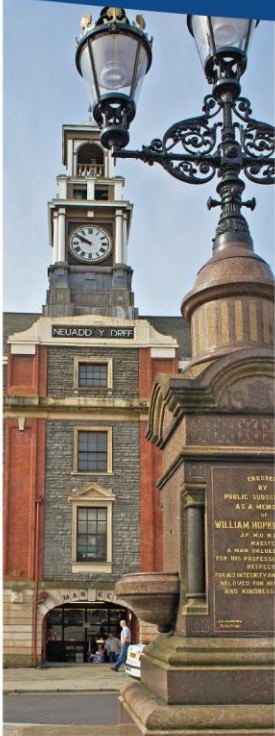
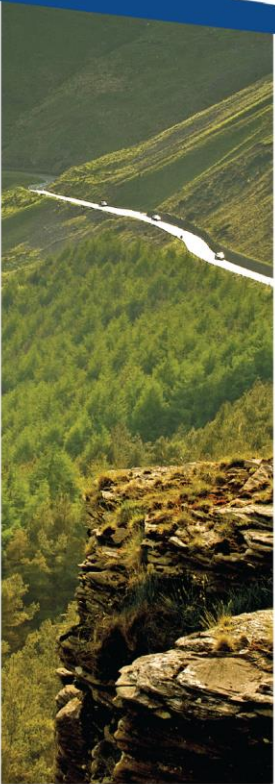
Improve the effectiveness of internal channels of communication and engagement	
Which corporate priority does this link to?	All
What will we do to achieve this?	<ul style="list-style-type: none"> • Review the design and content of Bridgenders and refresh the look and feel of the publication; • Review the need for Bridgemembers as an ongoing publication against the demand for council announcements; • Develop a new staff survey and analyse and present the results accordingly; • Use the results of the communications section of the staff survey to inform future developments; • Capture metrics on Bridgenders email (if possible) and use to inform future developments; • Develop the content calendar for Bridgenders, liaising with services accordingly; • Revisit the use of 'comms champions' and review and develop (where appropriate) staff networks as part of the SEP 2016-2020 commitments.
Who is better off and what does success look like?	<ul style="list-style-type: none"> • Employees and elected members receive information in a timely and accessible way; • Employees have an opportunity to share their views on the effectiveness of current internal communication channels with a view that their feedback can help to improve these channels (where applicable); • Gain and understanding of how many people are engaging with key messaging and the council's priorities; • Content for employees is coordinated and scheduled in a timely way; • Employees have an opportunity to raise the profile of their own service areas/achievements; • Different staff groups have an opportunity to feed into the equalities agenda and the council is seen to be committed to recognising and understanding more about its workforce.
Who will help us deliver this?	Employees; elected members; CMB; ICT

Communications, Marketing and Engagement team plan 2018/19

Promote a fairer and more accessible county borough (including for Welsh speakers) and improve engagement with harder to reach members of the community	
Which corporate priority does this link to?	People in Bridgend County Borough are engaged and empowered to achieve their own potential; Bridgend County Borough is a great place to live, work and visit
What will we do to achieve this?	<ul style="list-style-type: none"> • Support delivery of the Strategic Equality Plan (2016 – 2020) action plan and in particular the actions allocated to the CME team; • Continue to promote awareness campaigns (internally and externally) related to protected characteristic groups e.g. via Bridgenders and social media and improve recording of reach etc; • Finalise the merger of BEF and CCG groups including TORs, logistics and membership so that the new group can work together more effectively to tackle and raise the profile of shared goals; • Engage with Learner Voice to increase participation for younger people's view in consultation and engagement projects; • Work with People First to develop and improve accessible versions of surveys; • Following the conclusion of face-to-face training, further develop our administration around EIAs including developing the toolkit and central database; • Develop and implement an action plan following final determination of our WLS compliance notice, identifying additional needs (if required) once the WLC code of practice is passed by ministers; • Review and develop the public-facing side of the council's five year Welsh language strategy, working with partners and improving measurement activity.
Who is better off and what does success look like?	<ul style="list-style-type: none"> • Diversity is better understood among all stakeholders • Council staff, visitors and residents feel more engaged • The council is better informed and positioned to support and promote equalities issues • The council is improving its commitment and services for Welsh speakers in the county borough • By ensuring that service areas and staff are aware of how to deal with equality and diversity related issues, the council's reputation will be safeguarded • Positive media coverage and social media interaction is achieved • The authority is externally recognised for best practice • Supported staff with appropriate information, training and best practice
Who will help us deliver this?	Partners e.g. health, police; community / interest groups with whom we have links e.g. BridgeVis, Carers Forum etc; elected members; local media; Welsh speakers, citizens.

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CME team plan performance 2018/19



1. Introduction

This document uses metrics and other information to capture the team's performance against the four specific priorities and subsequent actions set out in the 2018/19 unit plan. It is also an opportunity to capture other successes and achievements linked to the projects or areas that were identified in the plan per directorate or indeed any other notable performance-related information which can be used to inform future activities, developments or strategies.

2. Successes and achievements:

General stats:

- issued 396 media releases, fielded 249 media enquiries, produced 157 council announcements for the Leader, Cabinet members and the Chief Executive, produced 36 media columns / features for key publications, drafted 25 speeches on behalf of the Chief Executive, Leader, Cabinet members, the Mayor and senior managers, issued 278 staff messages and produced four quarterly Bridgend staff magazines;
- Devised and delivered 20 campaigns across all directorates using a range of channels to reach and engage;
- 27 consultation and engagement projects (external and internal) were delivered during 18/19 and 16,667 people engaged with us;
- Two Citizens' Panel surveys were delivered and a total of 1,338 responses received.

Social services and wellbeing

Commitment	Activity
Social media and communications support for key media issues e.g. serious case reviews, opening of new Extra Care schemes etc;	<ul style="list-style-type: none"> • Delivered a full communications plan for the development of new Extra Care residential homes at Ynysawdre and Maesteg; • Provided publicity for the remodelling of the placement service (Maple Tree house) for looked-after children; • Provided communications support, media monitoring and official statements for key issues including child case reviews and the review of the Hillside facility.
Delivery of communications and marketing support for key campaigns such as the schools out programme, Park Lives, OlympAge Games and the new Inspired for Life Awards;	<ul style="list-style-type: none"> • Campaign plan for Schools Out drafted and delivered. Activity included: media releases, web and event listings, social media posts, Facebook advertising, digital screens and a Wales Online advertising package; • Park Lives supported through media release, social media posts, events listed on the website – linked into the Schools Out campaign; • OlympAge Games supported by attending event, video and photography, media release, social media posts; • Inspired for Life Awards was supported across social media and external communications.
Supporting the review of mental health provision from an equalities and engagement perspective;	Support provided at stakeholder engagement session and with the development of the Equality Impact Assessment (EIA).

Supporting the launch and ongoing promotional activity of the new multi-agency safeguarding hub (MASH);	Campaign plan drafted and delivered for the launch of MASH. Activity included developing a new logo and branding, leaflets, posters, pop-up banners, digital screen graphic, social media posts, media release and photos of launch in Ravens Court.
Support the remodelling of the foster care service, which includes promotion of the new transitional foster carers scheme and the development of routine campaigns such as Foster Care Fortnight, LGBT Fostering and Adoption Week, empty nesters etc;	<ul style="list-style-type: none"> • A targeted campaign called 'Bridge the Gap' was developed in May 2018 to support the launch of the new transitional foster carer role which recruited three of the six carers. Activities included press releases, leaflets, radio, LinkedIn and Facebook advertising, social media and direct marketing; • Foster Care Fortnight (FCF) 2018 campaign consisted of a media launch with foster carers and staff, social media posts, media release, Wales Online advertising, digital graphics, Facebook advertising and Bridgenders message. FCF 2018 generated 5,846 hits to the Bridgend Foster Care website; • Empty Nester campaign 2018 included a video, web page, social media posts, media release, Wales Online advertising, digital graphics, Facebook advertising and Bridgenders message; • LGBT 2019 campaign linked in to the regional campaign. Two foster carers were interviewed, media release and social media posts issued as well as internal comms.
The development of content for the directorate as part of phase two of the website e.g. social services.	21 topics have had content developed for them, and been sent off for approval or uploaded. Example topics include: MASH (Multi-Agency Safeguarding Hub); managing older people's money; safeguarding adults at risk.

Additionally the team:

- Provided media and social media support for events such as the Young Carers book launch and final contact safety plans;
- Developed, analysed and reported on the university places for looked after children consultation which resulted in 34 responses;
- Publicised events and activities in support of Western Bay Adoption.

Education and family support

Commitment	Activity
Deliver a range of consultation and engagement projects including ongoing support of the learner transport review, period poverty consultation	<ul style="list-style-type: none"> • Learner transport review: Clusters for areas Bryntirion, CCYD, Brynteg, Maesteg, Archbishop, Pencoed and Porthcawl now complete. Each cluster has been analysed as an individualised report and passed to the service to provide a final overall report to Cabinet; • Survey on period poverty developed. 64 people engaged with. Analysis and report provided to support an application for funding to WINGS Cymru; • Post-16: survey developed and 27 engagement events held at all comprehensive schools to target pupils.

and the post-16 education review;	Additional sessions were held in all comprehensive schools aimed at parents, governors and staff. The team engaged with 2030 learners, 239 parents and carers, 56 school governors and 293 school staff during the post-16 concepts consultation in early 2019. Analysis and report provided to service and due to go to Cabinet in April 2019.
Social media and communications support for key media issues e.g. school modernisation programme;	<ul style="list-style-type: none"> • Provided communications support for key events such as the development / opening of new primary schools at Pencoed, Betws, YGG Calon Y Cymoedd and Brynmenyn; • Provided communications support for the development of Band B of the school modernisation programme, post-16 consultation, and new ASD support units.
Support the inclusion service with the delivery of gender-based bullying training within identified schools;	<ul style="list-style-type: none"> • Support is ongoing – awaiting feedback from the inclusion service ; • Work undertaken within schools by the Hate Crime Officer is reported on at Bridgend Community Cohesion and Equality Forum.
Supporting schools with the ongoing development of the SIMs system for recording and reporting on instances of bullying;	Schools have been reminded of the reporting system for incidents of bullying, including a reminder to include the Equalities Manager in recorded incidents.
Supporting the development of school admissions applications moving online and ongoing development of content for phase two of the website across a range of service areas.	<ul style="list-style-type: none"> • Communications plan developed to cover each of the three rounds of admissions (secondary, primary, junior and infant and nursery) Activity included press releases, internal comms, promotional materials, direct marketing, social media (advertising and organic) and use of school's channels (text, email, web and social media). Over 4,000 online applications made. The Facebook and Instagram adverts including instant experience adverts reached over 51,920 unique people and resulted in 936 clicks to the website. Support also provided in the development of the online forms; • 25 topics have been developed into content which have been sent for approval or uploaded. Example topics include: adult education – courses by category; portage; Bridgend Educational Psychology Service.

Additionally the team:

- Supported the Festival of Learning and provided communications support including speeches, video / still photography, social media content and publicity as well as evaluating surveys for symposium event, learners day and head teachers overall feedback and reported this back to the service;
- Provided a range of communications support for local schools tackling issues such as attempted abductions to the criminal prosecution of staff;
- Provided support around the HSE prosecution of the authority following the death of a secondary school pupil;
- Provided ongoing support around Estyn inspections of local schools and the education authority.

Communities

Commitment	Activity
<p>Ongoing communications for the council's recycling and waste arrangements, which includes raising the profile of recycling figures and supporting changes to the service e.g. purple-bag re-registrations, green waste changes etc;</p>	<p>Developed digital and print campaigns to promote:</p> <ul style="list-style-type: none"> • food waste recycling; • reduce littering in Porthcawl; • promote garden waste recycling; • promote recycling over Christmas. <p>Additionally:</p> <ul style="list-style-type: none"> • Advertising the changes to recycling collections on bank holiday weekends; • Radio advertising to promote recycling throughout the year; • Targeted communications to improve recycling performance in Caerau, Sarn and Wildmill; • Publicising developments related to the installation of new bins, dog waste bags and recycling rates.
<p>Support for ongoing initiatives such as the Caerau Minewater Project, Porthcawl Regeneration, redevelopment of Maesteg Town Hall etc;</p>	<p>Provided communications support on developments such as:</p> <ul style="list-style-type: none"> • New sea defences at Porthcawl town beach; • New regeneration plans for Salt Lake; • New regeneration plans for the Eastern Promenade, Sandy Bay and Western Breakwater areas; • New Rest Bay Watersports centre; • Sunnyside Wellness Village proposals and consultation events; • Redevelopment of Bridgend Indoor Market; • Redevelopment of Village Farm Industrial Estate; • Caerau Minewater project, Bridgend Heat Network, Bridgend smart energy plan launch. This included two community events attended by eight residents for Caerau Minewater engagement and a survey resulting in 173 responses which will be used to further develop the proposals; • Launch of Employability Bridgend; • Road resurfacing programme.
<p>Delivery of the marketing plan for Bridgend Business Forum (BBF) to raise the profile of support available for local businesses, including networking and promotional events as well as the annual BBF awards</p>	<p>The 2018 Bridgend Business Forum (BBF) Awards had 220 attendees, compared to 207 in 2017 and attracted 13 sponsors. Ticket sales and sponsorship totalled £16,260. A further 16 BBF events which aim to support local businesses were promoted, attracting 1,366 delegates.</p>

<p>for 2018;</p> <p>Manage and develop social media and web presence for BBF and support the introduction of any new CRM system for e-news;</p>	<ul style="list-style-type: none"> • The BBF Twitter following grew by 7.5% and the BBF Facebook following increased by 11.2%; • BBF website had 22,529 hits in 2018, an average of 1,877 web hits per month; • New CRM system for e-news due to be in place in April 2019. 12 e-newsletters issued during 2018 and posted to Business Zone and BBF websites, reaching 1,497 local businesses.
<p>Support tourism with a review/development of Bridgend Bites as part of phase two of corporate website project;</p>	<ul style="list-style-type: none"> • Microsites audit and CMB report submitted in December 2018. Discussions with tourism around their website are still ongoing; • 'Visit us' section of the corporate website launched in April 2019 including information on beaches, golf, places of interest, toilets, walking and biking etc.
<p>Deliver a range of consultation and engagement projects including the car-parking review and dog fouling PSPO consultation;</p>	<ul style="list-style-type: none"> • The public conveniences consultation 2018 resulted in 909 survey completions, 220 interactions on social media and 34 face-to-face interactions; • 1130 residents engaged with us during the subsidised bus consultation 2018, this included 974 survey completions as well as social media interactions and letters emails and phone calls; • A total of 1168 interactions took place during the PSPO dog fouling consultation, including 1078 survey completions; • The subsidised buses consultation 2019, resulted in 714 survey completions, 140 social media interactions as well as seven face-to-face interactions and six letters, telephone calls and emails.
<p>Continue supporting the work associated with ensuring taxis and buses are accessible to a wider group of people by working in partnership with Bridgend Coalition for Disabled People;</p>	<p>The team attend the Coalition of Disabled People's meetings on a monthly basis and ensure that equalities issues are fed back to relevant service areas (including taxis and transport).</p>
<p>Supporting the development of online environmental reporting and ongoing development of content for phase two of the website across a range of service</p>	<ul style="list-style-type: none"> • Launch of Love Clean Streets as a service on My Account is delayed. Initial ideas and key messaging has been established in the overall DT communications plan. A separate activity plan will be developed in readiness for launch of phase one reporting; • 69 topics have been developed into content which have been sent for approval or uploaded. Example topics include: RFT (a space to post regular updates about funding); coastal protection; Bridgend Market; counter-terrorism.

areas.

Additionally the team:

- The Pop-up business school returned to Bridgend CB in March 2019. Over 80 people attended the week-long event. The team supported this with media releases, social media posts, digital screen graphic, leaflet and poster distribution;
- Provided full communications support for the launch of the 'Roly Patroly' road safety camera car;
- Supported the following events: Roots Music Festival, town centre street markets, Safe Routes schemes at Croesty Primary and Pencoed Comprehensive;
- Supported the LABC Building Awards and publicised local entries;
- Supported the launch of community projects and facilities such as the Ogmore Heritage Centre, local craft hubs and Ogmore Valley Heritage Trail;
- Provided communications support for the refurbishment of children's play areas in the county borough, the Empty Properties initiative and the LDP;
- Arranged photography and publicised series of Mayor's visits to Bridgend Business Forum Awards 2019 winners;
- Provided marketing and communications support for the BEEP Health and Safety conference for local businesses;
- Provided marketing and communications support for the I AM WOMAN business women's network launch in Bridgend.

Chief Executives

Commitment	Activity
Continue to support ongoing corporate initiatives such as the digital transformation programme and corporate landlord project;	<ul style="list-style-type: none"> • Digital transformation agenda supported through the development and delivery of a full communications and engagement strategy for the launch of the website and My Account as well as for phase two of My Account including the three rounds of school admissions and a targeted push on council tax and eBilling. As of April 2019 over 22K sign-ups for My Account, representing nearly 20% of eligible population; • All phase one web content completed to deadline and phase two content (which extends until June 2019) is a of 31 March 2019: <ul style="list-style-type: none"> • 178 (79.1%) are green, meaning that they have been sent for approval or put online; • 16 (7.1%) are yellow, meaning that they are in progress; • 29 (12.89%) are orange, meaning that they are delayed until further notice pending a decision; • 2 (0.88%) are red, meaning that work has not begun on them yet. • Developed a website content style guide to ensure consistency and support best practise and accessibility requirements; • Provided a full communications strategy covering internal and external audiences for council initiatives such as

	Corporate Landlord and Rationalising The Estate.
Continue to promote compliance with the Welsh Language Standards within council service delivery and business, finalise the position of outstanding challenges and progress any actions associated with the code of practise as well updating compliance documentation and resources as a result of the final determination for our compliance notice;	<ul style="list-style-type: none"> • Following internal audit and liaison/negotiation with the commissioner's office, final determination on outstanding challenges was received in August 2018; • Code of practise remains in draft form and no further update has been received from the WLC; • Action plan to address any outstanding issues as well as updating documentation, policy and communications to staff is in draft format and actions are progressing; • Action plan will be signed off by the WLS board in April 2019 and will go to Cabinet Equalities Committee in July 2019.
Plan, deliver and evaluate Holocaust Memorial Day 2019;	HMD 2019 successfully planned and delivered, 124 people attended the event, including guest speaker Jean-Paul Samputu, survivor of the Rwandan genocide. 75 pupils and teachers from local schools attended the event with some pupils and Bridgend College students actively participating.
Support the new staff engagement and wellbeing project led by the chief executive, leading on areas as required;	<ul style="list-style-type: none"> • Developed and reported on the council's first staff survey in several years. 1291 responses received, representing 42% of eligible workforce; • Bridgend magazine and emails re-branded/updated in line with feedback from the survey.
Work with HR on the development of a range of equalities and Welsh language activities including training, protocol development and improving the equalities data available on employees;	<ul style="list-style-type: none"> • Ongoing. • Face to face EIA training was carried out, with 64 officers attending the sessions; • We continue to gather equalities data on employees and explore ways to reach remote/ non desk based staff.
Support teams with developing mechanisms to evaluate their own performance/satisfaction	ICT (SIMS training evaluation), councillors use of ICT, Customer Services survey and key performance indicator for the Projects team created during 2018/19.

e.g. projects team;	
<p>Delivery of the Shaping Bridgend's Future 2018 consultation and engagement project, ensuring we have encouraged as many people as possible to engage with us on budget proposals;</p>	<p>Eight week consultation consisting of surveys, social media and a range of events and meetings was delivered and supported by a full communications and engagement strategy and plan. Some key stats include:</p> <ul style="list-style-type: none"> • We engaged with 2148 people over 53 events/stands across the county borough during the consultation. An increase of 1313% across events compared to 2017; • During the live period there were 5288 interactions including survey completions, meetings and workshops, emails, letters and social media interactions. This represented a 102% increase on the number of interactions from the same consultation in 2017; • Youth surveys and easy read surveys were developed for MTFs 2018 in order to ensure inclusion across the county borough. The youth survey saw 791 completions, demonstrating a 553% increase in participation from the previous year, and the easy read version increased from 51 completions (accessible 2017) to 267 completions, representing a 423% increase; • There was an overall increase of 44% in survey completions from the 2017 project. <p>This consultation was supported by a full, integrated communications and marketing campaign across a range of channels including: press release, Gazette advertising, posters/publicity materials and merchandise for across the borough and for events, social media (organic and advertising), digital screens, web, infographics, Wales online digital advertising package, internal comms, direct/targeted marketing, utilisation of partners channels, e.g. BAVO's newsletter.</p>
<p>Use media (including social media) monitoring techniques to inform tactics and strategy across all areas;</p>	<ul style="list-style-type: none"> • Spreadsheet of engagement, reach and interactions for social media developed to incorporate new channels; • Stats used to inform content and strategy and identify areas for growth and development.
<p>Reviewing and improving the content of the Capita portal;</p>	<p>Proofreading and rewriting areas in the Capita portal to improve content.</p>
<p>Support the Community Safety Partnership and other key areas with a web presence as part of phase two of the corporate website project;</p>	<ul style="list-style-type: none"> • Six pages and a form have been developed for the Community Safety Partnership; • 23 pages developed which have been sent for approval or uploaded. Examples include: 'schools and severe weather'; 'support vulnerable people in severe weather'; 'Armed Forces Community Covenant'; 'guide for applicants'.
<p>Meeting the corporate</p>	<ul style="list-style-type: none"> • Interactions across social media were up 6.7% against a target of 5% increase;

<p>performance indicators for social media (5% increase) and Citizens' Panel representation (5% increase).</p>	<ul style="list-style-type: none"> • Citizens' Panel representation was significantly impacted on by a GDPR cleanse, resulting in the loss of 552 panel members, dropping to 1088 members. Despite efforts to build this back up, the panel representation was at -47% against a target of 5% increase at the end of March 2019.
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Additionally, the team:

- In response to the Healthy Organisation audit developed a new council-wide communications, marketing and engagement strategy to cover the period of 2019-21;
- An internal audit on GDPR and mobile communications was supported in relation to social media;
- Provided full communications support for council services during periods of severe winter weather;
- Provided communications and publicity for key Shared Regulatory Service events and developments such as Scam Awareness Week;
- Organised and publicised staff briefing sessions following a review of internal communications;
- Provided communications support and speeches for key events and initiatives such as the annual 'jobs fair', apprenticeship programme, business risk management launch and new health and safety reporting procedures;
- Provided publicity, speeches and video / still photography for national community events such as the RAF centenary celebrations;
- Provided communications support for key internal developments such as the relaunch of the staff discount scheme, well-being initiatives and partnership developments with Awen Cultural Trust and Halo Leisure;
- Provided ongoing communications support and publicity around key issues such as the Cardiff Capital Region City Deal and health boundary change;
- Provided ongoing support for Brexit preparations and the EU Settlement Scheme;
- Provided full communications support for the Mayor's Citizenship Awards which included encouraging residents to submit their nominations, and then publicising the event itself and the winners' achievements;
- Supported the Public Service Board wellbeing plan consultation, which resulted in 570 interactions with residents.

3. 2018/19 Communications, marketing and engagement priorities

a) The development and expansion of social media and digital channels:

Action	RAG	Measurement
<p>Launch LinkedIn and develop a tactical plan for managing content.</p>	<p style="background-color: green;"></p>	<ul style="list-style-type: none"> • LinkedIn launched in May 2018; • Tactical plan for content agreed and includes fortnightly job adverts and content of interest to businesses or employers/employees such as job fairs, consultations, digital drop-in sessions and business-related news;

		<ul style="list-style-type: none"> • As of 31 March 2019, the corporate LinkedIn account has 2,809 followers; • Since go live, the council has posted on LinkedIn 59 times with business-related stories and job vacancy adverts performing the best. For example, a post around the Salt Lake Car Park transformation received 3,830 impressions and 380 link clicks through to the press release on the website. Job adverts are also performing well on LinkedIn; for example the Communications, Marketing and Engagement Support Officer role received 132 link clicks and 1,767 impressions. <p><i>Note for 19/20: LinkedIn content to be added to central social media content calendar otherwise this is now considered business as usual.</i></p>
Incorporation of Instagram and LinkedIn statistics into corporate social media PI		<ul style="list-style-type: none"> • Completed and included in statistics from 1 April 2018 onwards; • Overall PI measured a 6.17% increase against a target of 5% (48,701 interactions against a target of 39,473 interactions); • Instagram and LinkedIn contributed 4% towards total interactions (2,015).
Ongoing development of Instagram, including the use of advertising as part of integrated campaigns		<ul style="list-style-type: none"> • Instagram content developed regularly; • Adverts have been placed on Instagram for the following campaigns: Bridge the Gap, nursery admissions, secondary school admissions, primary school admissions, Empty Nesters, School's Out and the public conveniences consultation; • Trials were carried out in 18/19 to compare the success of Instagram adverts being placed together with Facebook ads and then separately. For the launch of school admissions online separate adverts were placed for the first time and the results showed that the primary school admissions Instagram adverts had a reach of 5,174, gained 7,166 impressions and resulted in 41 link clicks. <p><i>Note for 19/20: Instagram to be added to social media content calendar with a view to increasing the number of weekly posts. Investigate the use of 'Instagram Stories' for 19/20.</i></p>
Increase the use of infographics to convey complex information online (target of 12), trialling the development of infographic-style gifs;		<ul style="list-style-type: none"> • Target of 12 infographics met; • Subject areas included 'Beast from the East' response, Bridgend Business Forum highlights, highways works, domestic violence statistics and My Account success; • Infographic style gifs used successfully as part of Shaping Bridgend's Future 2018 campaign.

		<p><i>Note for 19/20:</i> Continue with 12 per month static infographics whilst developing the use of infographics as part of the CMS, meeting the required accessibility standards. Continue to develop animated gifs where appropriate.</p>
Pro-actively monitor and respond to comments on BCBC google accounts/reviews;		<ul style="list-style-type: none"> • Completed; • The same approach is being taken as with social media i.e. only responding to comments where a response is required, otherwise monitoring is ongoing and now business as usual.
Further development of the content calendar to ensure consistency across platforms and with other internal content calendars;		<ul style="list-style-type: none"> • Completed. • Calendars on social media content, Bridgenders, equalities and Welsh language re more succinct. <p><i>Note for 19/20:</i> As per other actions, add in LinkedIn and Instagram content.</p>
Re-evaluate and progress the customer service advisor's ability to respond to relevant queries on social media;		<ul style="list-style-type: none"> • Still work in progress; • Further training was provided to CSC advisors on Twitter but consistency in terms of coverage and quality of response still remained an issue at the beginning of 2019; • A process was put in place to alert the CSC manager and Team Leaders and to operate cover on a weekly basis as opposed to rotation to see how that works and improvements can be noted over the last couple of months; • This will continue to be monitored before expanding this support for example on Facebook/to a wider group of advisors.
Progress with the business case for accessing Facebook messenger to aid engagement;		<ul style="list-style-type: none"> • Completed; • Business case went to CMB in December 2018. <p><i>Note for 19/20:</i> Implementation ongoing and now linked to chatbot functionality and DT programme. CMB have asked that messenger is piloted and successes/issues fed back to them.</p>
Develop, deliver and monitor a content plan for phase two of the website;		<p>Ongoing. Phase two extends until June 2019. As of 31 March, there are 225 topics in phase two:</p> <ul style="list-style-type: none"> • 178 (79.1%) are green, meaning that they have been sent for approval or put online; • 16 (7.1%) are yellow, meaning that they are in progress; • 29 (12.89%) are orange, meaning that they are delayed until further notice pending a decision; • 2 (0.88%) are red, meaning that work has not begun on them yet.

Progress with an audit of council micro-sites for future review;		<ul style="list-style-type: none"> • Audit completed and report submitted to CMB in December 2018; • Identified 30 sites for consideration and agreed with CMB to keep partnership sites as standalone and consider everything else for migration; • A process has been put in place for if a service-area wants to keep their standalone site. <p><i>Note for 19/20: Work to implement, progress and migrate across the relevant sites started in March 2019 and will continue throughout 19/20.</i></p>
Develop a GDPR and functionality compliant response for cookies on the website;		<ul style="list-style-type: none"> • Completed. • Following research, advice and best practise a widget was developed as opposed to other alternatives as this was considered fully compliant with GDPR legislation. • The widget does however impact on Google Analytics and data ordinarily used to measure hits to webpages. <p><i>Note for 19/20 Measuring and reviewing the impact of this on Google Analytics, taking any necessary action.</i></p>
Progress with Funnelback search development and incorporation of Engage software as required;		<ul style="list-style-type: none"> • Training on Funnelback software is yet to be arranged; • Decision taken by DT board not to progress with the Engage software at this time.
Integrate Dewis listings into phase two content and support the external launch of Dewis;		<p>Completed and ongoing.</p> <p><i>Note for 19/20 A re-evaluation of editors across the council and the process for updating ad signing off content needs to be considered in 19/20 to ensure it is effective going forward.</i></p>
Develop a style-guide for the website for consistency purposes;		<ul style="list-style-type: none"> • Completed. • Summary version produced as well. <p><i>Note for 19/20 Following a scan of our website by SOCITM in January 2019 which highlighted issues with PDF documents and accessibility, a guide for service areas to follow when generating PDFs for the website will need to be developed and communicated.</i></p>
Monitor social media developments to inform strategy, and continually review the corporate social media presence		<ul style="list-style-type: none"> • Partially completed; • Social media stats were being used to inform strategy from 1 April to 31 December 2018. The departure of the team's Digital and Social Media officer position has left a

including revisiting 'theming' of content.		<p>gap in this area of work between the period of 1 January to 31 March 2019;</p> <ul style="list-style-type: none"> • Theming of content has been used for key projects only, e.g. Shaping Bridgend Future campaign. <p><i>Note for 19/20</i> <i>The new Digital and Social Media Officer will be in post from May 2019 onwards. It is recommended this officer reviews this activity for 19/20 onwards.</i></p>
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b) Improve stakeholder awareness, understanding and delivery of consultation and engagement activities, as well as strengthening feedback mechanisms

Action	RAG	Measurement
Develop and implement a GDPR action plan for consultation and engagement activities to ensure compliance with regards to data storage and consent;		<ul style="list-style-type: none"> • Completed; • An action plan was developed to cover cleansing of the Citizens' Panel database and key consultation database (where people have signed up to receive specific key consultations from us). This resulted in a significant drop in the number of members/recipients across both databases. Between July 2018 and August 2018 when the data cleanse took place the Citizens' Panel reduced from 1640 to 1088 members (a reduction of 552 members); • The action plan also covered consent and storage of data (paper and electronic).
Review and streamline Citizens' Panel administration to improve the effectiveness of distribution, analysis and reporting;		<ul style="list-style-type: none"> • Completed. • The Citizens' Panel database is continuously managed by the team and analysed on a monthly basis for changes and trends; • The Citizens Panel is published up to three times per year and the team ensure that members are sent reminders throughout the live period of any surveys and that members are kept up to date (where requested) on the outcomes of the survey; • Members are asked if they would like to receive their surveys in paper or electronic format, with the aim to increase online participation; • Members receive a newsletter every second survey outlining what we have done with the results from the previous surveys; • Infographics are produced to inform members of outcomes from consultations. <p><i>Note for 19/20:</i> We will continue to develop administration processes throughout 2019/20, including how we</p>

		engage face-to-face with Citizens' Panel members and how we manage this process.
Formalise a process for incentive activity that can be used to increase participation in key consultation and engagement activity as well as for mystery shopper exercises linked to Welsh language activities;		<ul style="list-style-type: none"> • Ongoing • Incentive activity was explored with legal and it was decided from a legal perspective not to put a formal process in place for this. However incentives can be agreed upon with a director's consent. <p><i>Note for 19/20</i> Continue to explore mystery shopper exercise linked to Welsh language activities as part of the council's five year strategy.</p>
Continue to improve team's skills and ability with regards to collating, analysing and reporting on data e.g. SNAP training courses;		<ul style="list-style-type: none"> • Completed; • All relevant members of the team were trained in SNAP during 2018. <p><i>Note for 19/20</i> Changes with staffing mean additional training will be requested for 2019 (one additional member of staff).</p>
Continue to raise the profile internally of the Citizens' Panel surveys and increase understanding of the benefits of having insightful data as a tool to measure KPIs;		<ul style="list-style-type: none"> • Completed and ongoing; • The Citizens' Panel is advertised in Civic Offices using digital screens (available to staff and public). • Managers are encouraged to use the Citizens' Panel to develop and gain feedback on their service areas and are provided with an infographic on the Citizens Panel, outlining the number of members and information about the demographics of members. • Survey results are disseminated as required.
Develop targeted marketing techniques to improve representation on the Citizens' Panel with the aim of increasing engagement with younger people (16-24 year olds) and underrepresented wards – corporate PI;		<p>The PI on this was down -47% as at 31 March. This is as a result of the GDPR cleanse that was carried out in May 2018. Despite the following activities, the PI remains off track:</p> <ul style="list-style-type: none"> • Marketing materials were produced to promote the Citizens' Panel, including posters and banners as well as key rings, business cards and pens. The team have attended events throughout live periods of main consultations to promote the consultation as well as the Citizens' Panel; • Regular messages have been issued on social media and via the digital screens. An advert was also placed in the Christmas edition of Around Town magazine; • Engagement events took place in all comprehensive school in the autumn 2018 during the budget consultation and attendees were given information on the Citizens' Panel; • The team have met with the Youth Council to promote consultation and the Citizens'

		<p>Panel to a younger audience.</p> <p><i>Note for 19/20</i> <i>There are now 17 under represented wards and work is planned for the spring and summer 2019 to increase engagement in these areas.</i></p>
<p>Improve and ensure consistency on the feedback process following consultations (linking in with Cabinet reporting, services and feedback to respondents on next steps);</p>		<ul style="list-style-type: none"> • Ongoing; • The consultation toolkit includes details of when the consultation report will go to Cabinet which is then followed up by the team to ensure any respondents who have told us they want to be kept up-to-date with the outcome of the consultation are contacted post-Cabinet. • The consultation pages on the internet are updated with the link to the Cabinet report. <p><i>Note for 19/20</i> <i>Consider more consultation statistics being displayed/available as infographics once the accessibility issue on the website is resolved.</i></p>
<p>Develop face-to-face engagement for key consultations and for the Citizens' Panel.</p>		<ul style="list-style-type: none"> • Ongoing. • Clicker-pad technology has been used across more events in 18/19 allowing more people to engage and share their views in a face-to-face environment. The team engaged with 2148 over 58 events during the Shaping Bridgend's Future consultation in 2018 and with 2030 learners, 239 parents and carers, 56 school governors and 293 school staff during the post-16 concepts consultation in early 2019. <p><i>Note for 19/20</i> <i>Generally increase the use of clicker-pad technology whilst continuing to explore face to face engagement for Citizens' Panel members. Consider an exclusive face to face event as part of Shaping Bridgend's Future 2019 with panel members.</i></p>

c) Improve the effectiveness of internal channels of communication and engagement

Action	RAG	Measurement
<p>Review the design and content of Bridgend's and refresh the look and feel of the publication;</p>		<ul style="list-style-type: none"> • Completed. • Re-branded version of Bridgend's was launched in December 2018. Included improved design and content.

		<i>Note for 19/20 Feedback from staff will be sought in June 2019 and used to continue developing this publication.</i>
Review the need for Bridgemembers as an ongoing publication against the demand for council announcements;		<ul style="list-style-type: none"> • Completed. • Agreed with Cabinet that BridgeMembers would cease in favour of council annos.
Develop a new staff survey and analyse and present the results accordingly;		<ul style="list-style-type: none"> • Completed. • 1291 responses received, representing 42% of eligible workforce. <p><i>Note for 19/20</i> <i>Corporate PIs have been developed around participation rates and key tracker questions which will be included in every survey for benchmarking purposes. Team is part of staff survey project group and next survey is due in January 2020.</i></p>
Use the results of the communications section of the staff survey to inform future developments;		<ul style="list-style-type: none"> • Completed. • Emails went from ad hoc to weekly messages, using theming that came out of the staff survey. The staff magazine design and content used feedback from the survey , e.g. links to priorities, more on staff achievements. <p><i>Notes for 19/20</i> <i>Feedback will be sought on new style Bridgendens weekly email in April 2019 and on the new Bridgendens staff magazine in June 2019. Feedback will be used to continue developing these channels.</i></p>
Capture metrics on Bridgendens email (if possible) and use to inform future developments;	N/A	ICT advised that it is not possible to capture metrics accurately due to the limits of existing Outlook distribution system.
Develop the content calendar for Bridgendens, liaising with services accordingly;		<ul style="list-style-type: none"> • Completed; • This was developed as part of the work linked to the staff survey. A process is in place for managing content and liaison with service areas.
Revisit the use of 'comms champions' and review and develop (where appropriate) staff networks as part of the SEP 2016-2020 commitments.		<ul style="list-style-type: none"> • Ongoing; • 'Comms champions' is ongoing as part of our efforts to generate more positive council stories and messages; • The comms champion list has been developed into a 'communications network', the internal media toolkit has been revisited, related promotional messages have been issued via updates from the interim chief executive and participation in Cabinet / CMB meetings is generating additional 'good news' content.

		<i>Note for 19/20 Staff networks (as part of our SEP commitments) needs further exploration and progression by the end of 2020.</i>
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d) Promote a fairer and more accessible county borough (including for Welsh speakers) and improve engagement with harder to reach members of the community:

Action	RAG	Measurement
Support delivery of the Strategic Equality Plan (2016 – 2020) action plan and in particular the actions allocated to the CME team;		<ul style="list-style-type: none"> • Completed and ongoing; • In preparation for annual reporting on the action plan to Cabinet Equalities Committee every July, the team links in with relevant service areas to coordinate a progress report on activity; • The team have specific actions and progress on these can be summarised as: <p>Ensure consultation and engagement activities are robust whilst encouraging participation that is representative of the community: The consultation toolkit is available online. The demographics of the Citizens’ Panel is monitored monthly and we are working to increase participation in under-represented wards.</p> <p>Provide senior managers with training and support in completing robust EIAs:</p> <ul style="list-style-type: none"> • EIA workshops have been delivered to a target group of employees who are responsible for carrying out EIAs. • EIA toolkit has been updated and made available on the intranet. Face-to-face training carried out and support for business areas provided by the team. <p>Collect and analyse equality data as part of all public consultations: Equality data continues to be included in all public consultations and key data is published within consultation reports on the council’s website. Demographics are gathered as part of Citizens’ Panel information and inform our strategy for Citizens’ Panel development.</p> <p>Undertake EIAs whenever we review, or introduce a new policy: Full EIAs are published alongside relevant Cabinet reports. The team has reviewed the EIA toolkit and provides support to service areas to ensure EIAs are robust and meaningful.</p> <p>Ensure feedback is available to all consultees:</p>

		The council uses best practice outlined by Participation Wales and also the Gunning Principles when publishing final consultation reports. People who have contributed to consultations are able to access the outcomes by viewing the consultation report and the corresponding Cabinet report - both of which are published on the council's website.
Continue to promote awareness campaigns (internally and externally) related to protected characteristic groups e.g. via Bridgend's and social media and improve recording of reach etc;		<ul style="list-style-type: none"> • Complete and ongoing; • The team has promoted campaigns via Twitter, Facebook, Instagram and the BCBC website, including International Women's Day, Urdd National Eisteddfod, Foster care fortnight 2018, LGBT Fostering Week, St. David's Day, St Dwynwen's day, Holocaust Memorial Day, 100 years since women won the right to vote, LGBT history month, Chinese new year, White Ribbon campaign, Fuel Poverty Awareness Day, Dementia friendly areas, apprentice week, St Patricks, World Social Work Day, International Day for the Elimination of Racial Discrimination. International awareness day for epilepsy. IDAHOT Day (the annual international day against homophobia and transphobia). World Mental Health Day.
Finalise the merger of BEF and CCG groups including TORs, logistics and membership so that the new group can work together more effectively to tackle and raise the profile of shared goals;		<ul style="list-style-type: none"> • Completed; • TORs and all logistics agreed and the new group has been meeting since April 2018. A report on the progress of the merger was delivered to Cabinet Equalities Committee in November 2018 and to the Community Safety Partnership Board in December 2018. It was agreed in each of these meetings that an annual update will be provided.
Engage with Learner Voice to increase participation for younger people's view in consultation and engagement projects;		<ul style="list-style-type: none"> • Completed; • The team have met with the Youth Council to promote consultation and the Citizens' Panel to a younger audience. It was agreed that when we are developing youth consultations the Youth Council will support us in this.
Work with People First to develop and improve accessible versions of surveys;		<ul style="list-style-type: none"> • Completed; • Successful partnership working with People First on the Shaping Bridgend's Future consultation 2018. Training is planned for to develop accessible surveys.
Following the conclusion of face-to-face training, further develop our administration around EIAs including developing the toolkit and central database;		<ul style="list-style-type: none"> • Completed. • The team act as a critical friend to service areas to ensure EIAs are robust and appropriate. The toolkit has been revised and simplified in order to support service areas. • The central database is now updated by the team, however services retain responsibility for completion of their EIAs and action plans.
Develop and implement an action plan following final determination of our WLS		<ul style="list-style-type: none"> • Ongoing • Draft plan in place to cover actions required following final determination as well as

<p>compliance notice, identifying additional needs (if required) once the WLC code of practise is passed by ministers;</p>		<p>additional work required on our five-year strategy and policy-making standards which came out of the commissioner's best practise workshops at the end of December 2018.</p> <p><i>Note for 19/20</i> <i>Implementation will be ongoing during 19/20. The draft plan will go to the Welsh language board in April 2019 and Cabinet Equalities Committee in July 2019.</i></p>
<p>Review and develop the public-facing side of the council's five year Welsh language strategy, working with partners and improving measurement activity.</p>		<ul style="list-style-type: none"> • Completed; • Developments made to the strategy which include linking in with partners Menter Bro Ogwr, attending Fforwm Iaith meetings and strengthening of our reporting on Welsh medium activities going on either in partnership with MBO or in other service areas. • The team now attends Welsh schools cluster meetings to ensure there is better collaboration between schools and Welsh language promotion and communications aligned with the promotion of the WESP. <p><i>Note for 19/20</i> <i>The Commissioner's office has developed a guidance document for council's to help them develop their strategies, this will be reviewed in 19/20 to continue to develop the council's five year strategy.</i></p>

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

3 JUNE 2019

REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

CORPORATE PARENTING CHAMPION NOMINATION REPORT

1. Purpose of the Report.

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

2. Connection to Corporate Improvement Objectives.

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

3. Background

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

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

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

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

4. Current Situation / Proposal.

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

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

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

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

5. Effect upon Policy Framework and Procedure Rules.

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

6. Equality Impact Assessment.

6.1 There are no equality implications arising from this report.

7. Well-being of Future Generations (Wales) Act 2015 Implications.

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

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

8. Financial Implications.

8.1 None.

9. Recommendation.

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

K Watson
Head of Legal and Regulatory Services

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Background Documents

Bridgend County Borough Council Constitution

Part II of the Local Government Act 2000: Executive Arrangements

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

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

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

3 JUNE 2019

REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

NOMINATION TO THE PUBLIC SERVICE BOARD SCRUTINY PANEL.

1. Purpose of Report

- 1.1 The purpose of the report is to request the Committee to nominate one Member to sit on the Public Service Board Scrutiny Panel.

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

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

3. Background.

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

3.4 The membership of the PSB Panel is determined annually and incorporates three Members from the Corporate Overview and Scrutiny Committee, one Member from each of the Subject Overview and Scrutiny Committees and counterpart representatives that sit on the Public Service Board.

4. Current Situation / proposal.

4.1 The Committee is asked to nominate one Member to sit on the Public Service Board Scrutiny Panel.

5. Effect upon Policy Framework and Procedure Rules.

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

6. Equalities Impact Assessment

6.1 There are no equality implications arising from this report.

7. Well-being of Future Generations (Wales) Act 2015 Implications

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

- Long-term - The establishment of the PSB Panel will assist in the long term planning of the business of the Council by the continuation of effective relationships with other organisations to improve wellbeing in Bridgend County now and in the future.
- Prevention - The PSB Scrutiny Panel will monitor the Public Service Board's objectives and priorities within the Wellbeing Plan which address underlying causes of problems and prevent them getting worse or happening in the future.
- Integration - The report supports all the wellbeing objectives.
- Collaboration - The PSB Panel supports partnership working with other organisations both locally and regionally.
- Involvement - The PSB Panel will maintain a relationship with other Organisations through effective partnership working and act as a critical friend to ensure the PSB are involving

citizens of Bridgend when making decisions that affect them.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendation

The Committee is asked to nominate one Member to sit on the Public Service Board Scrutiny Panel.

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Background Documents

None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 1

3 JUNE 2019

REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

FORWARD WORK PROGRAMME UPDATE

1. Purpose of the Report

- a) To present the items prioritised by the Corporate Overview and Scrutiny Committee including the next item delegated to this Subject Overview and Scrutiny Committee;
- b) To present the Committee with a list of further potential items for comment and prioritisation;
- c) To ask the Committee to identify any further items for consideration using the pre-determined criteria form;
- d) To consider and approve the feedback from the previous meetings of the Subject Overview and Scrutiny Committee 1 and note the list of responses including any still outstanding at **Appendix A**.

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 Subject Overview and Scrutiny Committee (SOSC) meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.
- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response.
- 3.5 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 overall FWP for the SOSCs which includes the topics prioritised by the COSC for the next set of SOSCs in Table A, as well as topics that were deemed important for future prioritisation at Table B. This has been compiled from suggested items from each of the SOSCs at previous meetings as well as the COSC. 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.
- 4.2 The Committee is asked to first consider the next topic they have been allocated by the COSC in Table A and determine what further detail they would like the report to contain, what questions they wish Officers to address and if there are any further invitees they wish to attend for this meeting to assist Members in their investigation.
- 4.3 The Committee is also asked to then prioritise up to six items from the list in Table B to present to the COSC for formal prioritisation and designation to each SOSC for the next set of meetings.

Corporate Parenting

- 4.4 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.

- 4.5 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.
- 4.6 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

- 4.7 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 Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council constitution to be updated.

6. Equality Impact Assessment

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

7. Well-being of Future Generations (Wales) Act 2015 Implications

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

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

- 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 There are no financial implications attached to this report.

9. Recommendations

9.1 The Committee is recommended to:

- Approve the feedback from the previous meetings of the Subject Overview and Scrutiny Committee 1 and note the list of responses including any still outstanding at **Appendix A**;
- Identify any additional information the Committee wish to receive on their next item delegated to them by Corporate Overview and Scrutiny Committee and any other items in the overall FWP shown in **Appendix B**;
- Identify any additional items using the criteria form, for consideration on the Scrutiny Forward Work Programme.

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Background documents

None

Education Outcomes

30/01/2019

Members wished to make the following comments and conclusions:	Response/Comments
<i>Members made the following recommendations</i>	
Members requested that the report would benefit from additional narrative. It was recommended that next year's report comes back to Scrutiny in 12 months' time.	Agreed
Members welcomed the input from staff from those schools present, and recommended that it would be useful for next time to have input from schools in the Red Category to understand their journey better, as well as other schools.	Agreed
Members raised concern that large events organised by the WG, LA's and CSC should be synchronised to avoid diary clashes for head teachers. Members recommended writing to the WG, LA and CSC to ask them to consider allowing greater co-ordination and lead times to avoid clashes with other high profile events and exam periods.	<p>The concern raised by the scrutiny committee regarding the arrangement of events has been noted.</p> <p>Generally, Central South Consortium (CSC) and the local authority synchronise calendars to avoid clashes between themselves wherever possible and work around planned Welsh Government events. However, there have been occasional clashes when national events have been organised after dates have been set locally. We will continue to work closely with partners to ask them to consider allowing greater coordination and lead times to avoid clashes wherever possible.</p>
Members asked Cllr Smith if he could set out his long term vision for Education in BCBC and what this would look like.	<i>Cllr Smith will be happy to provide a brief, high level, strategic statement, once he has consulted political colleagues and officers to ensure its compatibility with lower level statements that pervade our various policy document - PLEASE SEE ATTACHED.</i>
While it was acknowledged that schools have made use of informal networks, this is not captured in the report. It was therefore recommended that this data is included in future reports.	I am unable to respond to the query about informal networks, where schools use informal networks they will not feel it necessary to notify the local authority and therefore we would not have that information.
Members questioned what support CSC was giving to governing bodies in respect of managing their budgets?	<p>Finance support and training for governing bodies is delivered by local authorities because each local authority has different financial processes. CSC is commissioned to provide mandatory training for governors in:</p> <ul style="list-style-type: none"> • the use of data; • governor induction; • the role of the chair; and • headteacher performance management.

<p>It was also noted by Members that training for governors seemed to have moved geographically and is often provided out of the Borough? Members require further clarification on this.</p>	<p>In addition, CSC provides termly briefings on areas of current interest (eg curriculum reform). CSC continues to hold governor training in Coleg Cymunedol Y Dderwen (CCYD). Bridgend requested all mandatory training is held in CCYD due to its facilities and central location. Nevertheless, CSC is trying to move towards a more regional training calendar and is selecting locations based on this. For example, training sessions have been held at Cowbridge Comprehensive School as it is not only on the border with Bridgend but will also accommodate governors in the west of the Vale of Glamorgan. Pencoed Comprehensive School will be used on 11 June 2019, for the summer briefing session and, if this is successful, the local authority/CSC will add this venue as a regular training location.</p>
<p>While acknowledging the benefits of school-to-school working, members would like to be assured that the workload of staff at highly effective schools is not being negatively impacted by such arrangements.</p>	<p>As recognised by the local authority and CSC, the wellbeing of staff in all schools is pivotal to supporting outcomes for learners. There are clear benefits to school-to-school working; especially around shared professional learning for all involved. Following the joint agreement between Welsh Government, local authorities, consortium, Estyn and the Education Workforce Council, there is a national professional learning programme aimed at reducing workload for teachers. Central to this programme, is looking at how teachers can make better use of feedback in a more efficient manner. It should also be noted, that there is no expectation for schools to run school-to-school programmes. It is for school leaders to decide if they are in a position to do so and this is obviously a balance between the potential benefit to the school and the workload capacity of the individuals involved.</p>
<p>Members asked what the process looked like for those underperforming teachers involved within the capability route, how many had gone through this process in the last 12 months and are currently going through the process?</p>	<p>The capability procedure for teaching staff is complex with many steps. The starting point is the performance management process, to ascertain if teachers have met their objectives/targets. If not, support is put in place to improve. If the individual is still not achieving his/her targets, an informal plan is put in place. If this informal stage is unsuccessful in securing sufficient improvement, a formal capability process can commence. The plan/performance is reviewed and a notice for improvement is issued if the targets are still not met. Support is put in place each step of the way and trade unions are fully involved. There are five stages to the process:</p> <p>Stage 1 Informal Stage 2 First stage formal Stage 3 Second stage formal Stage 4 Final notice of improvement Stage 5 Dismissal</p> <p>There were seven teachers and one support staff at the informal support stage between April 2018 and March 2019. Of those, two teachers terminated by August 2018, one terminated by December 2018 and three terminated by August 2019. There is one member of teaching staff who has been on long-term sickness who just returned and their capability has been picked up from where the school left off.</p> <p>One case progressed to Stage two, then the employee went on maternity leave. This will be picked up by the school on their return. There are currently four ongoing cases in the formal process. Of these three will be terminating in August 2019 and the one will be progressed upon their return from long-term sick. There will be more cases at the informal stage. However, human resources will only get involved if the trade union highlights a problem, or the case is moving into formal stages of capability and therefore until the case becomes formal we would not normally be alerted.</p>

<p>Members noted that due to budget constraints, some schools are likely to have a higher number of new qualified teachers. What pathway of support is given to these teachers from CSC?</p>	<p>In respect of support for newly qualified teachers (NQTs), the following information applies:</p> <p>Summary of support for NQTs in the region</p> <ul style="list-style-type: none"> • We have approximately 250 full-time (FT), contracted NQTs in schools across the region. • We have approximately 250 short-term supply (STS) NQTs who are a more mobile workforce in the region. • All NQTs are entitled to 10% planning, preparation and assessment (PPA) time. • All NQTs are entitled to 10% professional learning time. • The Appropriate Body (AB) intercedes on behalf of all NQTs who are flagged as causes for concern in order to arbitrate and implement even more comprehensive support for the NQT to be enabled to meet their targets. • The AB provides a range of training and briefing opportunities that are offered to every NQT, Induction Mentor and External Verifier throughout the academic year that are aligned cross-regionally. • All NQTs are invited to attend the annual NQT conference that is a celebration of their entry into the teaching profession. <p>Full-time (FT) NQTs</p> <ul style="list-style-type: none"> • All FT NQTs are allocated an Induction Mentor (IM) to coach/mentor them regularly (about every two/three weeks), to agree targets and action plans against the Induction Standards and to write termly progress reports. IMs are the gatekeepers of an NQT's professional learning entitlement and progress in the classroom and make recommendations as to the pass/fail of induction. • All FT NQTs are allocated an External Verifier (EV) to QA the role of their IM, to alert the Appropriate Body (AB) in causes for concern and to make the final recommendation to the AB as to the pass/fail of induction. • All FT NQTs are offered the chance to participate in the professional learning programme, ASPIRE, currently running for six sessions through the year. <p>Short-term supply (STS) NQTs</p> <ul style="list-style-type: none"> • All STS NQTs are offered the chance to participate in the short course version of ASPIRE that runs over two days in the spring and summer terms. • All STS NQTs are allocated an EV who performs a dual EV/IM role; to mentor them as regularly as possible, to observe them teaching, to agree targets and action plans against the Induction Standards and to write termly progress reports. STS EVs monitor the progress of a STS NQT as they move between schools and make the final recommendation to the AB as to the pass/fail of induction.
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Bridgend County Borough Council
On-one-page vision for local government education services

Senior officers and elected members share a clear vision for ensuring effective education provision in Bridgend.

Elected members and officers communicate this vision well across the local authority, throughout the directorate, and to stakeholders and partners.

The Education and Family Support Directorate has embedded the local authority's three corporate objectives (ie supporting a successful economy, helping people to be more self-reliant and smarter use of resources) in its business plan and these priorities provide a sound base for the directorate's plan for improving education.

The Education and Family Support Directorate has created the following vision statement with a view to capturing the key aim of its wide-ranging remit:

- *To inspire and support children, young people, adults and families to achieve better outcomes; leading to prosperous, healthy, safe and happy communities*

This statement was developed in conjunction with school leaders, school governors and local authority officers.

The Education and Family Support Directorate's Business Plan identifies a further three key priorities with and for schools.

The three strategic priorities for schools are:

- wellbeing (staff and pupils);
- safety (safeguarding and health and safety); and
- literacy.

Wellbeing continues to be supported through multiple channels including the Festival of Learning, a recently developed 'Wellbeing Charter for School-based Staff' and several events organised by schools (eg the Wellbeing Conference organised by the Bridgend Primary Federation in February 2019).

The safety of staff and pupils is a key priority for the local authority. In order to support this priority, the local authority has undertaken health and safety audits of all schools, established a comprehensive Corporate Landlord service level agreement to facilitate premises management and developed a Vulnerable Groups Team to provide expert safeguarding advice and support to schools.

Literacy is seen as a key skill; both in terms of language development and as an enabler to allow learners to access all areas of the curriculum. This priority is supported by school-to-school working, expert external advice brokered via Central South Consortium and professional development opportunities arranged by the local authority through 'Team Bridgend'

Estyn inspected the local authority in the spring of 2019, and while the report is yet to be published there can be no indiscretion in saying that comments were favourable and supportive of all the above.

To reinforce the above corporate statement I add my personal high-level vision statement for education in Bridgend, which I believe encompasses education and regeneration, together with other priorities such as wellbeing and future generations, and also sits well with BCBC and Welsh Government life-cycle aspirations:

- **Fit-for-purpose buildings serving happy people;**
- **Young people fully prepared for citizenship;**
- **Citizens enthusiastic for lifelong learning.**

Cllr. Dr. Charles Smith
Cabinet Member, Education and Regeneration,
May 2019.

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 Committee	Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees	Prioritised by Committees
05-Jun-19	SOSC 2	POST 16 ALN Review	To receive details on the findings of the review undertaken of post 16 for learners with Additional Learning Needs. What proposals are being made for ALN in the post 16 review For children within the mainstream setting For children in special settings Factored into the ALN reform <i>SOSC 1 to attend this meeting for continuity purposes.</i>		No time restrictions from Corporate Director	Lindsay Harvey Corporate Director - Education and Family Support; Cllr Phil White - Cabinet Member for Social Services and Early Help Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; John Fabes, Specialist Officer Post 16 Education & Training; Kathryn Morgan, Principal Educational Psychologist. Robin Davis, Group Manager Business, Strategy & Performance	
05-Jun-19	SOSC 2	Corporate Parenting Nominations PSB Nominations	Scrutiny Report to nominate an individual Member to sit on the Corporate Parenting Cabinet-Committee			N/A	
12-Jun-19	SOSC 3	Waste	Pre-Scrutiny - To receive report detailing the direction of travel for the Waste Contract - for comments and recommendations To invite all SOSC Members		Some time during 2019/20	Mark Shephard, Interim Chief Executive Cllr Richard Young, Cabinet Member – Communities; Cllr Hywel Williams, Deputy Leader; Zak Shell, Head of Operations - Community Services	
03-Jul-19	SOSC2	Safeguarding	To include: Safeguarding activity in both Children and Adult Services; Safeguarding arrangements in Cwm Taf. To include information on Child & Adult Practice Reviews - details of reviews over last 12 months - what recommendations have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children & adults. Possibly invite SOSC 1 to attend also.		Should receive an annual update. Last received in July 2018.	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance; Terri Warrilow, Adult Safeguarding and Quality Manager; Nicola Echanis - Head of Education and Family Support, Education and Family Support Services Representation from Police; Representation from Health.	
08/07/2019 PM	SOSC 1	Local Authority Estyn Report	Local Authority Estyn Report and Local Authority Response		Timings TBC - when go to Cabinet and then to Scrutiny	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; Managing Director CSC	
08-Jul-19	SOSC 1	Post 16 Consultation - Response to comments and recs	Provide a response/update to SOSC 1 as part of the feedback report			N/A	
08-Jul-19	SOSC 1	MSEP - Plasnewydd Primary School - Response to Comments and Recommendations	Follow up on recs from report that went to Committee on 29 April 2019 <i>(not a main item - may require short discussion or none at all - up to Committee)</i>			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; Managing Director CSC	
11-Jul-19	SOSC 3	Corporate Parenting Nominations PSB Nominations	Scrutiny Report to nominate an individual Member to sit on the Corporate Parenting Cabinet-Committee			N/A	
11-Jul-19	SOSC 3	Local Area Energy Strategy and Smart Energy Plan	Scrutiny Chairs agreed to bring this item into Scrutiny to assist with the production and implementation of the energy plan. Item to be allocated to a date following the Annual Meeting in 2019.			Mark Shephard, Interim Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services; Michael Jenkins - Team Leader Sustainable Development Ieuan Sherwood - Group Manager - Economy, Natural Resources & Sustainability	

05-Sep-19	SOSC 3	Sports Provision Playing Field Charging Strategy	Pre-decision item as part of consultation over strategy - to receive outcome of consultation before going to Cabinet in September			Mark Shephard, Interim Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services; Kevin Mulcahy, Group Manager - Highways & Green Spaces; Philip Beaman, Green Spaces and Bereavement Services Manager; Guy Smith, Community Asset Transfer Officer; Andrew Thomas, Group Manager - Sports and Physical Activity.	
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TABLE B

For prioritisation				
Item		Rationale for prioritisation	Proposed date	Suggested Invitees
CIW National Review into LAC Information only Page 73	<p>The Committee requested that the outcome of the CIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.</p> <p><i>Report to be presented to Corporate Parenting on 29 May 2019</i></p>		<p>Self assessment and action plan due at end of year.</p> <p>Outcome report should be ready for March.</p>	N/A
	<p>Review of Enforcement Vehicle</p> <p>COSC agreed that the item titled 'Review of Enforcement Vehicle' needed to be more than just an information report but possibly too small for it to be an individual item. The Committee proposed that this be considered as part of another related topic. The scrutiny officer agreed to take the comments back and see possibly where it could fit in with another item. It was suggested that FWP Planning meeting with Scrutiny Chairs and Cabinet Members that there be a general annual report on Enforcement and that the findings should include requested data in relation to the Enforcement Vehicle as outlined below:</p> <p>In February 2018 SOSC 3 requested to receive an update on the enforcement vehicle to enable Members to monitor performance 6-12 after implementation. Possibly an information report.</p> <ul style="list-style-type: none"> • Detailed feedback on the vehicles use; • How are the recordings reviewed? • Statistics in relation to letters sent and details of enforcement. 	<p>SOSC 3 Prioritised this item - 18 March 2019</p>		<p>Mark Shephard, Interim Chief Executive</p> <p>Cllr Richard Young, Cabinet Member – Communities;</p> <p>Zak Shell, Head of Operations - Community Services;</p>
<p>Remodelling Children's Residential Services Project</p>	<p>SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.</p> <p><i>A report is due to go to Corporate Parenting 6 March 2019. Do Members want to receive as information only or as a discussion item?</i></p>		<p>Corporate Director proposed for later in the year, say Dec 2019</p>	<p>Susan Cooper, Corporate Director, Social Services and Wellbeing;</p> <p>Cllr Phil White, Cabinet Member – Social Services and Early Help;</p>
<p>Home to School Transport</p>	<p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings:</p> <p>Update on pilot that school transport team proposing to run in Spring and Summer terms 2017-2018 - to support the enforcement of bus passes on home to school transport contracts. As part of this pilot, the Authority is also investigating opportunities to track the use of our school bus services by individual pupils.</p> <p>Update on Recommendation from BREP:</p> <p>The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.</p> <p>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.</p> <p>Changes to the DBS status of their employees to be scrutinised to ensure that children are not being put at undue risk.</p> <p>To provide robust scrutiny and recommendations on how the current regime can be improved.</p> <p>To provide assurances to the public and maintain public confidence in the system of school transport</p> <p>Report to include</p> <p>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.</p> <p>What is the current relationship between the local authority's licensing and school transport departments in relation to the disclosure of information from South Wales police?</p> <p>Is there sufficient oversight on behalf of the local authority and a risk of contractors withholding information which may prejudice the continuation of their contract?</p> <p>Further proposed that Communities be invited to add to report and attend meeting to update Committee on safe routes assessment to determine what work has been undertaken since funding was allocated to this over a year ago.</p>		<p>Receipt of the external review of transport report not due until June/July</p> <p>Scrutiny to consider home-to-school transport from July onwards.</p>	<p>Lindsay Harvey, Corporate Director - Education and Family Support;</p> <p>Cllr Phil White, Cabinet Member for Social Services & Early Help (To stand in for Cllr Smith);</p> <p>Cllr Richard Young, Cabinet Member Communities</p> <p>Nicola Echanis, Head of Education and Early Help.</p> <p>Mark Shephard, Interim Chief Executive;</p> <p>Zak Shell, Head Of Operations - Community Services;</p> <p>Robin Davies, Group Manager Business Strategy and Performance;</p> <p>Sue Cooper, Corporate Director Social Services and Wellbeing.</p>
<p>Youth Offending Service Restructure</p>	<p><i>TBC with Officers at next OPM</i></p> <p><i>Requested at CPA to go to Scrutiny</i></p> <p>To receive the agreed constitution of the new board, terms of reference etc and forward work plan.</p> <p><u>Scrutiny to monitor and influence progress against the improvement plan.</u></p>		<p>Consider during July?</p>	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support;</p> <p>Cllr Charles Smith, Cabinet Member for Education and Regeneration;</p>
<p>Member and School Engagement Panel - Annual Report</p>	<p>Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel</p>			<p>Spring term 2019 - Plasnewydd Primary School;</p> <p>Summer term 2019 - Ogmere Vale Primary School;</p> <p>Autumn term 2019 - Tynyrheol Primary School.</p>

<p>Strategic Review of Health & Safety Responsibilities</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 24</p>	<p>Practice , Policy and review of reported "near misses".</p> <ul style="list-style-type: none"> - How many near misses have been reported? - How did we respond? - What lessons have been learnt? <p>With reference to a recommendation made by BREP 2018 - The Panel request that an assessment of School Crossing Patrol and possible alternatives is included in this report</p> <p>Scrutiny Chairs have agreed to carry out an 'Information Gathering' exercise, interviewing representatives from schools, governors from schools and parents to present alongside the Officer report. Item to include information gathered from Scrutiny Chairs Research Group</p>	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Clr Charles Smith, Cabinet Member for Education and Regeneration; Clr Charles Smith, Cabinet Member for Education and Regeneration; Health and Safety rep</p>	<p>Wait until after scrutiny research group completed</p>	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Clr Charles Smith, Cabinet Member for Education and Regeneration; Gary Squire, Health and Safety Manager Mark Shephard, Interim Chief Executive</p>	
<p>Post-16 Education - Consultation</p>	<p>Report scheduled to go to Cabinet in April 2019 incorporating comments from Scrutiny. This is a further report to receive hard options now going forward for Post-16 Education. Incorporate Penybont model- for discussion</p>		<p>Timings TBC with SIG - when go to Cabinet and Scrutiny etc around Oct 2019 approx</p>	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Clr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Managing Director CSC</p>	
<p>Education Outcomes</p>	<p>See Feedback from 30 January 2019</p>		<p>Feb-20</p>	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Clr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Managing Director CSC Representative from School Budget Forum Headteacher Representation</p>	
<p>New Curriculum Changes</p>	<p>Report on changes to new curriculum and how this is impacting on schools</p> <p>Need to determine purpose of report - whether this needs scrutinising or presentation to Members outside of Committee</p>		<p>TBC - 2020</p>	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Clr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Managing Director CSC Headteacher representation</p>	
<p>Highways</p>	<ul style="list-style-type: none"> • To receive an updated on a previous recommendation for Officers in Communities to work with the Digital Transformation team to improve the use of information sharing through ICT and explore options of the development of an app for residents and Councillors to use to enable them to report issues in their areas; • Members have asked to be provided with an action plan along with timelines. 			<p>Mark Shephard, Interim Chief Executive Clr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services; Kevin Mulcahy, Group Manager - Highways & Green Spaces;</p>	
<p>Plastic Free Bridgend</p>	<p>To receive an update on the previous recommendations made:</p> <ul style="list-style-type: none"> • Members suggest that the Authority should take the lead on reducing single use plastic and encourage local businesses to follow suit. Officers responded that this would be discussed at Cabinet/CMB; • Members recommend that the Authority use social media to communicate what can be recycled at kerbside and at Community Recycling Centres; • Receive an update on the procurement of an external contractor to undertake enforcement action on littering in the Borough; 			<p>Mark Shephard, Interim Chief Executive Clr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services;</p>	
<p>Empty Properties</p>	<ul style="list-style-type: none"> • To consider the impact of the removal of the 50% discount, after a suitable period of time to allow it to have an affect; • To receive evidence that demonstrates the 'Activity' of work that has been undertaken across the Authority given the crossovers and links this subject has with other services; • To consider the pilot project mentioned by Officers where the Authority was looking to engage and work with RSLs to support property owners from a management perspective with the overall aim being to return a property back to use; • To monitor the performance and outcomes of the strategy including scrutiny of the national PIs for empty properties contained within the Authority's Corporate Plan as well as any further underlying targets and expected outcomes related to the strategy; • To consider how the Authority deals with property owners who persistently refuse to engage with the Council. • To consider any future alternative strategy that relates to Commercial properties. 			<p>Martin Morgans, Head of Performance and Partnership Services Clr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Clr Hywel Williams, Deputy Leader Helen Rodgers - Revenues Manager Lynne Berry - Group Manager Housing & Community Jonathan Flower - Senior Strategic Officer</p>	
<p>Emergency Accommodation</p>	<ul style="list-style-type: none"> • To receive a more detailed option appraisal with reference to the replacement facility in Brynmenyn in the short, medium and long term including costings and timescales; • To receive an update in relation to Members recommendation to explore the opportunity to utilise surplus Local Authority owned buildings; • Members request a site visit to the Kerrigan Project direct access floor space facility that is managed by Gwalia. 			<p>Martin Morgans, Head of Performance and Partnership Services Clr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Clr Hywel Williams, Deputy Leader Helen Rodgers - Revenues Manager Lynne Berry - Group Manager Housing & Community Jonathan Flower - Senior Strategic Officer</p>	
<p>Supporting People Grant</p>	<p>Following the implementation of the Homelessness Strategy, Members have requested to receive a further report on the Supporting People Grant and provide an update in relation to what steps have been implemented as recommended by the Independent Review undertaken.</p>			<p>Mark Shephard, Interim Chief Executive (possible Apologies) Sue Cooper, Corporate Director Social Services and Wellbeing Martin Morgans Lynne Berry Clr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Ryan Jones, Supporting People Strategy Planning and Commissioning Officer</p>	

Secure Estate	Possibly an information report to follow up on recommendations made.			Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care;	
Welsh Community Care Information Systems (Information Report)	Corporate Director offered an to members on how WCCIS has developed over the last few years. Members agreed to receive this at a future meeting			NA	
Early Help and Childrens Social Care	<ul style="list-style-type: none"> • Detail of the process for a child coming into care - From a referral being received to a decision being made; • How is ongoing support established as well as any associated costs; • How is the step down or step up process monitored? • If individuals need support from more than one service (such as IFSS and Baby in Mind) how do services work together to monitor the individual? • Historical data to enable Members to determine if there has been any progress made; • Report to include clearer evidence of outcomes; • More examples of case studies outlining processes, challenges and outcomes achieved; • Members raised concerns regarding the freedom that schools have in the framework for teaching Personal and Social Education for preparing youngsters with Life Skills especially in Flying Start areas. Members therefore request details of what and how pupils are taught and how they monitor its effectiveness. 			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;	
ALN Reform	To receive an update on implementation on the act.			Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help. Michelle Hatcher, Group Manager Inclusion and School Improvement Elizabeth Jones, Additional Learning Needs Transformation, Central South; Denise Inger, Chief Executive Director SNAP Cymru; Caroline Rawson, Assistant Chief Executive Director SNAP Cymru John Fabes, Specialist Officer Post 16 Education & Training.	
Empty Commercial Property	Members requested that the report include: - Members understand that the Council are concentrating on domestic housing in the first instance when implementing the Empty Property Strategy, but have requested to receive a report on plans for empty commercial property when the timing is appropriate.			Mark Shephard, Chief Executive.	
Homelessness Strategy	Members requested that the report include: - Progress on implementation of the strategy; - Report to include information on vulnerable groups such as ex-offenders and care leavers.			Mark Shephard, Interim Chief Executive (Possible Apologies) Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Lynne Berry, Group Manager, Housing & Community Regeneration; Joanne Ginn, Housing Solutions Team Manager.	
Mental Health Strategy	Members requested that the report include: - Members acknowledged that the Council are compiling a Mental Health strategy and recommended that the Council take into account the statistic that 95% of emergency calls received by the police after 5.00pm are in relation to mental health.			Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Lindsay Harvey, Corporate Director -	
Waste	<ul style="list-style-type: none"> • Receive an update on the recommendation for the Leader to make contact with local supermarkets and food manufacturers to phase out the use of black plastic and also to Welsh Government to encourage them to enforce the approach; • Receive an update on the alternative imagery regarding the clarification of vehicle and sizes permitted to enter the Council's CRC; • Receive an update on the recommendation of exploring the possibility of an additional dropdown box or a coding system to aid filtering subject matter to support what concerns are raised within each Directorate. 			Mark Shephard, Interim Chief Executive Cllr Richard Young, Cabinet Member – Communities; Cllr Hywel Williams, Deputy Leader; Zak Shell, Head of Operations - Community Services	
Dementia Care	Members requested that this remain on the FWP to see what progress has been made since this last camee to Committee in April 2019 <ul style="list-style-type: none"> • An update on plans to enable alternative options for short break beds • Members have asked for an update in relation to carrying out dementia awareness training through Corporate Training; • Facts and figures on Dementia Care through Cwm Taf. 			Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care;	
School Governing Bodies	MSEP expressed concerns over Governor training and whether it was sufficient enough to enable School Governors to carry out their role effectively. The Panel requested that this be investigated by Scrutiny with a view to a recommendation that Governor training be reviewed and improved to make it more effective and fit for purpose. Members proposed that a job description, for example, be provided when schools advertise for Parent Governors to ensure that the right people apply for the position and understand what is expected of them. At SOSC 1 on 29 April 2019, Committee also concluded the following in relation to comments from MSEP: <ul style="list-style-type: none"> • Due to the fact that there are currently approximately 41 vacancies for School Governors, Members recommend that the promotion and advertising for these appointments are considered; • That the proposed School Governor job description also include the days of scheduled meetings to outline what commitment the post would necessitate; • Due to training sessions being cancelled due to non-attendance, Members request that the promotion of School Governor training sessions is explored; • That a selection of School Governor representatives are invited to attend the meeting to provide their views. <i>(see responses to this feedback)</i>				

Movement of Pupils	<p><i>From MSEP Plasnewydd (raise at next OPM with Lindsay/Nicola)</i></p> <p>Based on evidence received, the Panel requested that a scoping exercise be carried out by Scrutiny Officers to determine whether there is an item suitable for Scrutiny in relation to the movement of pupils from Welsh Schools to English schools within the County Borough.</p>				

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The following items for briefing sessions or pre-Council briefing		
Specific Information to request		
Item	To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: <ul style="list-style-type: none"> Regional Annual Plan Bridgend Social Services Commissioning Strategy 	
Social Services Commissioning Strategy	Update on situation and way forward with Regional Working with Cwm Taf? How will we undertake Regional working?	
Cwm Taf Regional Working	Site visit to current Extra Care Housing and then to new site once work has begun	
Residential Remodelling - Extra Care Housing	Update on how education outcomes are now being reported based on new WG legislation	
Changes to Education Outcomes		