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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

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Rhowch wybod i ni os mai Cymraeg yw eich
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Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

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

Gofynnwch am / Ask for: Mark Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 10 March 2020

Dear Councillor,

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

A meeting of the Subject Overview and Scrutiny Committee 2 will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Monday, 16 March 2020 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 - 12
To receive for approval the minutes of the 22/01/2020 and 05/02/2020.
4. Transformation Programme - Accelerating the pace of change for Integrated Services (APCIS) 13 - 30
Invitees:
Susan Cooper, Corporate Director, Social Services and Wellbeing
Cllr Phil White, Cabinet Member – Social Services and Early Help
Jackie Davies, Head of Adult Social Care
Andrew Thomas, Group Manager - Sports and Physical Activity
Carmel Donovan, Group Manager - Integrated Community Services - Community Networks
Michelle King, Group Manager - Integrated Community Services - Community Resource
Heidi Bennett, Chief Executive - BAVO
Kay Harries, Operations and Partnerships Manager - BAVO
Anthony Hughes, Head of Regional Partnership Board Programme Management Office, Cwm Taf Morgannwg University Health Board
5. Overview and Scrutiny - Feedback from Meetings 31 - 38
6. Forward Work Programme Update 39 - 44
7. Urgent Items

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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

Chief Officer, Legal, HR & Regulatory Services

Councillors:

S Aspey
MC Clarke
PA Davies
SK Dendy
J Gebbie
CA Green

Councillors

A Hussain
M Jones
MJ Kearn
JE Lewis
AA Pucella
SG Smith

Councillors

G Thomas
T Thomas
CA Webster
DBF White

Agenda Item 3

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - WEDNESDAY, 22 JANUARY 2020

MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 22 JANUARY 2020 AT 09:30

Present

Councillor CA Green – Chairperson

S Aspey	MC Clarke	SK Dendy	A Hussain
JE Lewis	AA Pucella	SG Smith	G Thomas
CA Webster	DBF White		

Apologies for Absence

J Gebbie and MJ Kearns

Officers:

Julie Ellams	Democratic Services Officer - Committees
Rachel Pick	Scrutiny Officer
Tracy Watson	Scrutiny Officer

Invitees:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Jackie Davies	Head of Adult Social Care
Laura Kinsey	Head of Children's Social Care
Chris Morris	Accountant
Councillor Dhanisha Patel	Cabinet Member for Wellbeing and Future Generations
Councillor Philip White	Cabinet Member for Social Services and Early Help

102. DECLARATIONS OF INTEREST

None

103. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of the Subject Overview and Scrutiny Committee 1 dated 10th October 2019 be approved as a true and accurate record.

104. MEDIUM TERM FINANCIAL STRATEGY 2020-21 TO 2023-24

The Corporate Director – Social Services and Wellbeing presented the draft Medium Term Financial Strategy 2020-21 to 2023-24 which set out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy also included a financial forecast for 2020-2024 and a detailed draft revenue budget for 2020-21.

The Corporate Director Social Services and Wellbeing outlined the provisional settlement from Welsh Government and reported that there had been a real increase of 4.57% or £8.878 million. Whilst this was a significant improvement compared to the “most likely” assumption, it did not recognise a number of new pressures that the Council would have to meet.

The Corporate Director Social Services and Wellbeing highlighted the Draft Revenue Budget 2020-21, the Usable Earmarked Reserves and the Budget Pressures for 2020-21. She also outlined the Budget Reduction Proposals as listed in appendix B to the report.

A member asked if an issue crossed more than one directorate, were staff primarily concerned with only what related to their directorate. The Corporate Director Social Services and Wellbeing explained that there were a number of overlaps eg. Early Help was managed in Education however it was inextricably linked to LAC. However, the authority had one approach, no matter where an issue sat. The Cabinet Member Social Services and Early Help added that there was a similar crossover with other Cabinet Members and the Cabinet Member for Wellbeing and Future Generations was in attendance for this item. Another member stated that she supported cross directorate working however she was concerned that there could be some areas that did not get the attention they deserved.

A member asked if there were problems with the referral system and in particular, incorrectly allocated referrals that took a long time to be acknowledged. The Head of Adult Social Care explained that some referrals came through the common access point where they were prioritised based on need. On the whole there was a strong process in place for member referrals and most responses were made within the appropriate timescale. If they were going to take longer an acknowledgement was sent. The Head of Children's Social Care explained that all referrals in her area came through MASH. The police were involved in referrals of a serious nature and if necessary, meetings were set up including all partners and a decision made within 24 hours. The authority had a 100% success rate with that indicator.

A member asked if there was any trend when it came to sickness statistics and the financial implications. The Corporate Director Social Services and Wellbeing explained that sickness was an issue however during the last quarter there had been an improvement. This was a service providing a high level of personal care and when a staff member was sick, they had to be replaced with a direct impact on the budget. The remodelling of services had also had an impact on sickness levels however it was hoped that given time, this would improve. Staff providing personal care had to be off work for a minimum of 48 hours if they had a bout of diarrhoea and vomiting and this also had an impact. They tried to recruit casual staff because this was cheaper than using agency staff and this had been extended to include recruitment of casual social workers.

A member referred to the cost of day care services and asked if this was sustainable, what other authorities were doing and what would be the impact of the minimum wage. The Head of Children's Social Care explained that Maple Tree House went live in December 2018 and the new model was still bedding in. There had been consistent demand and without this facility, the majority of children would have been placed out of the authority at an approximate cost of £4,000 per week. They needed to revisit the staffing structure and were in the process of recruiting a peripatetic pool of staff. A member asked if officers talked to both staff and children at Maple Tree House. The Head of Children's Social Care explained that they did get feedback and she visited at least quarterly and talked to both staff and children. The member asked what percentage of children were exceeding the length of time that they were expected to be in a placement. The Head of Children's Social Care did not have the exact figure but she added that only one child had exceeded the 28 days deadline and one child had been in the assessment unit for more than 6 months however in this case, it was the correct course of action and the regulators had been informed. She added that a group would be specifically looking at LAC in February with a view to finding more provision. They were struggling with two children in particular who accounted for 35% of the over spend.

A member asked if there was a disjointed approach with regard to funding from Cwm Taf. The Head of Children's Social Care explained that it was running smoothly in some areas but not in others but still early days.

The Head of Adult Social Care explained that they were looking at the demographics and the complexity of people and recognised that there were different ways of providing a service. They had already saved significant amounts of money and were looking at localised services. They were also looking to maximise the potential of buildings such as the Bridgend Resource Centre. This was a specialist dementia unit offering a number of activities. A piece of work was underway reviewing day services and how to maximise resources in the community. A member suggested that the Bridgend Resource Centre did not need to be in the centre of town and that it could be relocated to another area easier to access and with better parking. The Corporate Director Social Services and Wellbeing replied that the Resource Centre provided a day service for people with specialist behaviour. People with moderate behaviour tended to stay local. There were between 60 and 70 people with very complex needs who attended the Resource Centre. This was a more effective way of managing people and there were better outcomes. The centre contained a hydrotherapy pool and sensory rooms and the professional view was that it would be difficult to provide these services in a different way. The centre was in use between 9am and 4pm every day and they were looking at maximising the use outside these hours. Discussions had taken place with YMCA and Cwm Taf.

The Finance Manager, Budget Management: Social Services and Wellbeing reported that £766,000 had been saved on day service provision since 12/13.

A member asked if funding had been identified to replace the EU grants that would no longer be available. The Cabinet Member for Wellbeing and Future Generations reported that she had been told that there would be funds from Westminster so she was not overly concerned. Cabinet and the Leader were in regular contact with officers and they were including MP's to ensure that the authority did not miss out.

A member asked what was happening with DFG's bearing in mind targets were still being missed. Officers reported that a review was underway, the section had been streamlined and they were expecting results to improve

A member raised concerns regarding the 48 hour absence from work following diarrhoea and vomiting and if this was recorded against a personal sickness record. An officer advised they were in discussions with HR regarding this issue.

With reference to LAC, the Corporate Director Social Services and Wellbeing reported that each local authority had to submit a reduction strategy and action plan. They were working with Early Help and Housing to achieve a reduction and to look at alternative approaches and initiatives.

A member asked what the impact would be of the increase in minimum wage and the pay claim. The Cabinet Member for Social Services and Early Help explained that they were reviewing the situation and in discussions with HR. The Corporate Director Social Services and Wellbeing explained that there had been a grant from WG to address the issues around minimum wage.

A member stated that with regard to services for disabled children, Discovery Days had been cut back, Helping Hands had recently closed and the YMCA were under pressure. She asked if this would have an impact on the budget in future years. The Corporate Director Social Services and Wellbeing explained that there had been a reduction in the provision of play schemes however the Disabled Children's Team had attracted new funds and the grants. They also had a strong relationship with the 3rd sector to look at

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - WEDNESDAY, 22 JANUARY 2020

alternatives and other options. The member replied that there was not necessarily the right provision and this had an impact on families and the issue of respite. Officers reported that they were looking at this area.

RECOMMENDATION:

Following the Committee's consideration of the draft budget proposals for the Social Services and Wellbeing Directorate, Members determined to make the following comments and recommendations:

In relation to SSW26, in particular the Bridgend Resource Centre, the committee would welcome further investigation into the quality of provision and the efficacy of the current approach, which should be one council.

105. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report on the Forward Work Programme.

Subject Overview and Scrutiny Committee 2 were due to receive the Home to School Transport report on 5th February, Transformation Grant on 5th March 2020 and Remodelling Children's Residential Services in April.

The Scrutiny Officer explained that there could be a problem with the availability of the Corporate Director Social Services and Wellbeing for the 5th March meeting and she would advise at the next meeting, if they needed to change the date.

The Committee asked that a representative with planning and LDP experience be invited to the meeting when Home to School Transport was discussed.

106. URGENT ITEMS

None

The meeting closed at 11:30

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - WEDNESDAY, 5 FEBRUARY 2020

**MINUTES OF A MEETING OF THE SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2
HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON
WEDNESDAY, 5 FEBRUARY 2020 AT 09:30**

Present

Councillor CA Green – Chairperson

S Aspey	MC Clarke	SK Dendy	Rev Canon Edward Evans
J Gebbie AA Pucella	A Hussain G Thomas	M Jones	JE Lewis

Apologies for Absence

PA Davies, MJ Kearns, SG Smith, T Thomas and CA Webster

Registered Representatives

Rev Canon Edward Evans Church in Wales

Officers:

Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Tracy Watson	Scrutiny Officer

Invitees:

Mark Shephard	Chief Executive
Lindsay Harvey	Corporate Director Education and Family Support
Robin Davies	Group Manager - Business Strategy and Performance
Jonathan Parsons	Group Manager Development
Tony Hart	Senior Transport Officer
Councillor Charles Smith	Cabinet Member for Education and Regeneration

107. DECLARATIONS OF INTEREST

None.

108. HOME TO SCHOOL TRANSPORT

The Group Manager Business Strategy and Performance introduced the Home to School report following a recent independent review by Peopletoo, and updated Members on the measures identified and proposals pertaining to the current status in Bridgend borough.

Members noted that no representatives from Social Services had been invited to attend despite the relevance of the subject matter. The Group Manager Business Strategy and Performance advised that officers had yet to assess whether the proposals contained in the review were feasible or indeed accepted, and this needed to be determined.

Members asked how many learners can be transported on one bus. The Group Manager Business Strategy and Performance advised that the review identified the opportunity to commission Social Services' vehicles (mini-bus size) that would otherwise be sitting dormant to transport a learner home. He noted there would be an insignificant

number of buses available, notwithstanding the benefit to some learners and the financial benefit to the Local Authority (LA).

Members noted a need to introduce walking routes in some wards, e.g. Penyfai, whilst conceding that primary school learners should be required to walk to school. The Group Manager Business Strategy and Performance responded that not all walking routes were identified as available and safe, and only those routes that legislation identified as safe would the LA consider to be available. Those that were unavailable historically would therefore remain so in accordance with legislation. This was reiterated by the Corporate Director – Education and Family Support, who also agreed with Members that the subject formed an important aspect to the curriculum and the Well-being of Future Generations (Wales) Act 2015.

Members noted that in relation to Post-16 Education Transport, 1) the proposal to remove all transport provision for schools other than those protected (Welsh Medium and Faith schools) was discriminatory and was anticipated to have a detrimental effect on schools' uptake; Faith schools were not identified in the report and a significant issue was the majority of Roman Catholics in Bridgend borough who lived in Maesteg and how would they be able to access schools such as the Bishop of Llandaff, and 2) the coordination of provision in schools will enable learners to attend a different school. How will transport be arranged and at whose cost? The Group Manager Business Strategy and Performance confirmed that the impact on Post-16 Transport was recognised and that Cabinet would have a full report available to them. It was further confirmed there was no proposal to remove Post-16 Transport from protected schools which, in Bridgend borough, equated to one Welsh Medium and one Faith. Further, the availability of transport can affect the decision to attend a Faith school. The Group Manager Business Strategy and Performance acknowledged this risk but confirmed the proposal was to protect Welsh Medium and Faith schools only and that it was for Cabinet to make the decision. The risk was further acknowledged by the Corporate Director – Education and Family Support. He pointed out that 1) Post-16 Education was non-statutory, 2) Post-16 Travel linked the two, 3) public consultation feedback had been obtained from parents, children and governing bodies, the general finding that transport to school was considered difficult, 4) one Welsh Medium (statutory) and one Faith (non-statutory) was protected but other schools were disadvantaged, and 5) the effect of an increase in cars on the environment and in relation to the Well-being and Future Generations (Wales) Act 2015 must be considered.

Members questioned the LA's mileage allowance of 47p per mile (which is above HMRC's rate of 45p per mile) and whether this rate applied to school-only staff, and whether staff were aware that they were taxed on excessive mileage. The Corporate Director – Education and Family Support advised this would be fed back to Finance for clarification.

Members felt that there was no clear indication of how the policy would be implemented at this stage and could only note the report in this Committee. Members therefore asked what was required of them in this Committee in order to ensure they added value. They felt they needed to be fully briefed in order to make the correct recommendations and decisions to go to Cabinet. The Group Manager Business Strategy and Performance confirmed that the report did contain some of the initiatives for financial savings, the biggest saving being around the Learner Travel Policy. The Corporate Director – Education and Family Support said he took Members' comments in the spirit they were intended, i.e. to protect the LA and learners. He asked that Members give due consideration to the proposals at 3.21 and to confirm whether they supported and/or required more information. In addition, he confirmed that the outcomes of the public consultation would be available to Scrutiny on 9 March in readiness for Cabinet to make their decision in April.

Members asked if the Learner Travel Policy applied to 1) learners from both primary and secondary schools and 2) travelling to their own school or their future education. The Corporate Director – Education and Family Support confirmed that a number of events were held and supported by the Youth Council to inform the public consultation. All learners were welcomed but mostly parents attended. Primary and secondary schools were represented, with the latter also linked to the Post-16 consultation. Schools also ran sessions themselves and the outputs were fed back to the LA.

Members asked for clarification on the difference between an available walking route and a safe route, as well as the potential impact that the assessment of walking routes in Bridgend borough would have on school provision. The Group Manager Business Strategy and Performance confirmed that an available route also meant a safe route. Furthermore, the LA's assessment of available and unavailable walking routes was in accordance with Welsh Government legislation.

The Corporate Director – Education and Family Support drew attention to the three options under the Learner Travel Policy and confirmed that the third option ('retaining sixth forms in all schools, but with further development to improve this option's delivery') did not indicate the status quo but would, in fact, require schools to coordinate their hours to aid blended learning.

The Corporate Director – Education and Family Support confirmed that the Learner Travel Report would be returned to Scrutiny on 9 March, and put forward the possibility of a Joint Committee on this date.

Members asked about the availability of utilising other LA vehicles on site in addition to Social Services' vehicles as a way of minimising demand. The Corporate Director – Education and Family Support confirmed this had been explored, notwithstanding that cars were designed for adult passengers and not adapted for learning/additional needs. The Group Manager Business Strategy and Performance confirmed that the LA did have fleet cars for undertaking longer journeys but this was withdrawn around five years ago.

Members asked how the use of vehicles for Home to School transportation met with Local Development Planning. The Group Manager Planning and Development Services confirmed that the Policy would need to be in accordance with the current general transport/clean air agenda and a greater emphasis on public transport and walking.

Members were concerned about the added cost of introducing new software when the Local Authority was striving to reduce costs, and asked whether a report on technology would be available in the future. The Chair pointed to p. 17, Table 2 'Identified potential financial savings and investment requirements', and noted that investing in the software would prove financially beneficial in the long term. The Group Manager Business Strategy and Performance confirmed an investment had been made in the use of technology but it was difficult to measure the financial saving. He advised that if the LA wished to invest back into the system then the procured process would need to be undertaken and that this was worth considering again through Scrutiny. The Chair advised that a report be produced on the technology.

Members asked if Learner Transport was means tested, i.e. based upon an assessment of parents' ability to pay for the service. The example was given that parents may have two children attending the Sixth Form, which would prove costly. The Group Manager Business Strategy and Performance confirmed there was currently a paying scheme within the LA set at the subsidised rate of £2 per day and reviewed annually. There were options around the implementation of available spaces on buses but the legal implications of this would need to be considered, as well as the impact on low-income

families. The Group Manager Business Strategy and Performance confirmed they were aware of the views of operators and that feedback would be provided to Scrutiny.

Members asked for clarity as to whether Post-16 Transport was going to exist given that the report talked about removing the provision. Members argued the need for a 'middle group', i.e. subject to a nominal means-tested payment. The Cabinet Member for Education and Regeneration stated that the provision should not be seen as a 'yes' or 'no' option.

Recommendations:

Members felt that if the current mileage rate is currently at 47p per mile then consideration should be given to lowering the rate to the HMRC level of 45p. Members further asked for clarification whether this figure was for the whole council, or just school staff.

Members felt that it was not possible to make recommendations until they had sight of the results of the public consultation, as there may be issues raised that were not addressed by the review. However, Members wished to make the following comments for consideration and request for further information:

Members sought clarification that only those taking their own children to school would receive a cash lump sum and sought assurance how this would be monitored? As a result of this, Members recognised this could potentially increase car usage on the roads and asked if any environmental research had been carried out?

Members believed that further work needs to be done to maximise the use of Social Services' transport vehicles.

Members sought further clarification in respect of the Authority's Fleet Car Policy.

Members felt that the Authority should encourage healthy routes to school, where available, through greater communication with parents and children.

Members felt that the potential for public transport would need to be explored and asked that the scheduled report include cost comparisons, so parents can make an informed choice.

Members asked that the scheduled report include feedback from operators about potential changes to contracts, e.g. removal of pupil escorts.

Members recognised that given the choice between no offer of transport or paid offer of transport, some may prefer the latter. Members asked that the scheduled report include feedback on how parents feel about contributing, as a third option.

Members expressed concern of the potential for judicial review in respect of Post-16 Education and asked that the scheduled report include risk tables.

In relation to Post-16 transport, Members raised concern that protected status would be given to Welsh Medium and Faith Schools, thereby discriminating English Medium Schools, particularly affecting those within the Garw and Ogmore Valleys.

Members further raised concern that this in turn could have a potential negative impact on Sixth-Form attendance.

SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2 - WEDNESDAY, 5 FEBRUARY 2020

Members would welcome a briefing on the benefits of a tracking system for pupils on school transport, including costings and the benefits for monitoring lone workers.

The Committee requested that a Combined Meeting of SOSC1 and SOSC2 be held on 9 March to consider the report upon Learner Travel and Post-16 Education, post consultation and pre-Cabinet Decision in April.

109. OVERVIEW AND SCRUTINY - FEEDBACK FROM MEETINGS

The Scrutiny Officer presented a report to Members which provided feedback from the previous meeting of SOSC2 in relation to the item on Prevention and Wellbeing, including Day Time Opportunities for discussion and approval.

Members accepted the feedback and assigned all to green status. They confirmed they did not wish to add any further comments.

110. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report to members of the items prioritised by the COSC, which included the next item delegated to the Committee.

Members agreed with the two items in respect of Transformation Grant and Remodelling Children's Residential Services Project.

Members requested that, due to the cross-cutting impact of Learner Travel on Social Services and the Committee, a Combined Meeting of SOSC1 and SOSC 2 would be held to receive the reports on 9 March.

111. URGENT ITEMS

None.

The meeting closed at 11.30.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

16 MARCH 2020

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

TRANSFORMATION PROGRAMME ACCELERATING THE PACE OF CHANGE FOR INTEGRATED SERVICES (APCIS)

1. Purpose

1.1 The purpose of this report is to provide an update on progress made on “Accelerating the Pace of Change of Integrated Services (APCIS)” Transformation Programme.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priorities:-

- **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

Regional Transformation Programme

3.1 ‘A Healthier Wales – Our Plan for Health and Social Care’¹ set out the Welsh Government’s approach to delivering the vision of a whole system approach to health and social care, which is focussed on health and wellbeing, and on preventing illness. The Plan is shaped around the ‘Quadruple Aim’– four interlocking themes of:

- Improved population health and wellbeing;
- Better quality and more accessible health and social care services;
- Higher value health and social care; and
- A motivated and sustainable health and social care workforce.

It sets out ten national design principles to drive change and transformation. To deliver the Plan Welsh Government have set up a National Transformation Programme, led by the Director General, Health & Social Services, with local governance through the Regional Partnership Board.

¹ ‘A Healthier Wales – Our Plan for Health and Social Care’, Welsh Government, 2019, <https://gov.wales/sites/default/files/publications/2019-10/a-healthier-wales-action-plan.pdf>

- 3.2 In January 2019, two transformation proposals separately covering the Bridgend and Cwm Taf (Rhondda Cynon Taf and Merthyr) areas, were made to the Welsh Government having been approved through the appropriate governance structures prior to the creation of the Cwm Taf Morgannwg region. These proposals were subsequently approved and funding of £22.7m was awarded to the Cwm Taf Morgannwg Regional Partnership Board by the Welsh Government in June 2019.
- 3.3 As a consequence of its origins the Cwm Taf Morgannwg Regional Transformation Programme comprises of two unique strands that reflect the original transformation proposals; Stay Well in your Community (SWYC) relates to the transformation of integrated health & social care services covering the Rhondda Cynon Taf (RCT) and Merthyr localities and Accelerating the Pace of Change for our Integrated Services (APCIS) relates to services delivered within the Bridgend locality (Diagram 1.0).

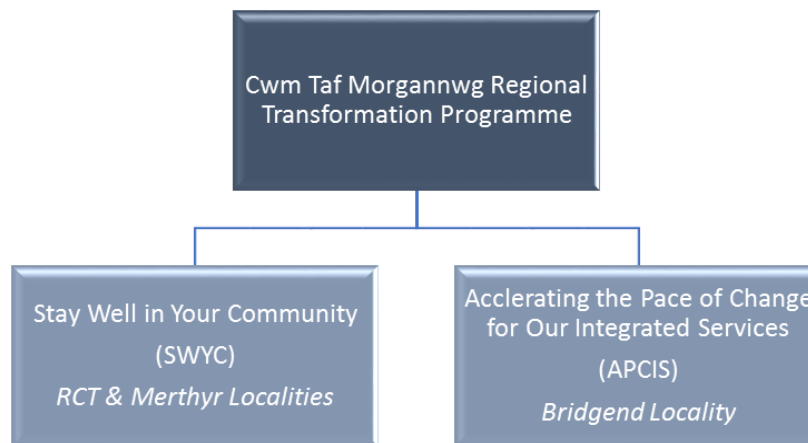


Diagram 1.0 Cwm Taf Morgannwg Regional Transformation Programme

- 3.4 The Regional Partnership Board (RPB) has established a Programme Management Office (PMO) to coordinate delivery of the Programme across the region. There are eight workstreams; five relating to SWYC and three workstreams or ambitions relating to APCIS. Each workstream/ambition has a dedicated programme lead, programme manager and additional project support. A detailed organisational chart showing the structure of the PMO is attached at **Appendix 1**.
- 3.5 Three cross-regional programme enabling groups have been established to support the programme covering Finance, Workforce and Digital, Measurement & Evaluation.
- 3.6 A robust governance framework has been established under the auspices of the Cwm Taf Morgannwg Regional Partnership Board. The local governance structure for ACPCIS sits within this framework and is presented at **Appendix 2**.
- 3.7 The Institute of Public Care (IPC) has been appointed to carry out an independent evaluation of the impact of the grant funded programme across the region. This evaluation must meet Welsh Government requirements and inform Cwm Taf Morgannwg regional partners about the relative success and potential sustainability of the Programme.

4.0 Current Situation/Proposal

Integrated Health & Social Care Services (Bridgend Locality)

- 4.1 Bridgend County Borough Council (BCBC) together with its partners in health and the third sector have been committed to developing and delivering integrated services and have over the last 6 years engaged in widening the range of community services within the integrated health and social teams. This has ensured better outcomes for people whilst also meeting the policy aspirations of the Welsh Government for better joined up care.
- 4.2 The Council's traditional models of service have been through a process of transformation, which are consistent with the aspirations of the Social Services and Wellbeing (Wales) Act 2014 and the Healthier Wales Strategic Plan and are based on the following:
- **Wellbeing And Prevention:** information advice and assistance, including local area coordination and community connectivity
 - **Early Intervention:** reablement, progression and recovery approaches in the community
 - **Managed Care and Support:** outcome based approaches to complex and long term care, as well as anticipatory coproduce contingency planning with people and their families.
- 4.3 The focus of our integrated services is on keeping people independent and able and resilient, to enable them to continue to live independently within their communities. However, it is recognised that services alone cannot bring about all the change needed and there is a strong focus upon engaging with the voluntary sector via the Community Voluntary Council (CVC) BAVO as a key partner in service developments, understanding the importance of resilient communities, in supporting people to stay independent.
- 4.4 Success and progress has been predicated on taking a whole system approach to changing the council's services, wrapping services around individuals, particularly for those affected by frailty and disability. In doing so the council has reduced duplication in its system, maximised the use of resources, improved communication and collaboration across social and health and third sector services and delivered tangible improved outcomes for people using community services in Bridgend County Borough.
- 4.5 The integrated services are now well established and include the following:
- Common Access Point (CAP) for all adult services and community services for frail, older and disabled people
 - Community Resource Team Services, including Acute Clinical Team, Reablement, Community Occupational Therapy, Telecare and Mobile Response
 - Better@Home Bridging Service
 - Integrated Community Cluster Network Teams comprising Social Work and District Nursing.
 - Integrated community equipment services and the extensive rollout of Telecare and 24 hour mobile regulated response services

All of the above is underpinned with collaboration with the third sector and universal services.

Diagram 2.0 Integrated Community Services in Bridgend



4.6 Progress to date has been delivered mainly through the reconfiguration of existing resources and the support of the Integrated Care Fund. The Transformation Fund offers an opportunity to consolidate proven success to date and to accelerate our integrated working at pace and scale, working towards a sustainable and optimal model of health and social care.

Transformation Fund - Accelerating the Pace of Change for Our Integrated Services (APCIS)

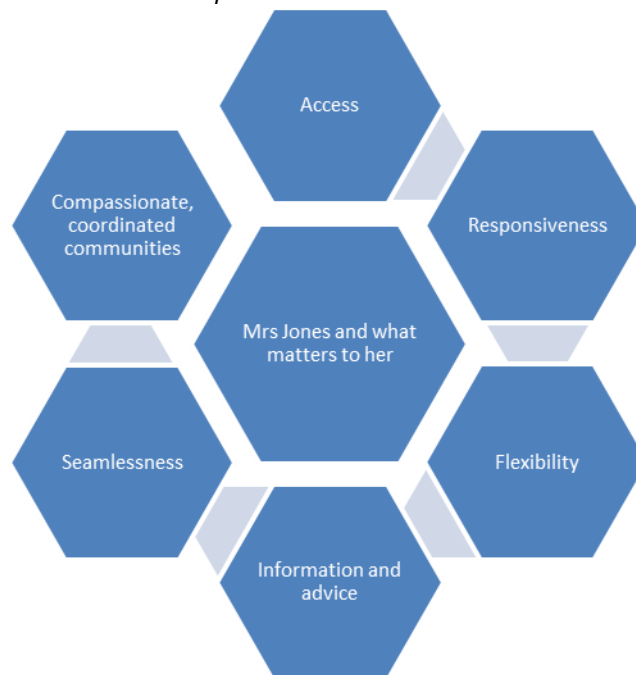
4.7 The overarching aim of the APCIS Transformation Programme is to *deliver fully accessible coordinated health and social care services seamlessly wrapped around the needs and preferences of individuals*. The programme is broken down into three transformational ambitions:

Ambition 1: Seven Day Access to Community Health and Social Care Services – *“Every Day Is Tuesday”*, delivering extended alternative service options to hospital and long term care.

Ambition 2: A Primary and Community Care Multidisciplinary Team approach, delivering a one team approach around people, coordinating Primary Care and Community Services Cluster responses.

Ambition 3: Developing and Delivering Resilient Coordinated Communities; with key organisations, their partners and the communities that they serve developing benefits, by working collaboratively to apply preventative approaches that enhance the wellbeing of the population of Bridgend.

Diagram 3.0 Transformation Principles



4.8 The connected transformational ambitions will serve to achieve the following overarching outcomes:

- Individuals will be able to navigate the range of short and long term support services or mechanisms that meet their individual needs, empowering them to remain independent for as long as possible in their home;
- More efficient use of available resources;
- Prevention of ill-health, enabling people to keep themselves well and independent for as long as possible;
- More resilient co-ordinated communities.

The outputs from this component of the programme will be:

- Reducing the need for hospital stays;
- Reducing the length of hospital stays when they occur;
- Development of the existing Common Access point to a seven day service accessible from 8 am to 8 pm;
- Expansion of the existing Better@home service to become more connected to clinicians and to the 'front door' of hospital admissions;
- Expansion of the current Mobile Response Team (MRT) to one each for the north and south of the locality, with an expanded scope of delivery to support fallers in the home;
- Additional support from the MRT to support the District Nursing team.
- A multidisciplinary community cluster model;
- Increased capacity for integrated community clusters network teams;
- An integrated care homes support service
- Development of a more co-ordinated approach to building resilient communities;
- A Prevention and Wellbeing plan;
- Remodelling of local community co-ordination.

Ambition 1: Seven Day Access to Community Health and Social Care Services – “Every Day Is Tuesday” delivering extended alternative service options to hospital and long term care

- 4.9 The current configuration of the council’s Community Health and Social Care Services are based on traditional models of service access and delivery, from Monday to Friday mainly between 9 am and 5 pm. This creates pressure within the system particularly at the beginning and the end of the working week; for example people wait over the weekend for senior reviews on Mondays in hospitals; people are referred to health, social and integrated services on Mondays, where there has been a personal or family crisis over the weekend, with an expectation of support and resolution of their issues immediately.
- 4.10 The real activity of the week commences following a rapid and intense period of assessment and planning on Tuesdays; and by Fridays community services are fully committed and usually at capacity; this inevitably means that some people have to either wait until the following week, or will remain in hospital unnecessarily, or will need temporary avoidable care arrangements to be put in place until their issues can be resolved the following week.
- 4.11 The transformation programme will support the development of fully operational accessible services over seven days, over an extended day. This will ensure a coordinated integrated approach to service operation where ‘Every Day Is Tuesday’; where the flow of people in and out of services is continuous and accessible.
- 4.12 **To realise this ambition, the transformation programme will deliver the following:**
- A Common Access Point open seven days a week 8 AM to 8 PM for access to coordinated community health and social care and third sector support;
 - Non-selective reablement/enabling services accessible over seven days;
 - Expansion of the better at home bridging service, over seven days;
 - Expansion of the current Mobile Response Team (MRT) to provide two teams to cover the north and south of the locality, with an expanded scope of delivery to support fallers at home.

Timeline for delivery

The anticipated “Go Live” dates are summarised in Table 1.0 below. The Red, Amber, Green (RAG) is the status of progress/expected delivery. Red indicates that the project will not be delivered, amber indicates that the project will be delivered but timelines are likely to be delayed and green indicates that the project will be delivered within the agreed timelines.

	Go Live Date		RAG**
	1 st Phase – extended day	2 nd Phase- Extended day and 7 day services	
Common Access Point	End of March 2020	End of June 2020*	Green
Reablement/Enabling Services	End of March 2020	End of June 2020*	Green
Better@Home expansion	End of June 2020		Green
Mobile Response Team expansion	End of Feb 2020		Yellow

*Dependent on evaluation of Phase 1

** Dependent on the recruitment of appropriate numbers of staff to safely deliver service

Progress to date:

- 4.13 Ambition 1 is currently within the “active preparation” stage of delivery with the focus on recruiting staff and the development of new operating models.

Progress has been highly dependent on the recruitment of staff to support the expansion of the existing services.

Significant progress has been made in recruiting to the Common Access Point and the Service is optimistic that the team can work towards extended hours by the end of March 2020. To date the Service have recruited successfully to all the Mobile Response posts however, a number of staff have moved internally from core services which presents a risk to the delivery of these services if staff are mobilised.

A targeted recruitment campaign has been initiated to support recruitment for Support Worker posts within the Better@Home and Reablement services including the use of Social Media, radio advertising and a series of recruitment fairs.

Work is underway to develop new pathways and operating models across the three ambitions and a series of workshops have been undertaken to develop this work.

Meetings have been arranged to engage with the commissioned IPC evaluation team.

- 4.14 **Ambition 2: *Delivering a One Team Approach around People.*** A Primary and Community Care Multidisciplinary Team Approach, delivering a one team approach around people, coordinating Primary Care and Community Services Cluster responses.

The Service want to develop the ability to deliver a multidisciplinary team around people in the Community Cluster Networks, comprising primary care professionals, and an expanded community cluster network team to support timely and responsive assessments around individuals receiving care and support at home. This approach will also facilitate anticipatory and contingency planning with people and their families, their care providers and the community and primary care teams, at home or in care home settings.

To realise this ambition the Service want to deliver the following:

- Integrated Community Network Teams delivering a primary care multidisciplinary workforce linked strongly to the Cluster Networks focusing on anticipatory/contingency planning to prevent unnecessary admission to hospital or long-term care;
- A Multidisciplinary team approach, to wrap assessment and services around people;
- An Integrated care home support service.

Timeline for delivery

The anticipated “Go Live” dates are summarised in Table 2.0 below

Ambition 2	Go Live Date		RAG**
Single Point of Access	Extended days	April 2020	Green
Fully Integrated Network teams	All staff recruited	May 2020	Green
Multi -Disciplinary Model (MDT) implemented	June 2020		Yellow

Progress to date:

- 4.15 The Single Point of Access has been operating on minimum staffing as a pilot phase. All new staff have been recruited with the aim to be in post and trained in preparation for extended day service delivery in April 2020.

The recruitment process for the integrated networks is well underway with almost all staff appointed. These staff will build on the already existing network teams to increase capacity for anticipatory care planning and the MDT operating model.

Accommodation planning has been initiated to accommodate all of the new staff. ICT infrastructure changes are in process to support the networks.

There have been workshops carried out with various disciplines to map new referral pathways and the model for service delivery. This element requires further work between short and longer term services.

GP engagement has been implemented with the aim to involve them in shaping the MDT model. Engagement sessions are being planned to inform the model.

Meetings have been arranged to engage with the commissioned IPC evaluation team.

- 4.16 **Ambition 3: Developing and Delivering Resilient Coordinated Communities;** with key organisations and the communities that they serve developing benefits, by working collaboratively to apply preventative approaches that enhance the wellbeing of the population of Bridgend.

In partnership with the CVC, a third sector telephone brokerage service will operate alongside core services, providing support as well as information to individuals. The brokerage would provide a single information access point, on what is available in local communities in relation to community activities, groups, services and facilities, enabling appropriate signposting to third sector and community based support, that could improve the individual’s overall health and wellbeing and empowering them to remain independent for as long as possible in their home and community.

Good information is essential to making ‘every contact count’, and in promoting wellbeing and resilience; good connections between local services and accessibility of support are essential. Within such an approach, that includes areas such as information, advice and assistance (IAA), social prescribing, compassionate communities and local community coordination, the importance of the third sector and local community based resources is recognised. It will enable the Authority, Local Health Board, The Clusters and CVC to make best use of resources and to apply evidence and results based approaches to service planning and delivery.

Timeline for delivery

The identified workforce within the transformation plan has been recruited and the project has been mobilised (Gone LIVE).

4.17 Progress to date:

A performance framework, based on the “balanced scorecard model” has been created identifying the evaluation commitments contained within the related funding application. This includes performance indicators that consider financial, process, customer and learning/growth aspects of the programme.

BCBC and BAVO are establishing a series of project team meetings that will maintain momentum and support reporting procedures.

There will be investment into the third sector to further develop skills, knowledge and confidence and to future proof the third sector to contribute to prevention and wellbeing.

Both BCBC and BAVO are active within the Cwm Taf Morgannwg steering group for social prescribing to develop common standards and approaches to community referral work. A mapping exercise has taken place to support the development of a regional picture.

Meetings have been arranged to engage with the commissioned IPC evaluation team.

5. Effect upon Policy Framework & Procedure Rules

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

6. Equality Impact Assessment

6.1 This programme is part of a regional programme approach as described in the report. The Equality Impact Assessment tool is being completed by the regional programme structure. A full Equality Impact Assessment will be completed throughout the programme by the regional team when required.

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

7.1 The implementation of the duties and responsibilities under the Social Services and Wellbeing (Wales) Act 2014 (SSWBA) supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people’s physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the wellbeing goals of a Healthier and more equal Bridgend and Wales are supported.

7.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver wellbeing outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:

- **Long Term** – Social Services is demand led and the SSWBA focusses on sustainable prevention and wellbeing outcomes for the future. There is a requirement to meet the needs of people in the longer term and, because of rising demographics and increasing complexity, the remodelling and transformation of services continues to be a priority. For people living with chronic ill-health and disability the Service are developing the ability to deliver a multidisciplinary team around people in the Community Cluster Networks. The multidisciplinary team will comprise of primary care professionals, and an expanded community cluster network team to include additional therapies to support timely and responsive assessments around individuals receiving care and support at home. The increased capacity within the integrated network teams will support people to stay in their homes independently for longer. Working within the MDT model enables closer working with GPs for a more effective and quicker response to those in long term care services to meet the needs of our service users/patients and anticipate the resources required to better manage demand. There would also be an opportunity to reduce inappropriate hospital admissions through anticipatory care planning.
- **Prevention** – A Common Access Point (CAP) will be open seven days a week 8 AM to 8 PM for access to coordinated community health and social care and third sector support offering Information, Advice and Assistance which will enable people to remain independent for as long as possible. Short term services based within the Community Resources Team (CRT) will focus on people who have not been in services before, as well as expediting discharge from hospital. This will enable the core services to deliver prudent care coordination to support individuals, their carers' and families at home, with appropriate interventions and responses as their illness and/or disability progresses to prevent inappropriate admissions to hospital or long-term care.
- **Prevention** – Working within the MDT model enables closer working with GPs for a more effective and quicker response to those in long term care services to meet the needs of our service users/patients and anticipate the resources required to better manage demand. There would also be an opportunity to reduce inappropriate hospital admissions through anticipatory care planning.
- **Prevention** – In partnership with the CVC third sector a telephone brokerage service will operate alongside CAP providing support as well as information to individuals. The brokerage would provide a single information access point regarding availability and access to local communities in relation to community activities, groups, services and facilities. The appropriate signposting to third sector and community based support could improve the individual's overall health and wellbeing and empower them to remain independent for as long as possible in their home and community.
- **Integration** – The CRT within short term services will provide a coordinated integrated approach to service operation flow of people in and out of the service for continuity and accessibility.
- **Integration** – The colocation of a multi-disciplined integrated team in the networks will enable a more joined up approach for information sharing, planning and ability to meet the needs of our service users/patients.
- **Integration** – Working with the third sector and the community will support integration across the ambitions offering social prescribing opportunities and integrated approaches to well-being.
- **Collaboration** – the strategic planning and local delivery of integrated support and services have been developed and agreed at a regional basis in order to provide the best possible intervention to people. Key organisations and the communities that they serve will develop benefits, by working collaboratively to apply preventative approaches that enhance the wellbeing of the population of Bridgend.

- **Involvement** – the main key stakeholders are the people who use the health and social care services. Health and social care providers who will be developing and shaping the operating models are also key to service change, development and delivery. There is considerable engagement including surveys, stakeholder meetings, feedback forms, digital stories and the complaints process. The provision of accessible information, advice and assistance helps to ensure that the voices and needs of adults, children and young people are heard.

It is important to recognise that the 3 ambitions within Transformation will be working collaboratively across the programme to support and enable the best outcomes for the individual.

8. Financial Implications

- 8.1 On 10 June 2019 Welsh Government announced Transformation Fund investment of £22.7m in Cwm Taf Morgannwg Regional Partnership available until the end of March 2021.

To achieve ongoing financial sustainability the regional partnership agreed to prioritise the transformational investment to ensure that recurrent investment required to deliver the programme post March 2021 could be met by the region.

Following completion of the prioritisation approach, the RPB agreed that each of the transformation fund proposals would reduce their investment - the Bridgend element is detailed below as per Table 3 :

TABLE 3.0	2019-20 £k		2020-21 £k		Total £k	
	Original	Revised	Original	Revised	Original	Revised
APCIS	3,366	2,799	3,307	3,239	6,673	6,038
Total					6,673	6,038

- 8.2 Welsh Government have recently agreed to slip £654k (£393k – Ambition 1 and £261k – Ambition 2) of funding from 2019-20 into 2020-21. The revised budget for 2019-20 now stands at £2.15m (£2.8m - £654k) and £3.9M (£3.24m + £654k) for 2020-21.
- 8.3 The projected spend for 2019-20 currently stands at £1.42m against the 2019-20 investment of £2.15m, which leaves a projected underspend of £730k.
- 8.4 The breakdown of the expected recurrent investment required, from **2021-22 (Year 3) and onwards**, once the Transformation Funding has ended, by workstream/ambition for APCIS is set out in Table 4 below:

TABLE 4.0 APCIS	Revised 2021-22 Recurrent FYE Funding Requirement (Inc. inflation) £k
Ambition 1: Every Day is Tuesday	1,579
Ambition 2: One Team Around the Person	1,041
Ambition 3: Resilient Co-ordinated Communities	0
TOTAL	2,620

This investment required in Year 3 is planned to be met from a combination of recurrent Welsh Government ring-fenced investment and costs anticipated to be released from the wider health and social care system as a consequence of the transformation Programme. A detailed breakdown of the Sustainability Plan including details of the ring fenced investment is attached at **Appendix 3 (Tables 5 and 6)**.

9. Recommendation

- 9.1 It is recommended that Subject Overview and Scrutiny Committee 2 consider the progress made in relation to the Regional Transformation Programme – Accelerating the Pace of Change for Integrated Services; and to receive a further report in 6 months' time which will show the impact and outcomes on individuals.

Susan Cooper
Corporate Director, Social Services and Wellbeing
February 2020

10. Contact Officers:

Ambition 1:
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Integrated Community Services Manager
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CF328UN
Michelle.King@bridgend.gov.uk
Tel: 01656 815888

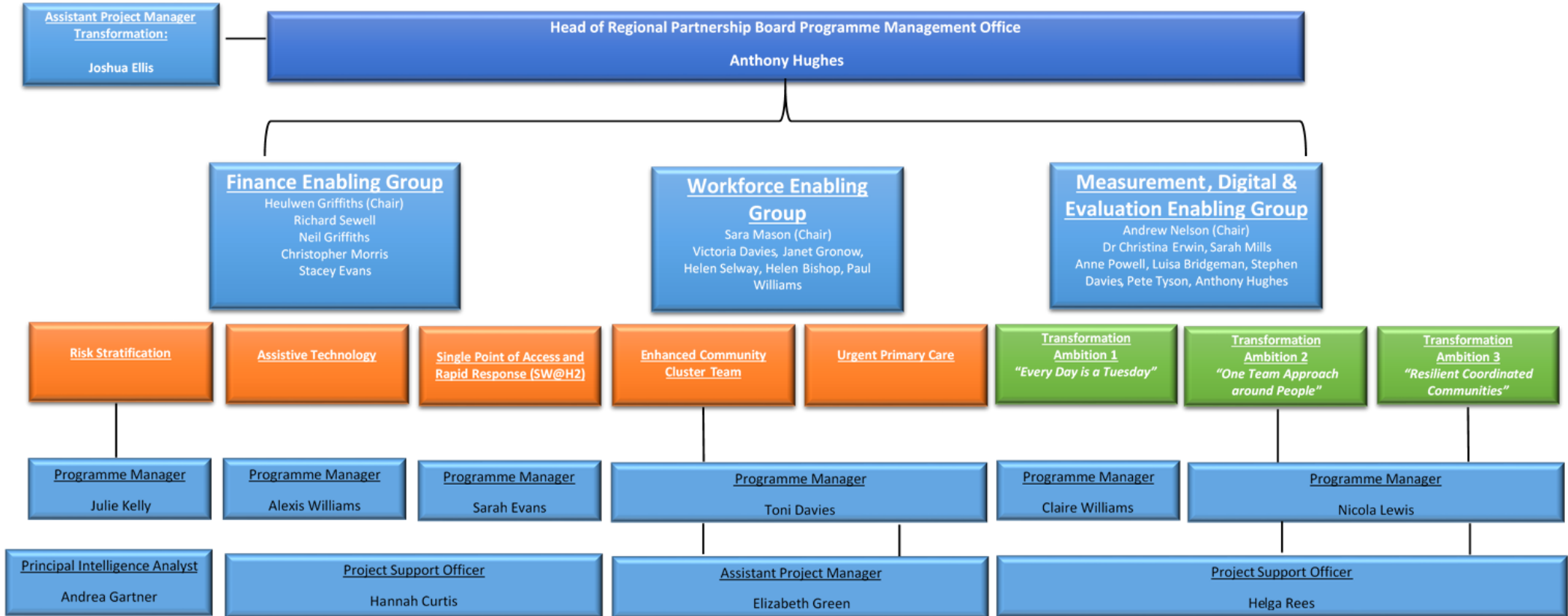
Ambition 2:
Carmel Donovan
Integrated Community Services Manager
Primary & Community Services Delivery Unit
Room 15 North Integrated Community Network Base
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Ambition 3:

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Group Manager Sport and Physical Activity
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Bridgend
CF314WB
Andrew.R.Thomas@bridgend.gov.uk
Tel: 01656 642692

- 11. Background documents:**
None

Regional Partnership Board Programme Management Office



Governance Structure: Accelerating the Pace of Change for our Integrated Services (APCIS)

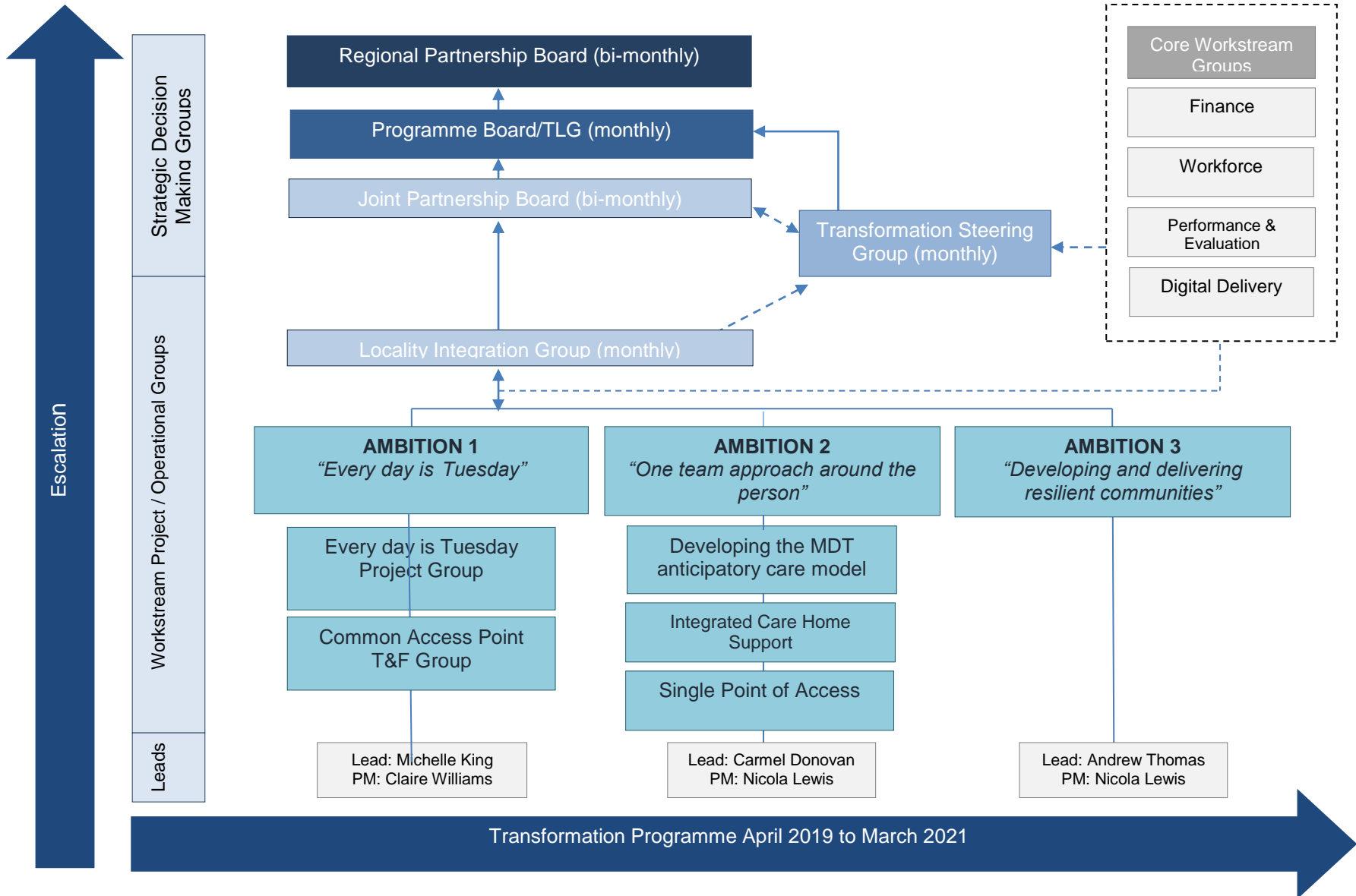


Table 5.0 Financial Sustainability Plan

Accelerating the Pace of Change of Integrated Services (APCIS)	2019/20				2020/21					2021/22 onwards			
	Recurring	Non-recurring	Slippage into 2020/21	Total	Recurring	Non-recurring	Total	Slippage from 2019/20	Revised Total	Recurring	Non-recurring	Total	
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	
<i>Transformation Funding from WG</i>	0	-2,799	654	-2,145	0	-2,439	-2,439	-654	-3,093	0	0	0	Note 2
<i>Use of recurrent funding streams to part fund transformation investment</i>													
Primary care	0			0	-174		-174		-174	-259		-259	
Digital	0			0	-35		-35		-35	-21		-21	
RPB	0			0	-227		-227		-227	-520		-520	
Prevention	0			0	-182		-182		-182	-112		-112	
Mental health	0			0	-181		-181		-181	-261		-261	
Total	0	0	0	0	-799	0	-799	-799	-799	-1,173	0	-1,173	Note 3
<i>Release of costs from existing models of care as a consequence of transformation</i>	0	0		0	0	0	0		0	-1,447	0	-1,447	Note 4
Total Transformation income/cost release	0	-2,799	654	-2,145	-799	-2,439	-3,238	-654	-3,892	-2,620	0	-2,620	
Net Effect on Plan	1,498	-1,498	654	654	1,815	-1,815	0	0	0	0	0	0	

Note 1

Expenditure budget as per Annual and Monthly tabs
Includes reduced expenditure from prioritisation exercise

Note 2

Revised funding agreed after prioritisation exercise

Note 3

Income streams as per WG approved bid May 2019

Note 4

Cost release exercise detailed in 'Cost Release' tab

Appendix 3

Table 6.0. Risk adjustment of cost release from wider system to invest in transformation model

Accelerating the Pace of Change of Integrated Services – Risk Adjusted Cost Release Plan	Annualised Cost Release from 2021/22 £k	Rationale
Reduced bed days resulting from reduced acute hospital admissions and shorter lengths of stays	1,375	8,670 bed days avoided @ £158 per bed day based on bed day reduction (including nursing, non-pay, and hotel services costs)
Reduction in A&E attendances	117	Assumed 4.2% attendances avoided based on modelling of the impact anticipatory care and assumed further 3% from Better@Home. Assumed marginal cost release @ £25 per attendance
Reduction in Ambulance Conveyances	101	Assumed 7.2% reduction in ambulance conveyances @ £200 per conveyance @ 50% marginal cost reduction
Reduction in Urgent Primary Care Out of Hours Demand	63	Assumed 7.2% reduction in relevant PCOOH contacts of 45990 @ £88 unit cost @ 50% marginal rate
Reduction in existing social care costs as a consequence of the new investment in social care	339	This is based on 20% of the social care investment.
Total impact on Health and Social Care costs before Risk Adjustment	1,995	
Total impact on Health and Social Care costs after 65% Risk Adjustment	1,297	
Additional cost release from existing community mental health resources	150	0
Overall total cost release from reinvestment in transformation model	1,447	0

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

16 MARCH 2020

REPORT OF THE CHIEF OFFICER – LEGAL, HR & REGULATORY SERVICES

OVERVIEW AND SCRUTINY – FEEDBACK FROM MEETINGS

1. Purpose of report

- 1.1 The purpose of this report is to present the feedback from the previous meeting of the Subject Overview and Scrutiny Committee 2 for discussion, approval and actioning.

2. Connection to corporate improvement objectives/other corporate priorities

- 2.1. This report assists in the achievement of the following corporate priority/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. All conclusions, recommendations and requests for additional information made at Overview and Scrutiny Committee meetings are sent to Officers for a response to ensure that there are clear outcomes from each topic investigated.
- 3.2. These are then presented to the relevant Scrutiny Committee at their next meeting to ensure that they have received a response.
- 3.3. For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the Forward Work Programme (FWP) or to agree it remains an item for future consideration and prioritisation.

4. Current situation/proposal

- 4.1. Members will recognise that capturing and assessing the impact of Scrutiny is not an easy task as the outcomes of Scrutiny activity are not always tangible and able to be measured in a systematic way.
- 4.2. Whilst 'outputs' like the number of recommendations approved by Cabinet or accepted by Officers may shed light, this does not reveal the extent to which the substance of the recommendations were actually implemented and whether or not intended outcomes were achieved.
- 4.3. Sometimes there are no measureable outputs from Committee discussion yet the opportunity for Cabinet Members and Officers to reflect on proposed courses of action has influenced the way in which the proposal was implemented. It is important to reflect some of the intangible effects of Scrutiny and its ability to influence decision makers through discussion and debate.
- 4.4. With this in mind, during the Overview and Scrutiny Workshops held in May 2019, Members discussed the regular feedback received from Officers in relation to Scrutiny Committee recommendations and comments. Evidence presented at the workshops indicated that there was a gap in the Scrutiny process for the follow up and actioning of recommendations to Officers which made it difficult to evidence what impact each Committee had achieved.
- 4.5. As a result Members agreed that a more effective process for considering and following up on feedback was required and recommended that the FWP and the feedback from meetings be presented to Scrutiny Committees as two separate items. This would firstly give the feedback more importance on the agenda and also an opportunity for the Committee to consider it in more detail.
- 4.6. This process will also take into account a previous recommendation made by Wales Audit Office whilst undertaking a review of Scrutiny - 'for the Council to ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes'.
- 4.7. It is recommended that the Committee approve the feedback and responses to the comments and recommendations prepared by Members at the previous meeting (Attached as **Appendix A & B**), allocate Red, Amber and Green (RAG) statuses to each recommendation where appropriate and action the feedback as needed.
- 4.8. The RAG status would consist of the following:
 - Red – where there has been no response;
 - Amber – where Members consider the recommendation/comment requires follow up action, for example where a recommendation has been accepted but there would be a need for follow up to see if it has been implemented;
 - Green – where Members consider a suitable response has been provided and no follow up action is required.
- 4.9. The Committee would then monitor these RAG statuses on an ongoing basis and action as they see appropriate. For Amber statuses, it is proposed that updates be provided after six months to allow time for the recommendation to be implemented.

4.10. It is further recommended that this process be used to monitor any feedback from Cabinet in response to any pre-decision scrutiny items that are then presented to them and any further formal recommendations that are sent from Scrutiny to Cabinet.

5. Effect upon policy framework and procedure rules

5.1. The work of the Overview and Scrutiny Committees 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 directly from this report.

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

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

8. Financial implications

9.1. There are no financial implications arising from this report.

9. Recommendation

9.1. The Committee is recommended to consider the attached feedback and Officer's responses (**Appendix A & B**) and:

- a) Allocate RAG statuses where appropriate;
- b) Make any further comments in relation to Officer's responses.

K Watson
Chief Officer - Legal, HR & Regulatory Services

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Scrutiny Officer

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Background Documents: None

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Home to School Transport

05 February 2020

Members wished to make the following comments and conclusions:	Response/Comments	RAG Status
<p>Members felt that if the current mileage rate is currently at 47p per mile then consideration should be given to lowering the rate to the HMRC level of 45p. Members further asked for clarification whether this figure was for the whole council, or just school staff.</p>	<p>The view of the Committee will be passed onto Human Resources and Finance for consideration. The Independent Strategic Review of Transport did not consider the expenses of school staff as part of its analysis. HR - The rate of 47p was agreed as part of Single Status Collective Agreement in 2013. This rate covers all employees on NJC Terms and Conditions, including support staff in schools. Any changes to this would involve formal consultation with the recognised trade unions.</p>	<p>Yellow</p>
<p>Members felt that it was not possible to make recommendations until they had sight of the results of the public consultation, as there may be issues raised that were not addressed by the review, <u>however Members wished to make the following comments for consideration and request for further information:</u></p>	<p>Acknowledged.</p>	<p>Green</p>
<p>Members sought clarification that only those taking their own children to school would receive a cash lump sum and sought assurance how this would be monitored? As a result of this, Members recognised this could potentially increase car usage on the roads and asked if any environmental research had been carried out?</p>	<p>By agreement, some parents, predominantly of those children with additional learning needs, already receive mileage payments to take their children to school, even though the local authority has a statutory duty to provide free home-to-school transport. There will likely be an increased administrative burden if this arrangement is expanded more widely and this will therefore need to be factored into any future arrangement, if agreed as a way forward.</p>	<p>Yellow</p>
<p>Members believed that further work needs to be done to maximise the use of social services transport vehicles.</p>	<p>None of the recommendations or findings in the Independent Strategic Review of Transport have been verified by officers. Further analysis of the findings and of the practicalities and feasibility of utilising social services vehicles will be needed prior to any decision to progress this recommendation.</p>	<p>Yellow</p>
<p>Members sought further clarification in respect of the Authority's Fleet Car Policy.</p>	<p>The local authority recommends the use of a fleet services hire vehicle for officers where the journey taken is over 150 miles.</p>	<p>Yellow</p>
<p>Members felt that the Authority should encourage healthy routes to school, where available, through greater communication with parents and children.</p>	<p>The local authority's active travel responsibilities are covered by the Active Travel (Wales) Act 2014. As part of schools' travel and transport planning processes, schools are encouraged to share the details of their travel arrangements with parents and carers. The local authority works with schools to promote alternative forms of travel and will endeavour to strengthen this communication in the future.</p>	<p>Yellow</p>

<p>Members felt that the potential for public transport would need to be explored and asked that the scheduled report include cost comparisons, so parents can make an informed choice.</p>	<p>Agreed</p>	
<p>Members asked that the scheduled report include feedback from operators about potential changes to contracts e.g. removal of pupil escorts.</p>	<p>Agreed</p>	
<p>Members recognised that given the choice between no offer of transport or paid offer of transport, some may prefer the latter. Members asked that the scheduled report include feedback on how parents feel about contributing, as a third option.</p>	<p>The public consultation did not include the option of parents to pay for transport as a dedicated option. There are a large number of possible alternative options to those that were taken forward to consultation. The impact of the most relevant alternative options will be detailed for Cabinet to consider as part of its decision making process on the current policy proposals.</p>	
<p>Members expressed concern of the potential for judicial review in respect of Post 16 Education and asked that the scheduled report include risk tables.</p>	<p>Agreed</p>	
<p>In relation to Post 16 transport, Members raised concern that protected status would be given to Welsh Medium and Faith Schools, thereby discriminating English Medium Schools, particularly affecting those within the Garw and Ogmore Valleys.</p>	<p>This is acknowledged and will be highlighted for Cabinet.</p>	
<p>Members further raised concern that this in turn could have a potential negative impact on Sixth Form attendance.</p>	<p>This is acknowledged and will be highlighted for Cabinet.</p>	
<p>Members would welcome a briefing on the benefits of a tracking system for pupils on school transport, including costings and the benefits for monitoring lone workers.</p>	<p>This is acknowledged and further details will follow once officers have concluded their preliminary investigations into the various systems available and the benefits of each.</p>	
<p>The Committee requested that a Combined Meeting of SOSC1 and SOSC2 be held on 9 March to consider the report upon Learner Travel and Post-16 Education, post consultation and pre-Cabinet Decision in April.</p>	<p>Agreed and arrangements have been made.</p>	

Members wished to make the following comments and conclusions:	Response/Comments	RAG Status
<p>In relation to SSW26, in particular the Bridgend Resource Centre, the committee would welcome further investigation into the quality of provision and the efficacy of the current approach, which should be one council.</p>	<p>BRC provides a day service for 50 young adults with very complex needs and 8-12 people with advanced dementia. The day service has 1 manager, 2 team leaders, 6 assistant team leaders and 30 day support workers. The management structure is 4% of the overall day services budget whereas a few years ago the management structure was 16% of the overall budget. The Service has recently revised the service principles and have a new quality audit tool which will commence in March 2020. There have been no reported issues of the quality of care or support delivered at the Centre. The resource centre is equipped to deal with complex conditions and complex behaviours and the staff are all trained up to at least QCF level 2 although most staff have a QCF 3 and some have level 5.</p> <p>The building is a key feature of the success of the model. It has been purpose built to a very high specification and is therefore able to effectively manage high risk behaviours. E.g. managing the risk of people wandering off/leaving the building by a very advanced door control system. It has also proved to be a cost effective model. This model for those individuals with very complex needs was initiated in order to provide an improved quality provision and better outcomes for individuals as well as being cost effective. It would not be cost effective to re-produce the Bridgend Resource Centre model elsewhere.</p> <p>There are also a number of people with a learning disability who receive day time support from the independent sector. The cost of this is under close scrutiny as there has been an increase in costs over the last 12 months. The individuals have received a very individual and at times bespoke service which has been of a high standard but this has not been cost effective. The service has recently reviewed the care needs to those attending the Centre and as a result have identified 12 individuals who are going to be introduced to a community daytime service. This will free up places for 12 people who are currently within the independent provision. This will in turn have a positive impact on the budget.</p> <p>There are a further number of people with a more moderate learning disability who receive day time support closer to the community in which they live and there are 4 bases across the Borough where people are able to attend and get the support that they have been assessed as needing. The service is currently reviewing the day time model which make sure that assessment of need are based on a preventative and strength based approach. As result there are now a range of alternative support and community options available to people with a learning disability. Development in this area will continue.</p> <p>Development of alternative day time opportunities to continue with close financial monitoring by Group Manager and Head of Service</p>	

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT OVERVIEW AND SCRUTINY COMMITTEE 2

16 MARCH 2020

REPORT OF THE CHIEF OFFICER – LEGAL, HR & 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;

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").
- 3.3 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 A** 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 The delivery of the Forward Work Programme will be met from within existing resources for Overview and Scrutiny support.

9. Recommendations

9.1 The Committee is recommended to:

- (i) 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 A**;
- (ii) Prioritise items from the Forward Work Programme to be presented to the Corporate Overview and Scrutiny Committee for scheduling for the next round of Overview and Scrutiny Committee meetings;
- (iii) Identify any additional items using the criteria form, for consideration on the Scrutiny Forward Work Programme.

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Background documents

None

Scrutiny Forward Work Programme

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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
19-Mar-20	SOSC 1 & 2	Learner Travel/ Post 16 Education	Update on progress made on the proposals for Post 16 Provision and to review interim feedback reports			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; Robin Davies, Group Manager Business Strategy and Performance Possible Youth Mayor/Student Representative	
23-Mar-20	SOSC 3	Plastic Free Bridgend	To receive an update on the previous recommendations made on 23 July 2018; What items we procure that uses single use plastic; What choices does that Authority have along with financial implications; Where does the Authority's plastic go and what happens to it? Update on role our of schemes across BCBC e.g. Love it, don't trash it.			Janine Nightingale, Corporate Director - Communities Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services; Rachel Jones, Corporate Procurement Manager Pete Tyson, Group Manager - Commissioning Contracts & Performance Keep Wales Tidy;	
20-Apr-20	SOSC 2	Remodelling Children's Residential Services Project	Report to incorporate evidence of outcomes.			Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children's Social Care;	
23-Apr-20	SOSC1	Youth Offending Service	Report on addressing the inspection action plan			Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Susan Cooper, Corporate Director - Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jane O'Kane - Head of Nursing Children Young People & CAMHS, Cwm Taf University Health Board; Eirian Evans - Local Delivery Unit Head, National Probation Service Supt Karen Thomas - South Wales Police	
27-Apr-20	SOSC3	Waste Management/ Refuse Centres	Details of any preparations or work being undertaken to look at the waste collection options. Details of how other Civic Amenity sites operate compared to BCBC, especially in relation to the types of restriction placed on certain vehicles / waste, etc. and how this is controlled. Charges for collecting green waste against how other authorities undertake this service. Details on schemes to encourage home composting? Update on the types of recycled collected and amounts, along with details of how they are disposed of and where do they get taken to along with the carbon produced in transporting to other parts of the country or world.			Janine Nightingale - Corporate Director Communities Mark Shephard - Chief Executive Cllr Hywel Williams - Deputy Leader Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services;	

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