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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

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

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



Annwyl Cyngorydd,

Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

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

Gofynnwch am / Ask for: Tim Gwasanaethau Democraidd

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Dydd Gwener, 7 Chwefror 2020

PWYLLGOR TROSOLWG A CHRAFFU CORFFORAETHOL

Cynhelir Cyfarfod Pwyllgor Trosolwg a Chraffu Corfforaethol yn Siambr y Cyngor, Swyddfeydd Dinesig, Stryd Yr Angel, Penybont Ar Ogwr CF31 4WB ar **Dydd Iau, 13 Chwefror 2020 am 09:30.**

AGENDA

1. Ymddiheuriadau am absenoldeb
Derbyn ymddiheuriadau am absenoldeb gan Aelodau.
2. Datganiadau o fuddiant
Derbyn datganiadau o ddiddordeb personol a rhagfarnol (os o gwbl) gan Aelodau / Swyddogion yn unol â darpariaethau'r Cod Ymddygiad Aelodau a fabwysiadwyd gan y Cyngor o 1 Medi 2008.
3. Cynllun Corfforaethol 2018-2022 Adolygwyd ar gyfer 2020-21 3 - 50

Gwahoddedigion:

Pob Aelod Cabinet a CMB

4. Monitro Cyllideb 2019-20 - Rhagolwg Refeniw Chwarter 3 51 - 82
Gwahoddedigion:
Pob Aelod Cabinet a CMB
5. Strategaeth Gyfalaf 2020-21 Ymlaen 83 - 112
Gwahoddedigion:

Cyngorydd Huw David, Arweinydd
Cyngorydd Hywel Williams, Dirprwy Arweinydd
Gill Lewis, Pennaeth Cyllid dros dro
Nigel Smith, Rheolwr Cyllid

Ffôn/Tel: 01656 643643

Facs/Fax: 01656 668126

Ebost/Email: talktous@bridgend.gov.uk

Negeseuon SMS/ SMS Messaging: 07581 157014

[Twitter@bridgendCBC](https://twitter.com/bridgendCBC)

Gwefan/Website: www.bridgend.gov.uk

Cyfnwidd testun: Rhowch 18001 o flaen unrhyw un o'n rhifau ffon ar gyfer y gwasanaeth trosglwyddo testun

Text relay: Put 18001 before any of our phone numbers for the text relay service

Rydym yn croesawu gohebiaeth yn y Gymraeg. Rhowch wybod i ni os yw eich dewis iaith yw'r Gymraeg

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6. Cynllun Cyflenwi Gwasanaeth - Ein Gweledigaeth Strategol 5 Mlynedd 113 - 254
Gwahoddedigion:

Susan Cooper, Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Lles
Cynghorydd Phil White, Aelod Cabinet – Gwasanaethau Cymdeithasol a Chymorth Cynnar
Laura Kinsey, Pennaeth Gofal Cymdeithasol i Blant
Jacqueline Davies, Pennaeth Gofal Cymdeithasol i Oedolion
Stephen Davies, Rheolwr Rhaglen Newid Busnes

7. Diweddariad Rhaglen Gwaith 255 - 264

8. Materion Brys

I ystyried unrhyw eitemau o fusnes y, oherwydd amgylchiadau arbennig y cadeirydd o'r farn y dylid eu hystyried yn y cyfarfod fel mater o frys yn unol â Rhan 4 (pharagraff 4) o'r Rheolau Trefn y Cyngor yn y Cyfansoddiad.

Yn ddiffuant

K Watson

Prif Swyddog – Gwasanaethau Cyfreithiol, Adnoddau Dynol a Rheoleiddio

Dosbarthiad:

Cynghowrwy

JPD Blundell

NA Burnett

N Clarke

J Gebbie

Cynghorwyr

T Giffard

CA Green

M Jones

RL Penhale-Thomas

Cynghorwyr

KL Rowlands

RMI Shaw

JC Spanswick

T Thomas

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

13 FEBRUARY 2020

REPORT OF THE CHIEF EXECUTIVE

CORPORATE PLAN 2018-2022 REVIEWED FOR 2020-21

1. PURPOSE OF REPORT

- 1.1 To present the Council's Corporate Plan 2018-2022 reviewed for 2020-21 (Appendix A) for the Committee to consider.

2. CONNECTION TO CORPORATE IMPROVEMENT OBJECTIVES / OTHER CORPORATE PRIORITIES

- 2.1 This report assists in the achievement of the following corporate well-being objectives (priorities):-

1. **Supporting a successful sustainable economy** – taking steps to make the county borough 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 borough.
2. **Helping people and communities to be more healthy and resilient** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience and enable them to develop solutions to have active, healthy and independent lives.
3. **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 Corporate Plan 2018-2022, describes the council's vision for Bridgend County Borough, our 3 well-being objectives and our organisation values and principles that underpin how we will work to deliver our priorities.
- 3.2 The Plan represents our contribution to achieving the 7 national well-being goals as set out in the Well-being of Future Generations (Wales) Act 2015 and our improvement objectives under the Local Government (Wales) Measure 2009.

4. CURRENT SITUATION / PROPOSAL

- 4.1 The Corporate Plan has been refreshed for 2020-21. This follows a corporate planning process carried out between October 2019 and January 2020

(Appendix B) to review progress, streamline the plan to focus on key priority areas and to further maximize our contribution to the national well-being goals.

- 4.2 The revised Corporate Plan includes minor changes to our well-being objectives, new priority areas to effectively direct resources towards shared outcomes and new commitments to accelerate the pace of progress, and aims to improve alignment with the 7 well-being goals.
- 4.3 There are a number of new success measures in the Plan (some of which are new national indicators), linked to our commitments to ensure we can monitor progress. Where possible targets have been set to help drive improvement - in the case of new indicators with no benchmark information, the target is to establish a baseline.
- 4.4 Financial information will be incorporated into the Plan when the Council's budgets are finalised for the Medium Term Financial Strategy (MTFS).
- 4.5 Any comments from the Committee will be considered when the reviewed Plan is finalised for Cabinet to consider at its meeting on 25th February 2020 and for Council to approve on 26th February 2020 for publication by 31 March 2020 to meet statutory requirements.
- 4.6 Once approved, this Plan replaces the current Corporate Plan. Delivery will be supported by the MTFS and directorate business plans. It will be monitored quarterly through the Corporate Performance Assessment process, directorate management team meetings and this Committee.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

- 5.1 The Council's Corporate Plan forms part of the Policy Framework.

6. EQUALITY IMPACT ASSESSMENT

- 6.1 A full Equality Impact Assessment was undertaken when the Plan was developed. Consideration was given to the potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups. Separate EIAs will be undertaken when proposals for carrying out the Plan are developed and implemented.

7. WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 IMPLICATIONS

- 7.1 The Well-being of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of Council and has major implications for the long-term planning of finances and service provision. The 7 well-being goals identified in the Act have driven the Council's three well-being objectives.
- 7.2 A well-being assessment of the impact of the Corporate Plan has been completed (Appendix C).

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications arising from this report. The Corporate Plan is closely aligned to the Medium Term Financial Strategy which sets out the resources for delivering the council's corporate plan.

9. RECOMMENDATION

- 9.1 That the Committee consider the Corporate Plan 2018-2022 reviewed for 2020-21 for onward consideration at Cabinet and Council.

Mark Shephard, Chief Executive

Contact Officer: Gill Lewis, Interim Head of Finance and 151 Officer
Telephone: 01656- 643224; email: gill.lewis@bridgend.gov.uk

Background Documents - None

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**One Council Working Together
to Improve Lives**

INTRODUCTION

Welcome to the Council's revised corporate plan for 2020-21.

The Council delivers, or enables, many hundreds of services across all the diverse communities within the County Borough of Bridgend. Like all parts of the public sector across the UK, the Council is very much a people business. We are confronted with significant challenges, increased demand, such as meeting the needs of a growing number of older residents, new legislation as well as challenges such as Brexit and how best to embrace new technology in the how we deliver services.

This corporate plan in no way attempts to include every service that the Council delivers or will deliver in the coming years. What it does, is set out our well-being objectives; the long-term outcomes that we want to achieve for the county borough and for the people we are privileged to serve. We want to contribute to a place where people love to live, work, study and do business, where people have the skills and qualifications they need to improve their life chances, enjoy good health and a sense of well-being and independence. One of the most significant changes in April 2019 was the transfer of all health services within Bridgend County Borough from Abertawe Bro Morgannwg University Health Board to the new Cwm Taf Morgannwg University Health Board.

Making smarter use of our resources will include prioritising our spend better out of necessity. It will mean investing in those things that make the most difference to outcomes for local people. Enhanced and intelligent collaboration with the private sector, other public sector partners and the third sector is crucial, as is ongoing engagement with our citizens, to gain a better mutual understanding of what they feel the Council should focus on to enable us to create workable solutions together. Against this backdrop we have to be honest with our communities and partners in saying that the Council can no longer deliver all of the services it once did or always to the same level as in previous years. However, we remain committed to making smarter use of our resources, in supporting and protecting the most vulnerable in our communities and building an economically sound county borough that meets the needs of our citizens in the future.

Our Corporate Plan 2018-22, reviewed for 2020-21 sets out the changes the Council is making through its well-being objectives and what its focus will be over the next year, as part of a four year plan. This plan represents our ambitions and commitments to our citizens and our contribution to Wales' seven well-being goals as outlined in the Well-being of Future Generations (Wales) Act 2015.

In reviewing this plan for 2020-21, we further developed our well-being objectives and aims. We also reviewed the priority areas which are integral to us meeting our well-being objectives. A lot of the commitments listed in the plan are ambitious and some are in the early stages of development. We therefore review these annually to ensure we are progressing with these in line with our long term ambitions and the resources available to us. As part of this year's review we have also introduced a suite of new indicators to better focus on measuring our achievements in improving the lives of those we serve. These new measures also support and drive forward our sustainability principles. We check our performance regularly to see how successful we are in achieving what we set out to do.

We welcome your comments on this corporate plan and your suggestions for improvement. Ways of providing feedback are found at the back of this report.



Councillor Huw David
Leader of the Council



Mark Shephard
Chief Executive

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A SNAPSHOT OF BRIDGEND COUNTY BOROUGH

In Numbers



Population	144,876
Size	98.5 square miles
Households	64,766
Average House Price	£150,412 (UK HPI: April 2019)
Active Businesses	4,160
People in Employment	72.1% (June 2019)
Average (median) salary	£28,418 (Welsh average £26,468)

Representation

Wards	39
Councillors	54
Constituency AMs	2
Regional AMs	4
MPs	2

Education

Primary schools	48
Secondary schools	9
Faith schools	6
Special schools	2
Pupil referral unit	1

Homelessness

Homeless hostels	2
Domestic abuse refuges	2
Rough sleepers provision	2
Supported and temporary accommodation schemes	8

Leisure and Well-being

Swimming Pools	5
Life centres & sports facilities	9
Libraries	11

Social Care

Extra Care Homes	3
Reablement Unit	1
Resource Centre for people with complex needs	1

We develop, manage and maintain **280 hectares** of open spaces, including children's play areas, sports pitches, commons, highway verges, landscapes and horticultural features.



Total Council Income (2020-21)



Council Tax	£83.758m
Non-Domestic Rates	£49.685m
Revenue Support Grant (Welsh Government)	£153.442m
Other funding	£134.615m
Total Gross Income	£421.500m

We have **4,225** full-time equivalent staff delivering over **800** separate services that include:

Education and schools, social care, safeguarding our most vulnerable adults and children; youth justice, planning and building control, housing support, maintaining highways and public transport, refuse and recycling, street cleaning and safety, parks, environmental and natural resources protection, play areas, food hygiene, licensing, health and safety inspectors, collecting revenues and administering benefits, elections, sports, arts and libraries, supporting employment, business and tourism, special events and festivals.

OUR VISION, PRINCIPLES AND VALUES

Our Vision

In formulating this corporate plan the Council has considered the type of organisation it wants to be. Our vision is to act as

“One Council working together to improve lives”.

We will do this by delivering our well-being objectives. Achieving this will improve the quality of life of all those living and working in the county borough. This plan represents our ambitions and commitments to our citizens and sets out our contribution to Wales’ seven well-being goals as outlined in the Well-being of Future Generations (Wales) Act 2015.

This means that we will become a smaller, more flexible and innovative local authority that works with partners and local communities to create a future in which residents have access to a more responsive and tailored service. It will also mean that residents take greater responsibility for making that happen, to improve their own resilience and for that of the community as a whole.

Our Principles

A number of key principles underpin how we work. They highlight the importance of working in partnership with our citizens, our communities and with other organisations to develop and deliver sustainable services. Together, we will identify and meet local need as best we can:

- To support communities and people to create their own solutions and reduce dependency on the Council.
- To focus diminishing resources on communities and individuals with the greatest need.
- To use good information from service users and communities to inform its decisions.
- To encourage and develop capacity amongst the third sector to identify and respond to local needs.
- To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.
- To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.
- To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.

These principles highlight the importance of other organisations in delivering services to meet local needs. The Council has a track record of working with the third sector, the not-for-profit sector and the private sector, each of which already provides some services for the Council. We will continue to build on this approach for the duration of this plan.

These principles, together with the Council’s values, support the principle of sustainable development defined by the Well-being of Future Generations (Wales) Act 2015. Sustainable development is about improving the way in which we can achieve our economic, social, environmental and cultural well-being by focusing on the long term, prevention, integration collaboration and involvement. It will underpin everything we do and help us make the county borough a good place for people to live, work, study and visit.

Our Values

These represent what we stand for and shape how we work:

Fair - taking into account everyone's needs and situation

Ambitious - always trying to improve what we do and aiming for excellence

Citizen-focused - remembering that we are here to serve our local communities

Efficient - delivering services that are value for money

Our principles, together with our values, support the principle of sustainable development defined by the Well-being of Future Generations (Wales) Act 2015. Sustainable development is about improving the way in which we can achieve our economic, social, environmental and cultural well-being by focusing on the long term, prevention, integration collaboration and involvement. It will underpin everything we do and help us make the county borough a good place for people to live, work, study and visit.

WELL-BEING OBJECTIVES

The Well-being of Future Generation (Wales) Act 2015 has been put in place to make sure that public bodies are doing all they can to improve the social, economic, environmental and cultural well-being of Wales.

The Act introduces seven long-term well-being goals, puts in place a sustainable development principle, and defines five ways of working that public bodies will need to adopt to show they have applied the sustainable development principle.

This document sets out a small number of important long-term objectives we want to achieve. These are our well-being objectives under the Well-being of Future Generations (Wales) Act 2015. They are also our improvement objectives under the Local Government (Wales) Measure 2009.

In setting our well-being objectives we set out what we aim to achieve and why they are important. Our well-being objectives are integrated, which ensures we are working together to achieve shared outcomes. This plan sets out the steps we will take and identifies the priority areas to drive improvements. Details on how we have already made progress towards these objectives can be found in our Annual Report 2018-19.

Our well-being objectives



In this plan, we have laid out the Council's commitment to the well-being goals and embedded the sustainable development principles of the Act. We have made sure that, when we make decisions, we take into account the impact they could have on people living their lives in Wales both today and in the future.

Our contribution to the well-being goals

This report sets out the contribution our well-being objectives make to the seven well-being goals. These are set out below:

Well-being Goal	Well-being Objective		
	Supporting a successful sustainable economy	Helping people and communities to be more healthy and resilient	Smarter use of resources
A prosperous Wales	✓		✓
A resilient Wales			✓
A healthier Wales	✓	✓	✓
A more equal Wales	✓	✓	✓
A Wales of cohesive communities	✓	✓	✓
A Wales of vibrant culture and thriving Welsh language	✓	✓	
A globally responsible Wales	✓		✓

How we are using the five ways of working

In addition to the seven well-being goals, the Well-being of Future Generations (Wales) Act 2015 puts in place the sustainable development principle, and defines the five ways of working that public bodies must adopt to demonstrate they have applied the sustainable development principle. The five ways of working are:

Long term – The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs.






























Prevention – We are being proactive in resources into preventing problems occurring or getting worse.

Integration - Considering how our well-being objectives may impact upon each of the well-being goals, or on the objectives of other public bodies.

Collaboration - Acting in collaboration with any other person/organisation or different parts of the local authority to deliver our well-being objectives.

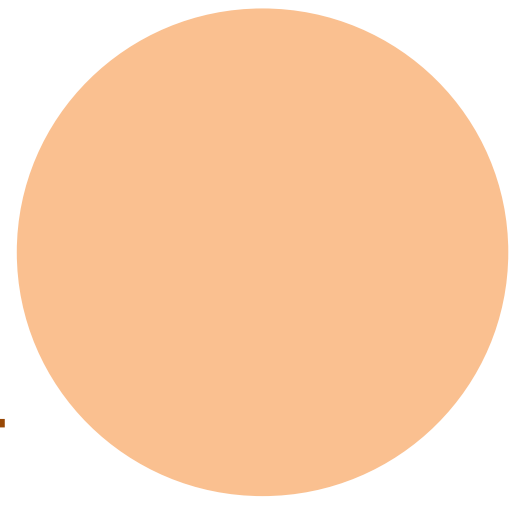
Involvement - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the areas which we serve.

We have embedded the five ways of working, as expressed in the Well-being of Future Generations (Wales) Act 2015 into our principles.

5 Ways of Working	Long term	Prevention	Integration	collaboration	Involvement
					
Our Principles					
To support communities and people to create their own solutions and reduce dependency on the Council.					
To focus diminishing resources on communities and individuals with the greatest need.					
To use good information from service users and communities to inform its decisions.					
To encourage and develop capacity amongst the third sector to identify and respond to local needs.					
To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.					
To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.					
To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.					

WELL-BEING OBJECTIVE 1

SUPPORTING A SUCCESSFUL SUSTAINABLE ECONOMY



This means we will take steps to make the county borough a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.

Our well-being aims

- To support local people develop skills and take advantage of opportunities to succeed.
- To create conditions for growth and enterprise.
- To create town centres and communities that improve the quality of life for citizens.

Why these are important

Our citizens have told us that a local, vibrant economy is one of their top priorities. We want to build a county borough where people have more opportunities to secure a meaningful job, develop a career and improve their family income and circumstances.

Helping us to achieve our ambition of a successful and sustainable economy, the Council, along with key partners, is working on a number of projects which will deliver the outcomes to help Bridgend thrive over the long term. These include:

- A Replacement Local Development Plan (LDP), which sets out our objectives for the development and use of land in the county borough up to 2033, including the need to build around 7,500 homes.
- The Cardiff Capital Region City Deal, which the local authority is part of, with the aim of creating 25,000 jobs across the entire region and bringing in £4bn of private sector investment by 2036. The City Deal includes four strategic themes which will benefit the county borough - skills and employment, innovation, connecting the region and infrastructure.
- The Valley's task force programme, an initiative the local authority is committed to, along with other South East authorities, which includes supporting the Maesteg Town Hall project, along with grant programmes for housing and business and tourism investment across the valleys, including the £6.6m Valleys Regional Park programme.

We know that higher levels of prosperity boost health and well-being and create more resilient communities needing fewer services. For future prosperity and long-term resilience, our town centres and businesses need to thrive and be profitable to generate wealth, provide better jobs, attract investment, reduce economic inactivity and improve skills and encourage visitors.

We will work towards the principles of the foundation economy model – better jobs closer to home which will nurture and grow local economies by stimulating meaningful employment in communities with high levels of unemployment. We will seek to boost economic development throughout the County Borough through a range of activities including the development of enterprise hubs and direct business support packages.

We believe that education remains the most important lever for improving the life chances and resilience of young people. Our future long-term prosperity depends on the skills and knowledge of our communities.

Estyn (Her Majesty's Inspectorate for Education and Training in Wales) inspected the local authority in March 2019 under the new Local Government Education Services (LGES) Inspection framework, introduced in September 2018. The inspection identified many strengths that the local authority has in providing education to its learners, but also recognised some areas that we need to improve in.

We recognise that we must support the diverse needs of our young people and promote their well-being so they can fulfil their potential, through the medium of English and Welsh. We have prioritised the need to raise standards of achievement for all our young people. We also recognise that we need to improve education for key groups of learners to help them to achieve their full potential, focussing on numeracy, literacy, vulnerable young people, those currently in the care system as well as our more able and talented pupils. We know we will need to continue the focus on addressing inequality in achievement, participation and progression to further study or equipping young people with the skills to move into employment.

It is important to balance these long term projects with activities that address the short and medium term needs of Bridgend. To that end, we have identified two priority areas that will drive these forward over the duration of this corporate plan:

Our priority areas to support this well-being objective

- **Improve learner outcomes** – To inspire and support children, adults and families to achieve better outcomes; leading to prosperous, healthy, safe and happy communities.
- **Growth and prosperity** - Promote the conditions for growth and prosperity by supporting people and business to take advantage of the opportunities to help them succeed.

Who will help us?

Bridgend Business Forum; City Deal partners; Bridgend College and training providers; schools; Careers Wales; Job Centre Plus.

Steps we will take to support this well-being objective

To help improve learner outcomes we will

Sustain the current good performance of key stage 4.

Raise standards of literacy in primary schools.

Improve outcomes for post-16 learners in sixth forms.

Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh medium education and increase the number of Welsh speakers to support Cymraeg 2050.

To support growth and prosperity we will

As part of regeneration to support the growth and prosperity of the county borough two key developments are planned:

- Redevelopment of Maesteg Town Hall providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs.
- Complete on the sale of Salt Lake Development for food retail as part of an ambitious regeneration scheme in Porthcawl.

Create better town centres through improving property and the environment.

Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity.

Providing the right infrastructure and support for business to thrive by:

- Supporting business start ups
- Supporting resilience of businesses - (enterprise hubs)
- Developing procurement strategies to boost the foundational economy

Improving the visitor experience to boost tourism:

- Enhancing the natural environment through Valleys Regional Park
- Deliver the Porthcawl Resort Investment Focus (PRIF) programme

How will we know we are successful?

By monitoring our measures of success, we will be able to keep track of performance to help drive improvements to achieve the following outcomes:

Priority area: Improve learner outcomes

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Average capped 9 score for pupils in year 11.	357.2	Establish baseline	363.0
Percentage of pupils, at end of foundation phase, achieving Outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language Literacy and Communication in English and Welsh).	84.7%	84.9%	85.1%
Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the expected outcome in English/Welsh first language, as determined by teacher assessment.	90.0%	90.0%	90.2%
Percentage of pupils at A level achieving 3 A*-C grades.	54.2%	Establish baseline	55.6%
Percentage of Year 1 learners being taught being through the medium of Welsh.	8.7%	8.7%	8.7%

Priority area: Growth and prosperity

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
The number of participants in the Employability Bridgend programme going into employment.	N/A	180	200
The number of vacant premises in town centres: a) Bridgend b) Maesteg c) Porthcawl d) Pencoed	a) 60 b) 10 c) 11 d) 6	a) 66 b) 9 c) 10 d) 6	a) 66 b) 9 c) 10 d) 6
The number of visitors to town centres- footfall for a) Bridgend b) Porthcawl	a) 2,160,100 b) 6,761,710	a) 2.5m b) 7.2m	a)2.5m b)7.3m
Financial value of externally funded town centre regeneration projects underway/in development	£20.8m	£13m	£13m
The number of participants in the Employability Bridgend programme going into employment.	N/A	180	200
Number of start-up business.	460	461	462
Total annual expenditure by tourists.	£347.3m	2% increase	2% increase

WELL-BEING OBJECTIVE 2

HELPING PEOPLE AND COMMUNITIES TO BE MORE HEALTHY AND RESILIENT

This means we will work with our partners, including the people who use our services to take steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. We will support individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.

Our well-being aims

- To give people more choice and control over what support they receive by providing early access to advice and information.
- To reduce demand through targeted early help and intervention programmes.
- To develop more active, healthy and resilient communities by working in partnership with the third sector, town and community councils and community groups.

Why these are important

Local authorities have a role to play in helping individuals and communities to develop social capital. There is growing recognition that although disadvantaged social groups and communities have a range of complex and inter-related needs, they also have assets at the social and community level that can help improve health, and strengthen resilience.

The Council is committed to taking asset-based approaches to improving health and building resilience for well-being. By intervening early and focusing on preventative services we can help people and communities to be more independent, less reliant on council services and more likely to achieve better outcomes. At the service delivery level, timely and appropriate interventions help reduce costs which helps safeguard the sustainability of services ensuring the Council can effectively support those with greatest need.

The prevention and well-being focus within the Council has allowed assets such as community centres to re-design the service model so that they now offer a wider range of services that support better physical health and emotional well-being.

The positive impact of housing on standards of health and overall well-being, means housing is increasingly seen as a primary preventative measure in building resilience. Empty properties are a wasted resource and a missed opportunity to improve well-being. The Council is committed to reducing the number of empty properties across the county borough and help contribute towards increasing the availability of quality affordable housing for sale or for rent. The additional wider

benefits include improving the aesthetic of the local environment, creating training and job opportunities. The Council will work collaboratively with external partners providing responsive, creative and innovative approaches to prevent and relieve homelessness, ensuring accessibility to suitable accommodation with the appropriate support.

Our priority areas to support this well-being objective

- **Developing and enhancing community support and services** – Ensuring there are high quality, seamless opportunities, support and services in place for those who need our help to enable them to remain independent for as long as possible.
- **Building resilient communities** – Working with our partners and communities we will develop through co-production new and innovative alternatives to improve well-being and to support and sustain delivery. New service models will be sustainable and less reliant on the Council and will reflect a positive shift in responsibility by empowering other organisations and local people.
- **Better health and well-being** – Improve the physical, mental and emotional well-being of children and young people and vulnerable citizens, to ensure they can thrive and fulfil their potential.

Who will help us?

We will work with partners to help achieve our aims, in particular the NHS, Police, Awen, Halo and the third sector. Similarly, Registered Social Landlords (RSLs) and private sector landlords are also essential partners.

We also work collaboratively on a regional basis as members of the Cwm Taf Morgannwg Partnership Board. In addition, our key stakeholders, the people who use social care, play a vital role in helping design services that best meet need.

Steps we will take to support this well-being objective

To develop and enhance community support and services we will

Expand a range of integrated community services to 7 days – over an extended day

Target the use of early intervention services to reduce demand on statutory services.

To build resilient communities we will

Continue the safe reduction of looked after children to ensure young people are supported to live with their families and where this is not possible alternative permanence options are achieved at the earliest opportunity.

Enable community groups and the third sector to have more voice and control over community assets, supporting sporting clubs and other organisations to transfer assets to the community.

Work with households and partners to provide a range of accommodation options to prevent people from becoming homeless, and support vulnerable people to prevent homelessness and escalation into statutory services.

Work with landlords to return empty properties back into use helping to increase the availability of affordable housing for sale or rent.

To support better health and well-being we will

Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place.

Increase participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and creating age friendly communities.

How will we know we are successful?

By monitoring our measures of success, we will be able to keep track of performance to help drive improvements to achieve the following outcomes:

Priority Area: Developing and enhancing community support and services

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Number of people aged 65+ referred to Community Resource Team.	N/A	N/A	Establish baseline
Number of referrals to Community Resource Team on Saturday, Sunday and Monday.	N/A	N/A	Establish baseline
Percentage of reablement packages completed that: a) Reduced the need for support b) Maintained the same level of support c) Mitigated the need for support	N/A	N/A	Establish baseline

Priority Area: Building resilient communities

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Number of council owned assets transferred to the community.	4	5	40
Percentage of households threatened with homelessness successfully prevented from becoming homeless.	70.6%	70%	72%
Percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation.	8.1%	11.85%	10%
Number of additional dwellings created as a result of bringing empty properties back into use.	N/A	5	7
Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	8.41%	5%	6%
The number of children and young people looked after.	381	378	375

Priority Area: Better health and well-being

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome.	69%	72%	73%
Percentage of individuals in managed care supported in the community.	N/A	N/A	Establish baseline
Percentage of individuals in managed care supported in a care home setting.	N/A	N/A	Establish baseline
Number of individuals engaged/supported in targeted programmes linked to leisure and cultural facilities and services.	N/A	N/A	Establish baseline
Number of people who benefit from removing or reducing costs to improve access to leisure and cultural activities.	N/A	N/A	Establish baseline

WELL-BEING OBJECTIVE 3

SMARTER USE OF RESOURCES

This means we will ensure that all of our resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

Our well-being aims

- To ensure that the council is financially sustainable over the longer term.
- To improve the efficiency of, and access to, services by redesigning our systems and processes.
- To work collaboratively to make the most of natural and physical assets.
- To develop the culture and skills required to meet the needs of a changing organisation.

Why these are important

We recognise we need to continue to make smarter use of our resources, looking at different ways of delivering services, embracing technology and working with partners and our communities to deliver financially sustainable services for the long term. In this way we can maximise our contribution to achieving our well-being objectives and improving well-being for our citizens while achieving those planned savings.

Over the past four years, we have made budgetary savings of more than £27 million. Some of the ways we have done this include:

- streamlining senior management and reducing our workforce by more than 400 employees
- relocating staff and closing some council premises
- developing more online services

Also, we have remodelled two children's homes, removed surplus properties and assets, and reorganised our back office services.

Despite the changes made to date, we still have to make a further £29 million saving by 2024, which is currently 10.8% of our net budget. Some big decisions will need to be made on what we will and will not provide as a Council. Our staff are integral to the delivery of services and we will need to increase the capabilities of our workforce as the organisation continues to change, making savings, whilst still improving the social, economic, cultural and environmental well-being of our citizens.

Over the longer term this well-being objective is essential for the sustainability of council services and for the local economy. The transition to decarbonisation outlined in the Local Area Energy Strategy (up to 2025) is one of the largest economic development opportunities Bridgend County Borough will have in the next 30 years. Working with others we also need to better manage our natural resources, seek to maintain and enhance biodiversity as well as continuing to consider how best to dispose of waste, with an emphasis on reducing, reusing and recycling.

Through our Corporate Landlord model we are transforming the council's estate, with an on ongoing disposals programme to have fewer but better buildings, reducing maintenance backlogs and running costs, whilst also reducing our carbon footprint.

By generating capital receipts from our disposals programme, we will continue to build new schools and improve the conditions of our existing school buildings to provide better teaching and learning environments for our pupils whilst also maximising community usage of these facilities.

We recognise that having access to technology for online study can support positive outcomes for learners. As part of the Learning in Digital Wales Programme funded by Welsh Government, £2m will be invested in our schools to provide high speed and quality broadband, together with new and replacement classroom-based, end-user devices.

Over the short and medium term this corporate plan will focus on the following priority areas to help deliver improvements:

Our priority areas to support this well-being objective

- **Transforming the council's estate** - Ensure the Council's estate is appropriately developed and utilised to improve service delivery, reduce running costs, minimise our impact on the environment and provide the best possible setting to meet the needs of all users including citizens.
- **Areas of corporate change** - We will adapt our ways of working to ensure the effective delivery of our well-being objectives. Embracing innovation and technology, developing the skills and behaviours of staff and adopting alternative ways of working will ensure the Council is equipped to respond to future challenges.
- **Environmental sustainability** - Programmes of work that protect and safeguard the environment for future generations by lowering the Council's carbon footprint, enhancing reduction, re-use and recycling of materials and promoting environmental awareness and responsibility with our communities.

Who will help us?

Employees; Schools; Contractors; Trade Unions

Steps we will take to achieve our well-being objective

To transform the council's estate we will

Have fewer better buildings. Dispose of or release surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained.

Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme

To support areas of corporate change we will

Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend.

Provide support to facilitate organisational and cultural change and develop, support and engage with our workforce to ensure that they are equipped to meet current and future challenges.

Implement the planned budget reductions identified in the MTFs, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.

Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools.

To support environmental sustainability we will

Invest £1.3 million to install energy and cost saving technologies to reduce our energy consumption and CO₂ emissions

Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the:

- Caerau Minewater Heat Scheme,
- Bridgend Heat Network

Continue to exceed the national recycling targets and increase opportunities for reuse of materials by :

- building a new community recycling centre with a reuse centre,
- recycling street scene waste,
- raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity

Maintain and enhance the natural resources and biodiversity of Bridgend County Borough.

How will we know we are successful?

By monitoring our measures of success, we will be able to keep track of performance to help drive improvements to achieve the following outcomes:

Priority Area: Transforming the councils' estate

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Percentage surplus capacity in primary schools.	4.9%	10%	10%
Percentage surplus capacity in secondary schools.	22%	18%	18%
Realisation of capital receipts targets.	£1.821m	£2.8m	£600k
Percentage of BCBC operational buildings achieve full statutory compliance.	N/A	100%	100%

Priority Area: Areas of corporate change

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Percentage of staff participating in the staff survey.	41.5%	43%	44.5%
Percentage of managers attending the Managers Induction programme who rated it excellent or good.	N/A	N/A	Establish baseline
Percentage budget reductions achieved (Overall BCBC budget).	91.7%	100%	100%
Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	N/A	N/A	100%
Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	N/A	N/A	100%

Priority Area: Environmental sustainability

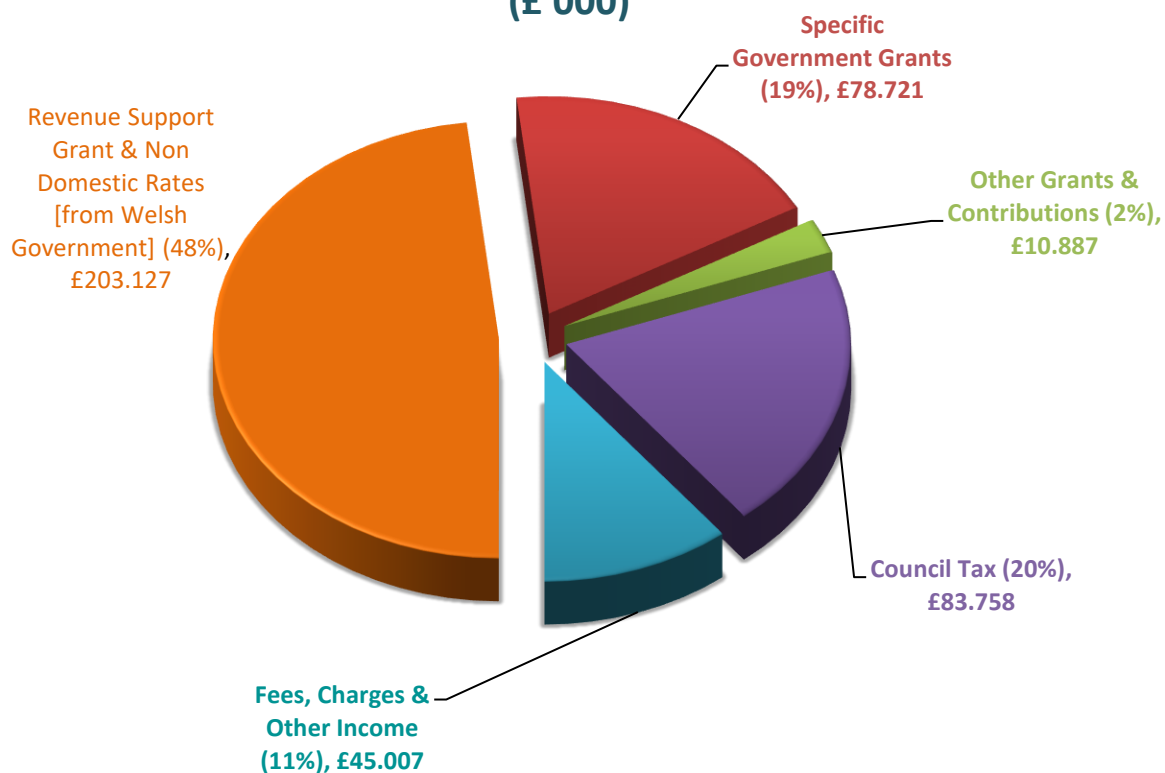
Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Annual gas consumption across the local authority - kWh	N/A	N/A	Establish baseline
Annual electricity consumption across the local authority - kWh	N/A	N/A	Establish baseline

Success Indicators	Actual 2018-19	Target 2019-20	Target 2020-21
Annual CO2 emissions related to gas consumption across the local authority - kWh	N/A	N/A	Establish baseline
Annual CO2 emissions related to electricity consumption across the local authority - kWh	N/A	N/A	Establish baseline
Kilograms of residual waste generated per person.	122.95kg	130kg	130kg
Percentage of waste reused, recycled or composted	69.39%	69%	69%
a) reuse	2.56%	3%	4%
b) recycled	45.96%	46%	46%
c) composted	20.87%	21%	21%
Percentage of street cleansing waste prepared for recycling.	N/A	N/A	20%
Undertake schemes to increase the County Borough's tree cover	N/A	N/A	3
Undertake the Council Tree Management programme	N/A	N/A	100% complete
Deliver community biodiversity schemes	N/A	N/A	3
Undertake Local Nature Reserve Enhancement projects	N/A	N/A	4

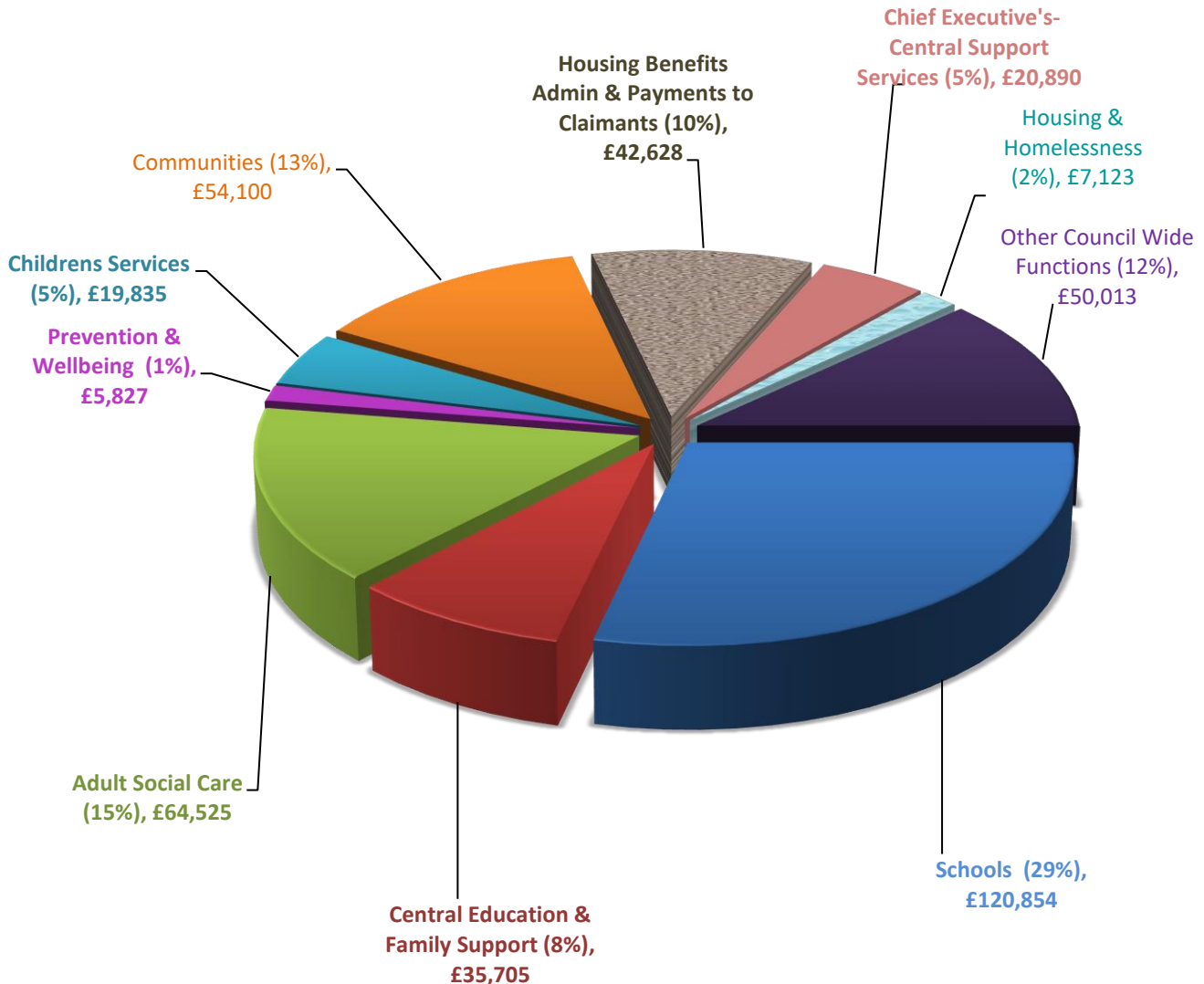
Managing our Budget

The charts below outline our income and spending plans for 2020-21. The Council's gross revenue income for 2020-21 is £421.5 million.

WHERE THE MONEY COMES FROM GROSS REVENUE INCOME 2020-21 (£'000)



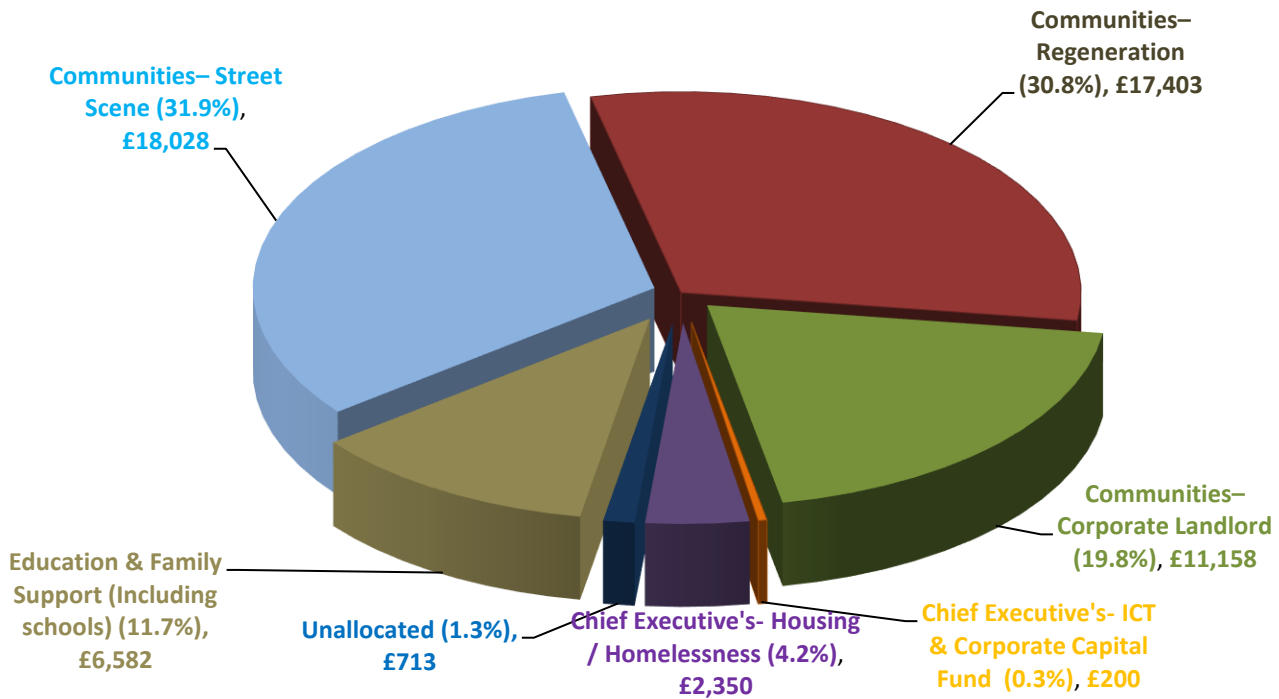
WHERE THE MONEY IS SPENT GROSS REVENUE EXPENDITURE 2020-21 (£'000)



Note: **Other Council Wide Functions** includes Capital Financing Costs, Precepts and Levies, Council Tax Reduction Scheme and corporate provision for pay and price. **Chief Executive's - Central Support Services** - includes :Finance, Audit, HR ,ICT, Legal & Democratic & Regulatory , Elections & Partnerships. **Communities** - includes Regeneration, Development, Streetworks, Highways & Fleet, Parks & Open Spaces, and Transport & Engineering .

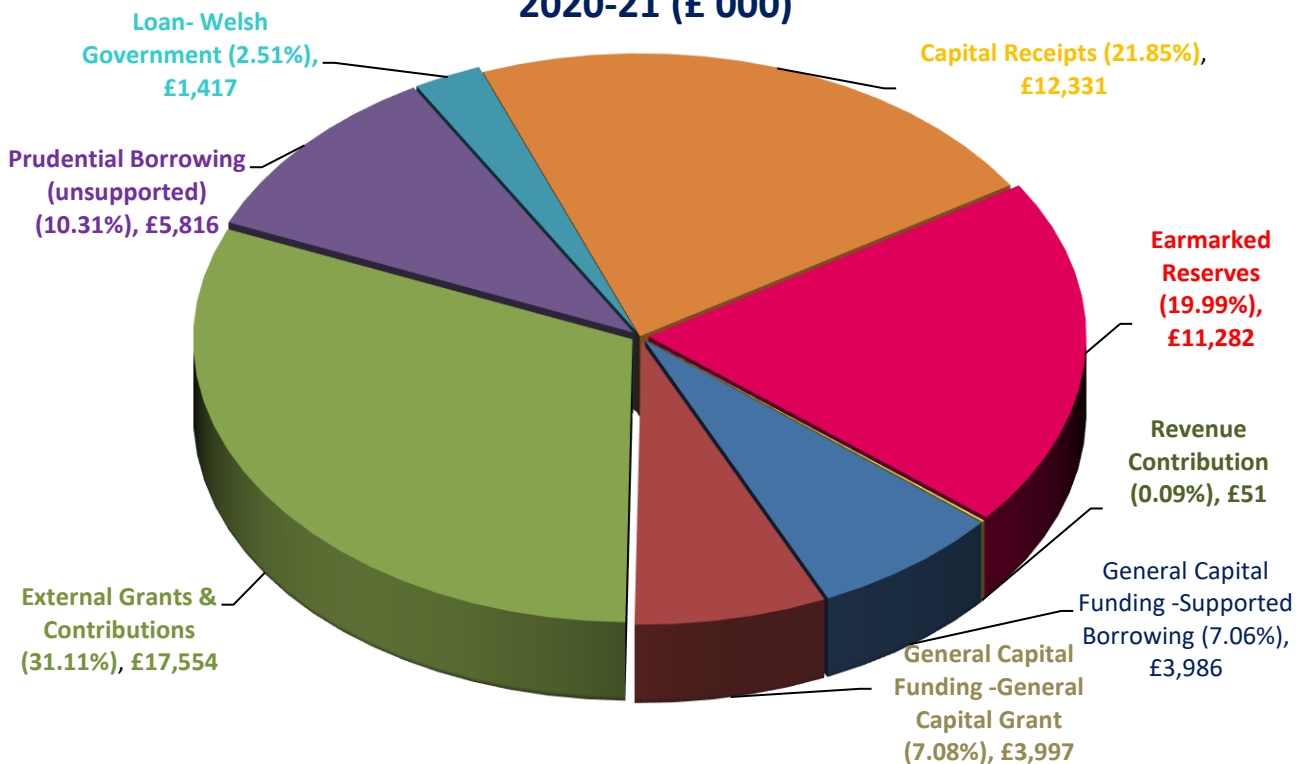
In addition to spending money on providing day-to-day services, the Council also spends money on providing new facilities, improving assets and the infrastructure, enhancing assets or providing capital grants to others. Planned capital expenditure for 2020-2021 amounts to £56.434 million.

CAPITAL EXPENDITURE 2020-21 (£'000)



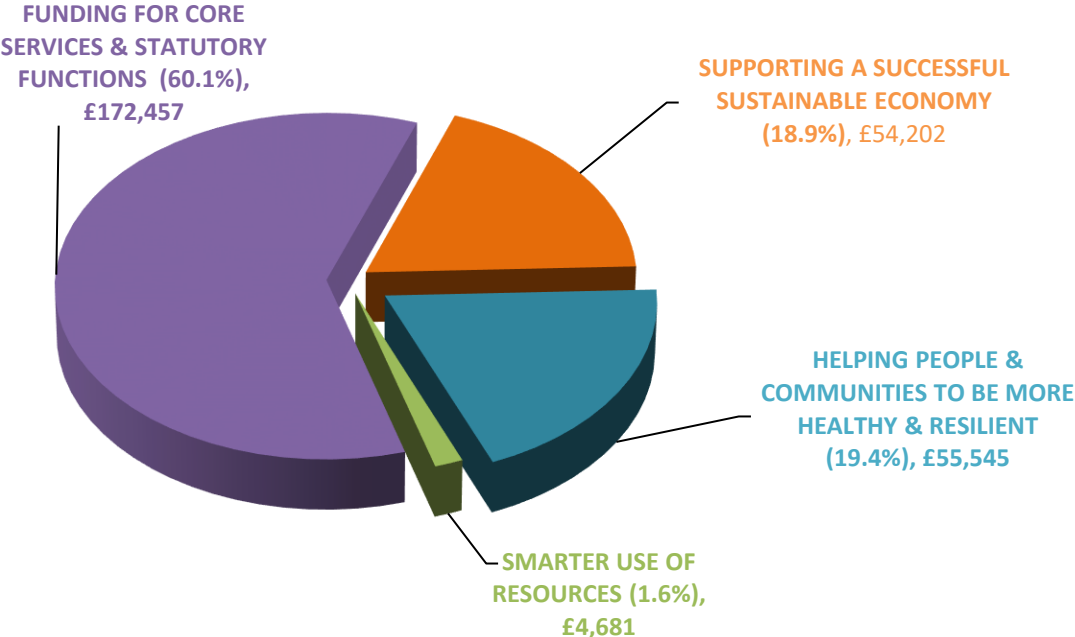
The chart (above) provides details of the service areas where capital expenditure is planned and (below) how the expenditure will be financed in the year.

SOURCES OF CAPITAL FINANCING 2020-21 (£'000)



The local authority has a net revenue budget of £286.885 million that supports the delivery of the Council’s corporate Well-Being Objectives, core services and statutory functions. The net budget is financed by the Revenue Support Grant, Non-Domestic Rates (NDR) and Council Tax income. It excludes income from other financing streams such as other government grants, customer and client receipts, and interest which finance the gross revenue expenditure. The chart below provides details of how the net revenue budget has been allocated for 2020-21.

NET REVENUE BUDGET BY WELL-BEING OBJECTIVE 2020-21 (£'000)



Democracy and Partnership

How the Council Works

Council

Made up of 54 councillors representing 39 wards, the full Council meets to approve key strategic policies and set the Council corporate plan and budget. The rules for how the Council operates are written in the council's constitution.

Cabinet

Made up of six councillors and chaired by the Leader, the Cabinet is responsible for making major decisions and policies in Bridgend County Borough. Each councillor has a portfolio covering a specialist area.

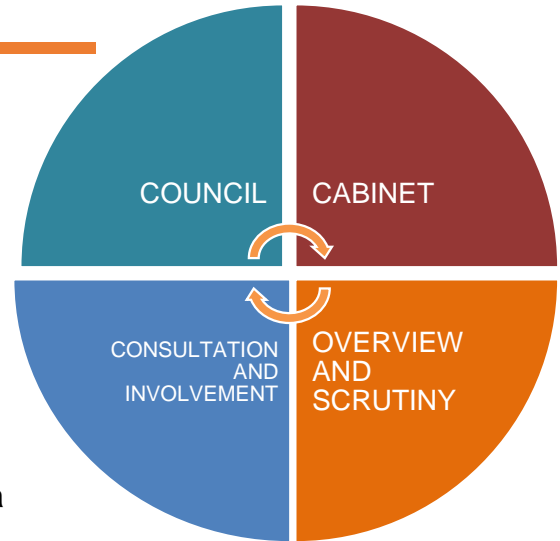
Overview and Scrutiny

Made up of four committees who look at decisions that the Council are making and make sure they have been examined properly.

Consultation and Involvement

Throughout the year we carry out a range of consultations to inform our decisions, including the 'Shaping Bridgend's Future' 2019 budget consultation. Building on our experience of previous consultations, we developed new ways for people to participate and get involved. Our methods included surveys, social media, community engagement stands, town and community council meetings, and community group meetings. In total there were 7,437 interactions across the different platforms which represents an increase of 40.6% (2,149) compared to the previous year.

Members of the Citizens' Panel receive up to three surveys per year on diverse service areas; topics have included play areas, grass cutting and potential increased charges for the use of sports fields and pavilions, adult community learning, the council budget, dog fouling and mental health provision. They also receive updates through our 'You said, we did' newsletter.



Our newly revised website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook www.facebook.com/BridendCBC



Twitter: [@BridgendCBC](https://twitter.com/BridgendCBC)



Email to talktous@bridgend.gov.uk

We also engage with specific groups of people, such as those who use our social care services, to ask for their views about the services they receive.

Working with Others

- The [Bridgend Public Services Board \(PSB\)](#) was created as part of a legal requirement for each local authority under [The Well-being of Future Generations \(Wales\) Act 2015](#). The Council is one of a group of local health, education, social care and well-being organisations from the public sector and not for profit sectors who work together to create a better Bridgend County Borough. The work is based on collaboration and consultation with local people and communities.
- Following a Well-being Assessment, the Bridgend PSB has developed a [Well-being Plan](#) to address the issues that influence the long-term well-being of Bridgend.
- The [Cwm Taf Morgannwg Regional Partnership Board \(RPB\)](#) brings together health, social services, housing, the third sector and other partners to deliver strategic approaches to deliver integrated Health and Social Care services as set out in [The Social Services and Well-being Act Wales \(2014\)](#)

The [Bridgend Multi-Agency Safeguarding Hub \(MASH\)](#) brings together professionals to provide safeguarding services from both the council and our partners across the community, in one place. The Bridgend MASH is made up of people from:

- Children's and adult services
- South Wales Police public protection unit
- Education
- Housing
- Community drug and alcohol team
- Probation and community rehabilitation
- Health
- Early help services
- Mental health services

- [Shared Regulatory Services](#) is a partnership with the Vale of Glamorgan and Cardiff Councils to provide a more efficient services covering Trading Standards, Environmental Health, Licensing and Private Sector Housing.
- [Bridgend Community Safety Partnership](#) is a sub-board of the Bridgend PSB, which brings together public, private and voluntary agencies that work together to reduce crime, disorder and fear of crime.
- The Council's Internal Audit Service had been delivered under a formal collaborative agreement with the Vale of Glamorgan Council since 2013. From April 2019 a Regional Shared Internal Audit Service has been in existence bringing together Merthyr Tydfil CBC, Rhondda Cynon Taf CBC and the existing shared service. An efficient Internal Audit service provides independent assurance that the Council's risk management, governance and internal control processes are operating effectively.
- We have partnered with [GLL/Halo Leisure](#) to manage eight leisure centres and swimming pools. We have a long term partnership with [Awen](#) Cultural Trust to run our cultural venues and services for 20 years. This includes the Bridgend library service, Maesteg Town hall, Porthcawl Grand Pavilion, four community centres and Bryngarw House and Country Park.
- We are one of ten local authorities in South East Wales that are part of [The Cardiff Capital Region City Deal](#), which is a programme to bring about significant economic growth in the region.

Feedback

We welcome your comments on this Corporate Plan and your suggestions for improvement. You can give your feedback through



Our website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook at www.facebook.com/BridendCBC



Twitter: [@BridgendCBC](https://twitter.com/BridgendCBC)



Email to talktous@bridgend.gov.uk



Or by writing to Corporate Performance Team, Bridgend County Borough Council,
Raven's Court, Brewery Lane, Bridgend CF31 4WB

This report is available in both Welsh and English. It is also available in another language or format on request.

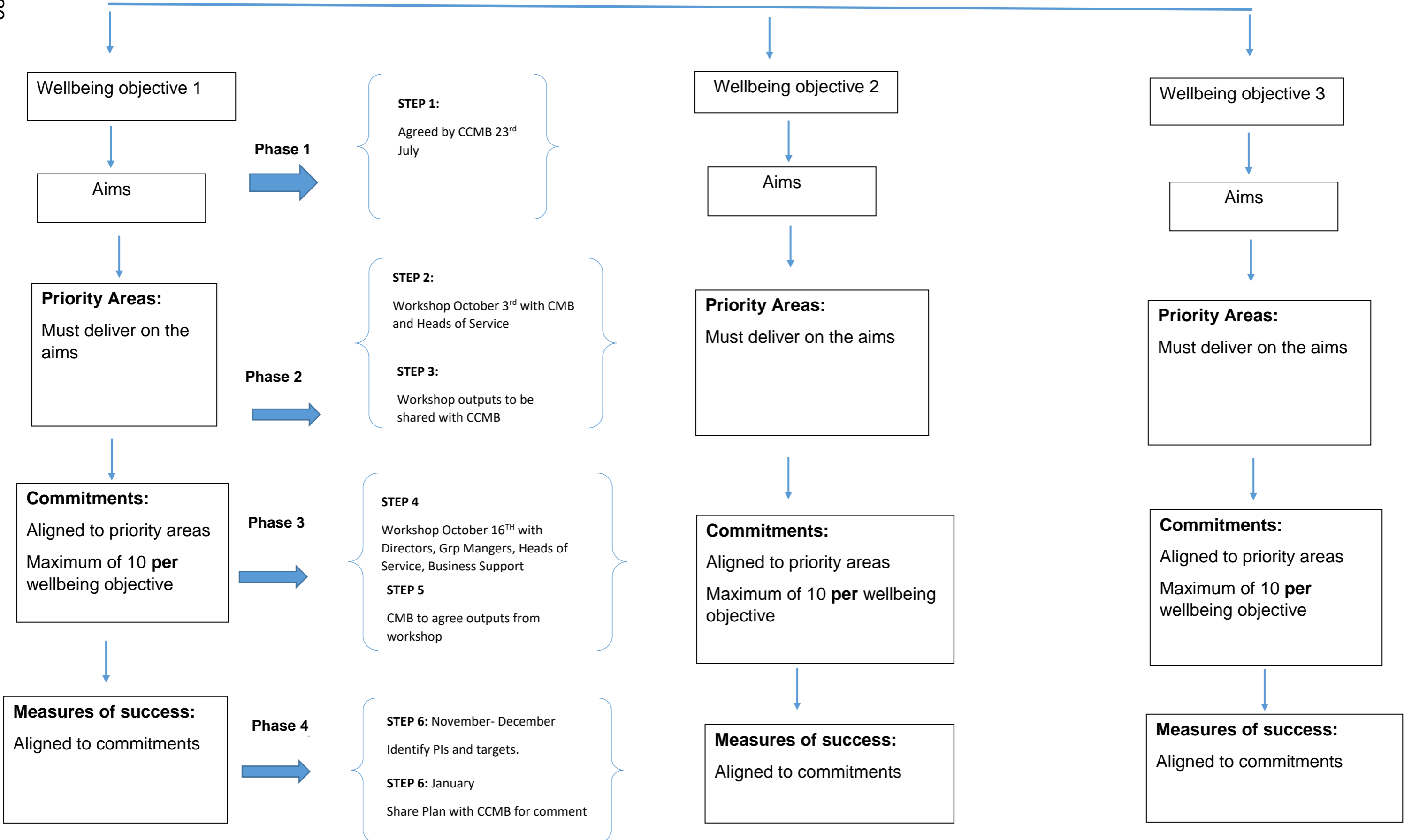
Corporate Plan on a Page

Our vision			
One Council Working Together To Improve Lives			
Our well-being objectives	Supporting a successful sustainable economy	Helping people and communities to be more healthy and resilient	Smarter use of resources
Our well-being aims	<p>To support local people develop skills and take advantage of opportunities to succeed.</p> <p>To create conditions for growth and enterprise.</p> <p>To create town centres and communities that improve the quality of life for citizens.</p>	<p>To give people more choice and control over what support they receive by providing early access to advice and information.</p> <p>To reduce demand through targeted early help and intervention programmes.</p> <p>To develop more active, healthy and resilient communities working in partnership with the third sector, town and community councils and community groups.</p>	<p>To ensure that the council is financially sustainable over the longer term.</p> <p>To improve the efficiency of and access to services by redesigning our systems and processes.</p> <p>To work collaboratively to make the most of public assets.</p> <p>To develop the culture and skills required to meet the needs of a changing organisation.</p>
To achieve these aims we will	<p>Continue the physical regeneration work to support growth and prosperity, including the completion of Maesteg Town Hall and the sale of Salt Lake Car Park.</p> <p>Grow the value of tourism by utilising the Porthcawl Resort Investment Focus programme and the Valleys Regional Park programme.</p> <p>Create better town centres through property enhancement.</p> <p>Improve the resilience of business, assist business start ups and adopt smarter ways of procuring to help boost the foundational economy.</p> <p>Improve the skills and employability of individuals to increase their job opportunities and reduce economic inactivity.</p> <p>Sustain good performance at key stage 4. Raise standards of literacy in primary schools.</p> <p>Improve learner outcomes for post-16 learners in sixth forms.</p> <p>Promote Welsh medium education.</p>	<p>Improve the quality of care and support and the timeliness of interventions by (a) expanding a range of social care and support to 7 days as well at night (b) extending the multidisciplinary working within Community Cluster Networks.</p> <p>Continue the safe reduction of looked after children to ensure young people are supported to live with their families.</p> <p>Enable community groups and the third sector to have more voice and control over community assets.</p> <p>Target the use of early intervention services to reduce demand on statutory services.</p> <p>Increase participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and creating age friendly communities.</p> <p>Work with partners to provide a range of accommodation options to prevent people from becoming homeless.</p> <p>Return empty properties back into use helping increase the availability of affordable housing for sale or rent.</p>	<p>Invest £1.3m to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions.</p> <p>Exceed national recycling targets and increase opportunities for reuse of materials.</p> <p>Implement a sustainable local area energy plan to improve the carbon footprint for all residents.</p> <p>Agree a regional procurement framework to deliver economies of scale.</p> <p>Facilitate organisational and cultural change to develop our workforce to ensure they meet current and future challenges.</p> <p>Dispose of or release all surplus land and buildings to generate capital receipts and reduce rental liabilities.</p> <p>Optimize school places and deliver our Schools' Modernisation Programme.</p> <p>Review capital expenditure and implement the planned budget reductions.</p> <p>Invest in technology to improve the connectivity in our schools.</p>

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Corporate planning process

VISION



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APPENDIX C

WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

Project Description (key aims): Corporate Plan 2018-2022 reviewed for 2020-21	
Section 1 Complete the table below to assess how well you have applied the 5 ways of working.	
Long-term (The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs)	1. How does your project / activity balance short-term need with the long-term and planning for the future? Working with our partners and communities we will develop through co production new and innovative alternatives to improve well-being and to support and sustain delivery over the longer term. New service models will be less reliant on the Council and will reflect a positive shift in responsibility by empowering other organisations and local people. The plan also includes delivery of the first phase of the Local Area Energy Strategy (up to 2025), which aims to reduce the carbon footprint. The transition to decarbonisation is arguably the largest economic development opportunity for Bridgend County Borough over the next 30 years. There are commitments to improve learner outcomes for all children and young people which will reap substantial future benefits relating to health, equality and job creation. The Welsh government set an aspiration of 100,000 hectares of new woodland by 2030 to help Wales meet its carbon emission reduction targets. Bridgend Council sets out in the Corporate Plan its contribution to this ambition by collaborating with PSB partners on a tree planting project to increase the tree cover across the county borough. In addition to the long term benefits that fully matured trees provide to the environment, there are also many well-being benefits for individuals and communities.
Prevention (How acting to prevent problems occurring or getting worse may help public bodies meet their objectives)	2. How does your project / activity put resources into preventing problems occurring or getting worse? Our strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence. There is a commitment to extend the availability of a range of social care and support to 7 days, and to improve care and support in the home utilising multidisciplinary teams ensuring more timely and responsive assessments of need.

	<p>There is a commitment to remove barriers that prevent people from participating in cultural and leisure activities. As well as being of great social value, these activities are effective early interventions which are more likely deliver better outcomes whilst also been cost effective.</p> <p>The corporate plan continues to prioritise targeted early help and support for children and families- taking steps where possible to provide timely and appropriate support to improve outcomes and prevent people becoming reliant on council services.</p> <p>The Council has increased its ambition for community asset transfer, which will give sports clubs and community organisations more security and sustainability enabling people to protect the assets in their communities. This process also involves people in designing and running the services from which they benefit.</p> <p>The Housing Act (2014) introduced the need to move to a preventative approach to homelessness and this is a core principle of the commitments in the Corporate Plan. The support activities to prevent homelessness are broad and diverse and include services for people suffering domestic abuse, substance misuse issues, learning disabilities, accommodation for young people and people with mental health support needs.</p>
<p>Integration</p> <p>(Considering how the public body's well-being objectives may impact upon each of the wellbeing goals, on their objectives, or on the objectives of other public bodies)</p>	<p>3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?</p> <p>One of the aims of the corporate plan review was to identify key priority areas to provide the strategic focus to encourage and support integrated working towards shared outcomes- either within the council or with external partners.</p> <p>In the reviewed corporate plan, well-being objective two has a broader remit than in previous years, resulting in greater integration in the response to <i>Supporting people and communities to be more healthy and resilient</i> which now includes all four directorates, as well as the third sector, Registered Social Landlords and private landlords.</p> <p>Well-being objective 3, <i>Smarter use of resources</i> is now more strongly integrated with the PSB's well-being objectives, with the inclusion of commitments to enhance natural resources and biodiversity. This addition to the corporate plan has the added benefit of strengthening our contribution to the Resilient Wales national well-being goal, along with the inclusion of commitments on reducing our carbon footprint and waste recycling.</p>

<p>Collaboration</p> <p>(Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives)</p>	<p>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</p> <p>It follows that the increased level of integrated working within the corporate plan, has led to more collaboration to deliver our well-being objectives:</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Community asset transfer to enable sustainable management of community assets • Working with landlords to help return empty properties back into use • Joint working and contract arrangements with third sector organisations to deliver housing projects for people with complex needs. • Children’s social care working with early help and intervention services to provide timely effective support • Tree project with Natural Resources Wales and other PSB partners including the Cwm Taf Morannwg health board • Collaborating with Halo Leisure and the Awen Trust to transform our venues into next generation wellbeing hubs • On a regional foot print we are collaborating with other local authorities as part of the Cardiff Region City Deal, the Valleys Taskforce, and working as part of the Cwm Taf Morgannwg Regional Partnership Board that includes the Cwm Taf Morgannwg health board, and other partners, to deliver the Regional Transformation programme
<p>Involvement</p> <p>(The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves)</p>	<p>5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</p> <p>Consultation is carried using a mixed method approach to ensure and promote the widest range of participation to ensure the views of people living in Bridgend County Borough are considered as part of the evidence when identifying priorities.</p> <p>Beyond consulting with people, there are many aspects of the corporate plan that actively involve and seek the views of service users to help develop strategies (e.g. Homeless strategy) or help improve service design and process (e.g. the new CAT process). As part of our commitment to continue the safe reduction of children looked after we are developing a new Children’s Residential Hub over the next 12 months. The design of the hub includes the input from a young person currently using the service and as the project develops their input will continued to be used.</p>

Our commitment to remove the barriers that prevent people from accessing leisure services is supported by the Champions of Wales project which aims to increase the participation of girls and young women in physical activity. We invite participants to identify their own well-being needs and then develop the opportunities to help meet them. For older people, their involvement in the super-agers programme has improved the opportunities to be physically active and increased the level of engagement with the programme.

BCBC, supported by Cwm Taf Morgannwg health board is involving stakeholders in the development of wellbeing hubs in our leisure and cultural facilities.

Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The corporate plan refreshed for 2020-21 will promote the conditions for growth and prosperity by focusing on</p> <ul style="list-style-type: none"> • regeneration projects to boost tourism and town centres, • skills and employability to upskill residents, • supporting business with direct support packages and enterprise hubs • utilising procurement to boost the foundational economy. <p>On a regional basis we continue to contribute to projects as part of the Cardiff Capital Region City Deal (eg the new Regional Energy Deal) to deliver investment to benefit the local economy.</p>	<p>Education is key for improving the life chances and resilience of future generations, so they can benefit from the economic opportunities available. The corporate plan is committed to improving the outcomes for all learners.</p> <p>The transition to decarbonisation not only supports the shift towards a low carbon society but is arguably the largest economic development opportunity for the county borough over the next 30 years. Our Smart Energy Plan identifies the projects and activities to support the transition agenda. The programme of work set out in the plan, when fully secured will, inject £35m into the decarbonisation.</p> <p>We are the lead authority for the Valleys Regional Park project. The aim is to unlock and maximise the potential of the natural and associated cultural heritage of the Valleys to generate social, economic and environmental benefits.</p>

<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>As part of our objective to <i>Make smarter use of resources</i> we want to retain fewer but better buildings that deliver cost efficiencies, reduce carbon footprint, and improve service delivery. The two programmes to drive this forward are the Corporate Landlord and School Modernisation programme.</p> <p><i>Making smarter use of resources</i> also contributes to a resilient Wales with commitments on our natural environment through biodiversity enhancement activities and a sustainable tree management programme. We are also committed to maximising waste recycling and reduction opportunities building on the councils performance as one of the highest recycling councils in Wales staying ahead of targets towards a Zero Waste Wales.</p>	<p>The benefits of our tree planting programme for communities will be amplified due to the collaborative working with PSB partners including Natural Resources Wales and Cwm Taf Morgannwg.</p> <p>The Valleys Regional Park programme has a strong emphasis on the involvement of local communities, recognising that the knowledge, skills and expertise of local people is critical to achieving good outcomes.</p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>The refreshed corporate plan for 2020-21, has strengthened its commitment to achieving a healthier Wales. Wellbeing objective 2 has been reworded as <i>Supporting people and communities to be more healthy and resilient</i>.</p> <p>There are commitments to remove the barriers that can prevent people from accessing leisure and cultural activities, and programmes such as the Valleys Regional Park will deliver health and well-being benefits by improving and enhancing our natural landscapes.</p>	<p>By directing resources and integrating services that offer early help and intervention programmes such as the new generation of well-being hubs.</p>

	<p>There are ambitious targets for Community Asset Transfers, a policy which will boost the opportunities for communities to be active by ensuring assets (such as sports clubs) remain open and available to residents.</p> <p>The refreshed plan has commitments to increase the resilience and independence of people and families, by helping them achieve their own well-being outcomes through targeted early intervention and support.</p>	
<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<p>Ensuring the benefits of the corporate plan are equally realised for all people living in the county borough, the corporate plan has commitments to remove barriers and improve accessibility so that more people can access the well-being benefits of our services.</p>	<p>Involving our key target groups, ensures we can offer services designed to meet need, which improves our chance of success. Examples include our Champions of Wales project and Super Agers programme, which have both seen an increase in participation among our target groups (girls and older people respectively).</p>
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>	<p>The refreshed corporate plan has commitments to support communities and people to create their own solutions and reduce dependency on the Council. In addition to making services more sustainable for the future, these commitments have the potential to improve the cohesiveness of communities.</p> <p>Buildings and the physical environment can improve the vibrancy of where people live and work. The corporate plan has</p>	<p>.</p>

	<p>commitments to regenerate town centres (e.g Maesteg Town hall) and to work with private landlords to reduce the number of empty properties.</p> <p>There are also commitments to improve the natural environment – so that people and communities can access the well-being benefits of green and blue spaces.</p>	
<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<p>The Welsh language has a stronger presence in the refreshed corporate plan. Under well-being objective 1 we now have a commitment to promote Welsh medium education and increase the number of Welsh speakers.</p> <p>Culture also has a more explicit reference in the plan, and is recognised as equal to leisure services when improving well-being.</p>	<p>Compliance with the Welsh Language act is imbedded in Council policies and procedures.</p>
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The refreshed corporate plan is more strongly aligned to the global calls for greater action to tackle climate change. There are commitments to reduce our carbon footprint and actions to support the transition to decarbonisation. We have commitments to increase opportunities to reuse and recycle, and commitments to improve our natural resources and the resilience of our biodiversity.</p>	

Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts			
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Unknown - The impact, positive or negative, will depend on the nature of the service delivered	Unknown - The impact, positive or negative, will depend on the nature of the service delivered	This will vary according to the service provided.
Gender reassignment:	As above	As above	As above
Marriage or civil partnership:	As above	As above	As above
Pregnancy or maternity:	As above	As above	As above
Race:	As above	As above	As above
Religion or Belief:	As above	As above	As above
Race:	As above	As above	As above
Sex:	As above	As above	As above
Welsh Language:	As above	As above	As above

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers	
Corporate Overview and Scrutiny Committee, Cabinet, Council	
Compiling Officers Name:	Ann-Marie Mc Cafferty
Compiling Officers Job Title:	Corporate Improvement Officer
Date completed:	3 February 2020

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

13 FEBRUARY 2020

REPORT OF THE INTERIM HEAD OF FINANCE

BUDGET MONITORING 2019-20 – QUARTER 3 REVENUE FORECAST

1.0 Purpose of this report

1.1 The purpose of this report is to provide the committee with an update on the Council's revenue financial position as at 31st December 2019.

2.0 Connections to Corporate Improvement Objectives / Other Corporate Priorities

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

1. **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.
2. **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.
3. **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.

2.2 The allocation of budget determines the extent to which the Council's corporate priorities can be delivered.

3.0 Background

3.1 On 20th February 2019, Council approved a net revenue budget of £270.809 million for 2019-20. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

4.0 Current Situation / Proposal

4.1 Summary financial position at 31st December 2019

4.1.1 The Council's net revenue budget and projected outturn for 2019-20 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 31st December 2019

Directorate/Budget Area	Original Budget 2019-20 £'000	Revised Budget 2019-20 £'000	Projected Outturn Q3 2019-20 £'000	Projected Over / (Under) Spend 2019-20 £'000	Projected Over / (Under) Spend Qtr 2 2019-20 £'000
Directorate					
Education and Family Support	116,208	114,949	115,509	560	594
Social Services and Wellbeing	70,834	71,582	72,267	685	918
Communities	25,331	25,862	25,680	(182)	32
Chief Executive's	18,609	18,622	17,644	(978)	(885)
Total Directorate Budgets	230,982	231,015	231,100	85	659
Council Wide Budgets					
Capital Financing	7,430	7,329	6,766	(563)	(570)
Levies	7,376	7,134	7,117	(17)	0
Apprenticeship Levy	700	700	620	(80)	(77)
Council Tax Reduction Scheme	14,854	14,854	14,637	(217)	(103)
Insurance Premiums	1,588	1,588	1,339	(249)	(258)
Repairs & Maintenance	870	870	870	0	0
Pension Related Costs	430	430	436	6	0
Other Corporate Budgets	6,579	6,889	2,735	(4,154)	(3,800)
Total Council Wide Budgets	39,827	39,794	34,520	(5,274)	(4,808)
Appropriations to Earmarked Reserves			4,391	4,391	3,574
Total	270,809	270,809	270,011	(798)	(575)

4.1.2 The overall projected position at 31st December 2019 is a net under spend of £798,000 comprising £85,000 net over spend on directorates and £5.274 million net under spend on council wide budgets, offset by net appropriation to earmarked reserves of £4.391 million.

4.1.3 The main reason for the under spend of £4.154 million on 'Other Corporate Budgets' is due to Welsh Government advising local authorities of additional grant funding being made available during 2019-20 to meet the increased cost of teachers' pensions (£2,006,096), fire service pensions (£272,405), and teachers' pay increases (£343,701), all of which were originally funded in full through the MTFS. In June 2019 Council approved that an 'Investing in Communities Fund' be established with £2 million of this funding to support the capital minor works programme by enabling more capital improvement works to be undertaken on Council assets in our local communities. Other movements in earmarked

reserves can be found in section 4.4. In addition, given the significant funding required to meet pay, prices and pension costs in 2020-21, any uncommitted funding in 2019-20 will be carried forward to meet those pressures in the new financial year.

- 4.1.4 The Council received its provisional local government settlement for 2020-21 from Welsh Government on the 16th December 2019. A report was presented to Cabinet on the 14th January 2020 on 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 includes a financial forecast for 2020-2024 and a detailed draft revenue budget for 2020-21. It is clear from the report that there will be difficult choices to make and pressures to meet going forward. In addition, there is still one quarter of the financial year remaining and there are a number of volatile budgets which could impact upon this position, particularly during the winter months.
- 4.1.5 A detailed analysis of the more significant projected under and over spends is set out in section 4.3. The position on directorate budgets has improved since quarter 2, with the projected over spend reducing by £574,000. This is primarily due to maximisation of grant funding within the Social Services and Wellbeing Directorate along with improved projections on development income within the Communities Directorate due to a number of large planning applications being received/due before the end of the financial year.
- 4.1.6 There have been no budget virements, but several technical adjustments between budgets since the quarter 2 forecast was reported to Cabinet on the 22nd October 2019. The main technical adjustments are outlined below:

Technical Adjustments

Service vired from / to	Amount
Allocation of funding retained centrally in respect of outstanding pay and price inflation e.g costs of meeting National Living Wage for external care providers and confirmed increases in costs of external contracts	£780,851
Allocation of funding retained centrally in respect of teachers pay award (£503,054) and pension (£132,123) 19-20 net of grant	£635,177
Allocation of funding retained centrally in respect of contingency requests for Home to School Transport and Schools Causing Concern	£340,947
Allocation of funding from education central budget (recoupment) to school delegated budget to fund increase in pupil numbers at special schools	£88,372
Re-allocation of budget growth from education central budget to school delegated budget to fund opening of ASD bases in schools	£75,409
Transfer of staff from Business Support (Communities) to the Chief Executive's Directorate	£48,940

- 4.1.7 As mentioned in the quarter 2 report, Welsh Government made additional grant funding available during 2019-20 to meet the increased cost of teachers' pension and fire service pensions along with additional grant funding towards teacher's pay increases. The shortfall in 2019-20 has been met as shown in the technical adjustments table above. The MTFs report to Cabinet on the 14th January indicated that the increase in Aggregate External Finance (AEF) for Bridgend of 4.7% for Bridgend in 2020-21 will be required to fund the full year effect of the teachers' pay and pensions increases for the period April to August 2020, the future impacts of teachers' pay awards which will come into effect from September 2020 and to provide funding for free school meals, given the continued rollout of Universal Credit by the UK Government. This is in addition to other pressures such as the non-teachers' pay increase from April 2020 (not yet agreed) and other legislative and demographic pressures, including rising pupil numbers.
- 4.1.8 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £7.621 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.
- 4.1.9 The draft Medium Term Financial Strategy for 2020-21 to 2023-24, presented to Cabinet on 14th January 2020 included a number of pressures facing Welsh Councils over the life of the MTFs. This reiterated the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £29.332 million over the next four years. Against that background, it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.
- 4.1.10 At year end consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2019-20. This is in line with the reports to Cabinet and Council on the MTFs, and the Council's Financial Procedure Rules. Similarly, consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Finally, outstanding prudential borrowing will be repaid, where possible, to reduce future capital financing charges. However, a decision will not be made until towards the end of the financial year when the overall outturn position is more definite.

4.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

- 4.2.1 A report was presented to Cabinet on 18th June 2019 on Financial Performance 2018-19. In the report it was highlighted that, for 2016-17 to 2018-19, there were £2.342 million of budget reduction proposals that were not met in full, with a total outstanding balance to be met of £1.519 million. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2019-20 financial year, and to identify mitigating action that will be undertaken to

achieve them. A summary of the latest position is attached as Appendix 1 with a summary per directorate provided in Table 2.

4.2.2 The Social Services and Wellbeing Directorate has developed a Future Service Delivery Plan, which was presented to Corporate Overview and Scrutiny Committee in March 2018, and which outlines the Directorate's response to the financial challenge facing them, not least setting out the planned actions to be undertaken in order to meet the shortfall. This will be monitored continuously throughout 2019-20.

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	222	20	202
Social Services and Wellbeing	918	673	245
Communities	1,202	1,102	100
TOTAL	2,342	1,795	547

4.2.3 Table 2 shows that of the £2.342 million outstanding reductions, £1.795 million is likely to be achieved in 2019-20 leaving a shortfall of £547,000. Proposals still not likely to be achieved include:

- Learner Transport Policy and Transport Route efficiencies (£127,000) due to delays in assessments of safe routes.
- Review of Special Schools Home to School Transport (£75,000) as currently out to mini-tender.
- Permitting Scheme for Road Works (£100,000) due to delays in approval process with Welsh Government.

The balance mainly relates to proposals set out in the Social Services and Wellbeing Service Delivery Plan that are profiled over two to three years.

4.2.4 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 7 states that *“Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”*. A Budget Reduction Contingency was established in 2016-17. This reserve has been used to meet specific budget reduction proposals in previous years on a one-off basis pending alternative measures. Following agreement with the S151 Officer, it is being used in 2019-20 to mitigate the on-going shortfall on the following budget reductions proposals:-

MTFS Reference	Original Saving Proposal £'000	Funding from MTFS Budget Reduction Contingency Reserve £'000
COM 52 - MREC	1,300	500
EFS 1 – Learner Transport Policy (17-18)	20	20
EFS 2 – School Transport Route Efficiencies (17-18)	40	40
EFS 1 – Learner Transport Policy (18-19)	67	67
EFS 1 – Learner Transport Policy (19-20)	67	67
TOTAL	1,494	694

During the remainder of the financial year the S151 Officer will consider further applications from directorates to the MTFS Budget Reduction Contingency Reserve to mitigate further shortfalls.

Budget Reductions 2019-20

- 4.2.5 The budget approved for 2019-20 included budget reduction proposals totalling £7.621 million, which is broken down in Appendix 2 and summarised in Table 3 below. The current position is a projected shortfall on the savings target of £1.111 million, or 14.5% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2019-20

	Total Budget Reductions Required £'000	Total Budget Reductions Likely to be Achieved £'000	Shortfall £'000
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	596	529	67
Schools	0	0	0
Social Services and Wellbeing	1,235	1,125	110
Communities	1,938	1,079	859
Chief Executive's	1,464	1,384	80
Council Wide Budgets	2,388	2,388	0
TOTAL	7,621	6,505	1,116

A comparison of the RAG status position against Quarter 2 is provided below:-

	2019-20		2019-20	
	Q 2		Q 3	
	£'000	%	£'000	%
Green	5,155	68%	5,495	72%
Amber	1,009	13%	664	9%
Red	1,457	19%	1,462	19%
Total	7,621	100%	7,621	100%

The main shift has been from reductions classed as amber to green between Quarters 2 and 3.

4.2.6 The most significant budget reduction proposals unlikely to be achieved in full include:

- EFS1 - Phased Implementation of Learner Transport Policy (£67,000) – no saving likely to be achieved in 2019-20.
- SSW22 – Further savings from library and cultural facilities (£60,000) – no saving likely to be achieved in 2019-20.
- COM52 – Reduction to the budget for the MREC (£1,300,000) - £650,000 likely to be achieved in 2019-20.

4.2.7 Appendix 2 identifies the projected amount of saving against these proposals in detail and action to be taken by the directorate to mitigate the shortfall. Directors continue to work with their staff to deliver their proposals or identify alternatives and this is reflected in the forecast outturn for the year. In the longer term, these proposals must be realised or met through alternative budget reduction proposals in order to deliver a balanced budget position.

4.3 Commentary on the financial position as at 31st December 2019

A summary of the financial position for each main service area is attached as Appendix 3 to this report and comments on the most significant variances are provided below. Actions are being taken by those directorates currently reporting a projected over spend to try to resolve issues that led to the current position or alternatively to identify offsetting savings in other areas of the service.

4.3.1 **Education and Family Support Directorate**

The net budget for the Directorate for 2019-20 is £114.949 million. The Directorate (excluding Schools) contains savings targets of £596,000 for 2019-20. Current projections indicate an over spend of £560,000 at year end. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Inclusion	2,430	2,848	418	17.2%
Home to School Transport	5,468	6,229	761	13.9%
Strategic Management	1,594	1,569	(25)	-1.6%
Catering Services	939	887	(52)	-5.5%
Emotional Health & Behaviour	1,851	1,785	(66)	-3.6%
Integrated Working	1,488	1,300	(188)	-12.6%
Health & Safety	384	247	(137)	-35.7%
Skills	107	51	(56)	-52.3%
Youth Justice	361	307	(54)	-15.0%

Schools' Delegated Budgets

The schools' delegated budget is reported as balanced as any under or over spend is automatically carried forward into the new financial year before being considered by the Director of Education and Family Support in line with the 'Guidance on Managing School Surplus Balances'. At Quarter 3 for 2019-20 there are 25 primary schools and 3 secondary schools (46% of all schools) that are projecting a deficit balance at year end. In total the Quarter 3 projections indicate an overall deficit balance for school delegated budgets of £1.09 million at year end.

Central Education and Family Support Budgets

Inclusion

- The over spend of £418,000 primarily relates to a deficit in the recoupment budget (£389,000). This is mainly due to that fact that there are currently only 20 out of county placements at Heronsbridge School and Ysgol Bryn Castell compared with 30 in the Summer Term 2018, impacting on the anticipated income levels.

Home to School Transport

- There is an over spend of £761,000 on Home to School Transport. There is still significant pressure on the home-to-school transport budget. Although a significant budget reduction of £1.794m has been applied to the learner transport budget to support the MTFs since 2014-2015, the change of policy approved by Cabinet in September 2015 has not delivered significant enough savings to support this large budget reduction. The 'in-receipt' and 'sibling rule' entitlement has meant that, year-on-year, the number of pupils the policy change applies to, is relatively small. As a result a contribution of £194,000 has been agreed by the S151 Officer from the MTFs Budget Contingency Reserve as outlined in paragraph 4.2.4.
- As well as an increase in eligible learners, there is also significant pressure on transport providers with many not tendering for smaller contracts as they do not

consider them to be profitable. Limited competition is increasing the costs associated with some contracts, especially where specialist vehicles are required e.g. those with tail-lifts. The requirement for specialist transport provision for pupils with additional learning needs (ALN) is increasing costs in general.

- A report was approved by Cabinet on the 23rd July 2019 to commence a 12 week public consultation starting in September 2019 on proposed changes to the Local Authority Home to School/College Transport policy.
- At the start of the 2019-20 academic year a large number of contracts were handed back by transport providers after a competitive tender process. This left the local authority in a very difficult position, with the awarding of these contracts to other contractors at short notice. This increased the total value of the retendered contracts by approximately £100,000 annually.
- The Corporate Strategic Transport Review will aim to identify opportunities for efficiency savings within the school transport budget and elsewhere across the local authority's transport services.
- Several hundred pupils in both primary and secondary schools who are not eligible for free home-to-school transport have been identified as currently benefiting from it. There are significant savings possible if transport is removed from these pupils, as whole contracts can be cancelled. This can be achieved by providing one term's notice to pupils and parents.

Strategic Management

- The under spend of £25,000 is as a result of a review of non-staffing budgets across the directorate, which are being held to mitigate over spends across other directorate service areas. These will be considered as part of future years' MTFS savings.

Catering Services

- The under spend of £52,000 has arisen as a result of a 3.31% increase in primary school meal take up compared with when the budgets were set at the start of the financial year. Take up of school meals will require close in-year monitoring.

Emotional Health & Behaviour

- The under spend of £66,000 is a combination of increased use of Ty Lidiard (provision of education to children who are not able to attend school because they are in hospital) by other Local Authorities and the increased level of clawback from schools for the Education Other Than At School (EOTAS) provision, i.e. recoupment of the pupil funding from the respective schools whilst they are receiving EOTAS.

Integrated Working

- The under spend of £188,000 relates to current staff vacancies within the service. The vacant posts are expected to be filled during the remainder of the financial year.

Health and Safety

- The under spend of £137,000 relates to current staff vacancies within the service. The service area is currently going through a recruitment process to fill these vacancies.

Skills

- The under spend of £56,000 relates to maximisation of grant draw down within the service area.

Youth Justice

- The under spend of £54,000 relates to current staff vacancies within the service. The service area is currently going through a review to fill these vacancies.

4.3.2 Social Services and Wellbeing Directorate

The Directorate's net budget for 2019-20 is £71.582 million. The Directorate budget contains savings targets of £1.235 million for 2019-20. Current projections indicate an over spend of £685,000 at year end which has improved from the quarter 2 projection of £918,000 primarily due to maximisation of grant income. The main variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Care at home for Older People	8,503	8,164	(339)	-4.0%
Care at Home for Physical Disabilities	1,644	1,480	(164)	-10.0%
Equipment and Adaptations	858	1,094	236	27.5%
Assessment and Care Management	5,022	4,485	(537)	-10.7%
Learning Disabilities Residential Care	1,930	2,087	157	8.1%
Care at Home for Learning Disabilities	9,635	9,947	312	3.2%
Learning Disabilities Day Opportunities	2,957	3,257	300	10.1%
Mental Health Supported & Other Accommodation	202	79	(123)	-60.9%
Looked After Children	11,557	12,610	1,053	9.1%
Commissioning & Social Work	5,087	4,948	(139)	-2.7%
Sports, Play and Active Wellbeing	5,165	5,126	(39)	-0.8%

Care at Home for Older People

- Care at home includes domiciliary care services, local authority homecare services and the provision of direct payments. The net under spend of £339,000 is a combination of an over spend on the Direct Payments budget due to an increase in the number of cases, offset by an under spend on the homecare budget primarily due to difficulties in recruiting to care posts and the implementation of a restructure.

Care at Home for Physical Disabilities

- There is a projected net under spend of £164,000 which is made up of a combination of an over spend on direct payments (65 clients at Quarter 3 compared with 60 clients at Quarter 1) offset by a consequential under spend on external domiciliary care and care attendants. The service area has also benefited from receiving more joint health funding than originally anticipated.

Equipment and Adaptations

- There is a projected over spend of £236,000 as a result of increased use of aids and equipment, along with servicing costs. These costs are seen as a preventative measure to keep service users out of long term care, and therefore reduce pressure on other service area budgets.

Assessment and Care Management (ACMT)

- There is a projected under spend of £537,000 on all assessment and care management budgets across the directorate. £173,000 of this is due to the receipt of additional Integrated Care Fund funding with the balance due to staff vacancies. The directorate manages its staff vacancies stringently in order to achieve cost savings in-year.

Learning Disabilities Residential Care

- There is a projected over spend of £157,000 which relates mainly to the complexity of needs and resulting high cost despite a reduced number of service users (26 current placements (including respite), down from 28 placements as at Quarter 2).

Care at Home for People with Learning Disabilities

- There is a projected over spend of £312,000 mainly due to the complexity of needs and number of service users receiving direct payments or receiving domiciliary care within a home setting or supported accommodation.

Learning Disabilities Day Opportunities

- There is a projected over spend of £300,000 mainly due to the cost of external day service provision. These costs are considerably less than 'one to one' care provision and this therefore reduces pressure on other service areas within the directorate.

Mental Health Supported & Other Accommodation

- A projected under spend of £123,000 is due to a combination of staffing under spends (£93,000) as a result of a staff restructure and additional income (£37,000) from accommodation fees and rent within BCBC accommodation.

Looked After Children (LAC)

- There is a projected over spend of £1.053 million. This represents 9.1% of the overall budget for LAC. This has increased from the Quarter 2 projected over spend (£694,000) due to a combination of factors.
- The implementation of a new model for residential services has required increased staffing due to the complexities/risk behaviours of the young people placed over recent months (some of which have been court directed) as an alternative to being placed with independent providers out of county
- We have 9 children in out of authority placements with the most recent admissions requiring specialist support and high staffing ratios (including secure Childrens' home provision).
- The average number of LAC this financial year is 381 compared with an average of 376 in 2018-19. This can fluctuate month to month and will require ongoing monitoring in-year.
- The average number of independent fostering placements (IFAs) this financial year is 67 compared to 61 in 2018-19. This can fluctuate month to month and again will require ongoing monitoring in-year.

Commissioning & Social Work

- A projected under spend of £139,000 is mainly due to staffing under spends due to difficulty in recruiting social workers.

Sports, Play and Active Wellbeing

- A projected under spend of £39,000 relates to current staff vacancies in the service area.

4.3.3 Communities Directorate

The net budget for the Directorate for 2019-20 is £25.862 million. The Directorate budget contains savings targets of £1.938 million for 2019-20. The current projection is an anticipated under spend of £182,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Planning and Development	438	506	68	15.5%
Regeneration	2,295	2,157	(138)	-6.0%
Waste Disposal	3,325	3,450	125	3.8%
Waste Collection	5,178	5,405	227	4.4%
Highways Services	2,746	2,496	(250)	-9.1%
Engineering	49	-51	(100)	-204.1%
Fleet Services	52	225	173	332.7%
Parking Services	-336	-520	(184)	54.8%
Corporate Director - Communities	146	25	(121)	-82.9%

Planning and Development

- The projected over spend in Planning and Development of £68,000 is partly due to a projected shortfall in income of £168,000 within the Policy and Development Section. This income is linked directly to the amount of Section 38 fees received – these fees are charged to developers and relate to assessments and inspection of new street works. Due to the nature of Section 38 fees, income can be subject to considerable fluctuations between years depending on number and type of applications. This has been mostly offset by a projected under spend in Development Control of £90,000 based on planning application income received to date and comparison with the 2018-19 outturn. Fee income is subject to considerable fluctuations between years depending on number and type of applications and requires close monitoring in-year.

Regeneration

- The projected under spend of £138,000 in Regeneration has arisen mainly from staffing vacancies and changes in staffing hours. Vacancies are being closely managed through the year.

Waste Disposal and Collection

- There is a combined over spend on the Waste Collection and Waste Disposal budget of £352,000. There has been an ongoing procurement exercise with Neath Port Talbot County Borough Council (NPTCBC) to originally secure a new operator for the MREC facility. Total MTFs Budget Reductions against the Waste budget of £200,000 in 2017-18 and £1.300 million in 2019-20 were predicated on achieving a price in the region of £135 per tonne from this exercise. NPTCBC will now be running the MREC facility in-house, and whilst savings have been made in 2019-20 they are not at the level to achieve the MTFs savings and discussions are

continuing with NPTCBC to continue to negotiate further improvements. A contribution of £500,000 has been agreed by the S151 Officer from the MTFS Budget Reduction Contingency Reserve as outlined in paragraph 4.2.4.

Highways Services

- There is a projected under spend of £250,000 within Highways Services (DSO). This is primarily due to members of staff working on, and hence charging their time to, the ongoing SALIX capital scheme to enable the replacement of street lighting with new energy efficient LED units.

Engineering

- There is a projected under spend of £100,000 within Engineering Services due primarily to an increase in the level of fee earning jobs (balance of EU/non EU funded projects and the differing chargeable rates allowed).

Fleet Services

- Fleet is showing a projected over spend of £173,000. The service has undergone a review and the factors contributing to the over spend have been identified, including the charge out rate being too low to cover costs incurred. In line with a Corporate Management Board (CMB) recommendation, the service area has engaged in a review of productivity in advance of calculating the new rates. As a result of this review, at the start of 2019, technicians moved onto a differing working pattern to improve productivity. This was alongside a management restructure remodel which has seen a refocusing on workshop management and scheduling to address the over spend. Further costs saving measures have been undertaken such as improved procurement (e.g. reduced spend on tyres) and the fitting of speed limiters to vehicles to reduce fuel costs.

Parking Services

- Parking Services is showing a projected under spend of £184,000. This is primarily due to better than forecast levels of income received in car parks. This additional income is contributing to pressures within the overall transport budget.

Corporate Director - Communities

- There is a projected under spend of £121,000 mainly as a result of the promotion of the former Director to the post of Chief Executive, and whilst the new senior management structure is being populated.

4.3.4 Chief Executive's

The net budget for the Directorate for 2019-20 is £18.622 million. The Directorate budget contains savings targets of £1.464 million for 2019-20. Current projections anticipate an under spend against this budget of £978,000. The main variances are:

CHIEF EXECUTIVE'S	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Housing Benefits – Admin	829	668	(161)	-19.4%
HR and Organisational Development	1,622	1,504	(118)	-7.3%
ICT	3,498	3,280	(218)	-6.2%
Communication & Engagement	1,598	1,372	(226)	-14.1%
Legal, Democratic & Regulatory	5,015	4,789	(226)	-4.5%

Housing Benefits - Admin

- There is an under spend of £161,000 in respect of the administration of housing benefit arising mainly from staffing vacancies, but also changes in staffing hours and additional annual leave purchases. Vacancies will be closely managed through the year.

HR & Organisational Development

- The under spend of £118,000 mainly relates to staffing vacancies (implementation of a restructure) and changes in staffing hours. Vacancies will be managed throughout the year and could be subject to MTFS savings in 2020-21.

ICT

- The under spend of £218,000 is due to a combination of staffing vacancies, along with reduced telephony costs.

Communication & Engagement

- The under spend of £226,000 mainly relates to staffing vacancies, but also changes in staffing hours and additional annual leave purchases. Vacancies will be closely managed throughout the year and recruitment exercises are ongoing to fill vacant posts.

Legal, Democratic & Regulatory

- The under spend of £226,000 has mainly arisen from staffing vacancies and under spends on the legal fees budget. Vacancies continue to be managed throughout the year. Part of the under spend under legal, democratic and regulatory services could be subject to MTFS savings in 2020-21.

4.3.5 Council Wide budgets

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The budget for 2019-20 is £39.794 million. The Directorate budget contains savings targets of £2.388 million for 2019-20. The projected outturn is £34.520 million, resulting in a projected under spend of £5.274 million. Without the additional grants of £2,622,202 as referenced in paragraph 4.1.3, the under spend would have been £2.652 million. The main variances are detailed below:

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	7,329	6,766	(563)	-7.7%
Apprenticeship Levy	700	620	(80)	-11.4%
Council Tax Reduction Scheme	14,854	14,637	(217)	-1.5%
Insurance Premiums	1,588	1,339	(249)	-15.7%
Other Corporate Budgets	6,889	2,735	(4,154)	-60.3%

Capital Financing Costs

- There is a projected under spend of £563,000 on interest paid/received due to a combination of lower borrowing than anticipated as the Council uses its own internal resources to finance schemes, and additional interest from current investments.

Apprenticeship Levy

- The projected under spend of £80,000 is based on monthly charges to date and historic outturns.

Council Tax Reduction Scheme

- There is a projected under spend of £217,000 on the Council Tax Reduction Scheme based on spend to date. This is a demand led budget and take-up is difficult to predict. The Welsh Government is working with local authorities and third sector organisations to make people more aware of the range of support available to help people pay their council tax bills, and this could impact on take-up in 2019-20. This budget therefore requires close monitoring during 2019-20.

Insurance Premiums

- The projected under spend of £249,000 is mainly as a result of the reduction in the premium for property insurance in 2019-20 following a retendering exercise. This budget heading will be considered as part of future years' MTFS savings.

Other Corporate Budgets

- Other corporate budgets includes funding for pay, price and pensions increases, along with funding to deal with unexpected costs unforeseen when the budget was set. As reported to Cabinet in the Quarter 1 Budget Monitoring report in July 2019 since the Medium Term Financial Strategy (MTFS) was approved in February, Welsh Government advised Local Authorities that additional grant funding was being made available during 2019-20 to meet the increased cost of teachers' pensions and fire service pensions, both of which had been funded in full through the MTFS, along with additional grant funding of £343,701 towards teachers' pay

- increases. In respect of the South Wales Fire and Rescue Authority, this meant that the levy was reduced by £272,405, compared to the original budgeted provision.
- The total funding released from these allocations of £2.622 million is included in the overall pay and price budget. Council has agreed that the majority of this funding can be used to undertake capital works as part of an 'Investing in Communities Fund' and an earmarked reserve of £2 million has been created out of this reported under spend – see section 4.4.4. At this point in the year, there is a further projected under spend on the pay and price budget due to reduced requirements for funding for budget pressures and inflationary increases compared to the estimates provided for at the start of the financial year primarily due to maximising grant funding to support pay and price pressures – e.g. National Living Wage.
 - It should be noted that the projection on Other Corporate budgets could change significantly during the remainder of the financial year, especially due to the extent of inclement weather during the winter period and further demands on the Council Tax Reduction Scheme. At this point in the financial year, it is prudent to assume that all other budgets will be fully spent by year end.

4.4 Review of Earmarked Reserves

4.4.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and earmarked reserves. At Quarter 3 a further review of the particular pressures that were to be covered by earmarked reserves was undertaken and Directorates have drawn down funding. The review also examined:-

- Commitments against existing reserves and whether these were still valid;
- Earmarked reserve requests from directorates as a result of emerging issues, and;
- Emerging risks for the Council as a whole.

4.4.2 Table 4 below details the creation of new earmarked reserves, increases to existing earmarked reserves and amounts that have been unwound from reserves since the beginning of the financial year. There have been net additions of £5.147 million, the cumulative draw down by directorates is £2.905 million and £756,000 has been unwound.

Table 4 – Earmarked Reserves – Quarter 3

Opening Balance 01-Apr-19	Reserve	Net Additions/ Reclassify	Draw-down	Unwound	Closing Balance 31-Dec-19
£'000		£'000	£'000	£'000	£'000
	Corporate Reserves:				
(9,243)	Education & Family Support	-	44	49	(9,150)
(841)	Social Services & Wellbeing	-	24	-	(818)
(7,397)	Communities	(2,597)	508	313	(9,172)
(5,415)	Chief Executives	(4,000)	501	47	(8,867)
(13,833)	Non-Directorate	2,240	770	248	(10,575)
(36,729)	Total Corporate Reserves	(4,357)	1,847	657	(38,582)
	Directorate Earmarked Reserves:				
(634)	Education & Family Support	-	-	-	(634)
(1,854)	Social Services & Wellbeing	-	169	-	(1,685)
(2,539)	Communities	(652)	244	100	(2,848)
(2,770)	Chief Executives	(125)	122	-	(2,774)
(7,797)	Total Directorate Reserves	(777)	535	100	(7,939)
	Equalisation & Grant Earmarked Reserves:				
(850)	Education & Family Support	(7)	521	-	(336)
(1,634)	Communities	(13)	1	-	(1,646)
(483)	Chief Executives	7	-	-	(476)
(2,967)	Total Equalisation Reserves	(13)	522	-	(2,457)
(614)	School Balances	-	-	-	(614)
(48,107)	Total Usable Reserves	(5,147)	2,905	756	(49,592)

4.4.3 The net appropriation to earmarked reserves as at Quarter 3 is £4.391 million (£5.147 million additions offset by £756,000 that have been unwound). This net addition has been funded from the projected under spend on non-Directorate budgets at the end of Quarter 3 as shown in Table 1.

4.4.4 The main additions are the creation of a £2 million 'Investing in Communities' fund as referred to in section 4.3.5, a £2 million addition to the unallocated capital reserve to be utilised against projected capital pressures, a £500,000 increase to the Change Management Fund to support new applications to the fund and an increase of £335,000 to the earmarked reserve against the Innovation Centre to support the period of development for the Enterprise Hub project. The main reserves that have been unwound are in relation to the Extra Care capital scheme (£308,000), Major Claims Reserve (£248,000) and Community Safety Reserve (£100,000) following a review of likely spend in these areas.

5.0 Effect upon Policy Framework & Procedure Rules

5.1 As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.

6.0 Equalities Impact Assessment

6.1 There are no implications in this report.

7.0 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. As the report is for information it is considered that there will be no significant or unacceptable impacts upon the achievement of wellbeing goals/objectives as a result of this report.

8.0 Financial implications

8.1 These are reflected in the body of the report.

9.0 Recommendations

9.1 That the Corporate Overview and Scrutiny Committee is requested to:

- note the projected revenue outturn position for 2019-20.

Gill Lewis
Interim Head of Finance and Section 151 Officer
January 2020

Contact Officer: Joanne Norman
Interim Group Manager – Financial Planning and Budget Management

Telephone: 01656 643645

Email: joanne.norman@bridgend.gov.uk

Postal Address : Raven's Court
Brewery Lane
Bridgend
CF31 4AP

Background documents: Individual Directorate Monitoring Reports
MTFS Report to Council – 20 February 2019

PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2019-20

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Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving likely to be achieved by 19-20 £000	Reason why not achievable	Proposed Action in 2019-20 to achieve
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RAG STATUS KEY

RED	Not likely to be achieved at all in this financial year or less than 25%.
AMBER	Reduction not likely to be achieved in full in financial year but greater than 25%
GREEN	Reduction likely to be achieved in full

EDUCATION & FAMILY SUPPORT

EFS1 (2017-18)	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.		20		0	Delays to the assessments of safe routes have meant the policy can not be implemented. It will be implemented incrementally as routes are assessed. Red RAG status given overspend on HTST in 2018-19 and continuing overspend in 2019-20 projections.	Cabinet approved a report on the 23rd July 2019 to commence a 12 week public consultation in September 2019 on a number of policy proposals to effect additional savings. This will be reported back to Cabinet in due course.
EFS2 (2017-18)	School transport route efficiencies.		40		0	Delays to the assessments of safe routes have meant the policy can not be implemented. It will be implemented incrementally as routes are assessed. Red RAG status given overspend on HTST in 2018-19 and continuing overspend in 2019-20 projections.	An external review of BCBC's transport arrangements has been commissioned. It is hoped this review will support changes to the current transport arrangements with a view to making the identified efficiency savings.
EFS1 (2018-19)	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.		67		0	Delays to the assessments of safe routes have meant the policy can not be implemented. It will be implemented incrementally as routes are assessed. Red RAG status given overspend on HTST in 2018-19 and continuing overspend in 2019-20 projections.	Cabinet approved a report on the 23rd July 2019 to commence a 12 week public consultation in September 2019 on a number of policy proposals to effect additional savings. This will be reported back to Cabinet in due course.
EFS14	Traded Services Schools brochure		20		20	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2019-20
EFS27	Review arrangements for Special Schools Home to School Transport with a view to achieving efficiency savings		75		0	Retendering special school transport is unlikely to make the full saving due to additional in-year pressures on the Special School HTST budget.	Cabinet approved a report on the 23rd July 2019 to commence a 12 week public consultation in September 2019 on a number of policy proposals to effect additional savings. This will be reported back to Cabinet in due course.

Page 70 Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving likely to be achieved by 19-20 £000	Reason why not achievable	Proposed Action in 2019-20 to achieve
	Total Education & Family Support Directorate		222		20		
<u>SOCIAL SERVICES & WELLBEING</u>							
SSW001	Management and admin review		203		203	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2019-20
SSW004	Review of LD supported living accommodation		78		78	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2019-20
SSW009	Remodel children's residential services		245		155	The savings proposal has been profiled over three years.	Remodelling will continue into 2019-20. £155k savings has been forecast for 2019-20
SSW010	Increase in-house fostering provision		392		237	The savings proposal has been profiled over two years.	The fostering project will continue into 2019-20 with savings of £237k forecast
	Total Social Services & Wellbeing Directorate		918		673		
<u>COMMUNITIES</u>							
COM1	Public conveniences - Reductions to the budget for Public Toilet provision		100		100	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2019-20
COM18 2017-18	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) Introduction in 17-18 of savings achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows.		200		200	Savings have been made in 2019-20 they are at the level to achieve the prior year MTFS savings but not the 2019-20 savings target.	No action required. Full saving should be achieved in 2019-20
COM19 2017-18	Permitting Scheme road works net of existing income of £95,000		100		0	Timeline not in the direct control of BCBC officers as the business case is going through multiple steps in an approval process with WG. However ultimately a positive response is expected, and this is being lead by the group manager to ensure it is followed through.	Ongoing communication with WG to progress the business case. However, the responsible highways network budget area is committed to stay within budget irrespective of the delivery of the scheme.
COM27	Review of Subsidised Bus Services		188		188	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2020-21

Page 71 Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving likely to be achieved by 19-20 £000	Reason why not achievable	Proposed Action in 2019-20 to achieve
COM31	To rationalise the core office estate - Secure tenant for Raven's Court and move staff into the Civic Offices, in order to generate a rental income and save on running costs		114		114	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2019-20
COM40	Implementation of Corporate Landlord		500		500	No reason why this saving should not be achieved in full in 2019-20.	No action required. Full saving should be achieved in 2019-20
Total Communities Directorate			1,202		1,102		
GRAND TOTAL OUTSTANDING REDUCTIONS			2,342		1,795		
REDUCTIONS SHORTFALL					547		

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MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
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EDUCATION & FAMILY SUPPORT
CENTRAL EDUCATION & FAMILY SUPPORT

EFS1	Phased implementation of Learner Transport Policy regarding statutory distances for free travel	<ul style="list-style-type: none"> Savings should occur naturally as a result of the policy application year on year, however dispersed learners and contractual pressure from operators as routes become more untenable may mean it becomes increasingly difficult to find the identified savings. Risk of price increases from Contractors. 	67	0	Delays to the assessments of safe routes have meant the policy can not be implemented. It will be implemented incrementally as routes are assessed.
EFS19	Restructure of YOS Service	The amalgamation of the three local authority Youth Offending teams of Neath Port Talbot, Swansea and Bridgend in 2014 has historically achieved savings for the Local Authorities whilst simultaneously managing reductions in grant funding. There may be further opportunities to make savings through the ongoing restructure of the organisation, however this needs to be seen in the light of Bridgend possibly leaving the WB collaboration and possible costs associated with this.	41	41	Full saving should be achieved in 2019-20
EFS35	Reduction to contribution to the Central South Consortium (CSC) of 5%	This would need to be agreed with other partners within the Consortium.	30	30	Full saving should be achieved in 2019-20
EFS36	Review of leadership within the Inclusion Service.	This will require a restructure of the Inclusion Service and a full consultation. Affords an opportunity for distributed leadership and succession planning. This will increase the direct reports for Group Manager Inclusion and School Improvement but will mitigate any effect on front line service delivery.	70	70	Full saving should be achieved in 2019-20
EFS37	Review of Cognition and Learning Team	This will require a restructure of the Inclusion Service and a full consultation. This is the service that provides outreach for literacy within Bridgend and the proposed new model will require some building of capacity in schools. There would be a risk with the current delivery method in that the building of capacity within schools could not be fully covered.	110	110	Full saving should be achieved in 2019-20
EFS38	Review of Autistic Spectrum Disorder (ASD) team.	Savings would occur naturally as there are posts which are currently vacant within the team. This area would be consulted upon as part of an Inclusion Service restructure. Consideration would need to be given with regards to how building capacity with schools could be achieved in conjunction with other teams who support in a similar way and potentially with the same children and young people.	77	77	Full saving should be achieved in 2019-20

MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
EFS39	Review of Education Psychology Service	This would require a review of the Education Psychology team as part of the inclusion re-structure and will require the service to work differently to mitigate any shortfall in the service (e.g. undertake less training).	65	65	Full saving should be achieved in 2019-20
EFS40	Volunteer driver service	Service has not been operational since Jan 2017. Full budget is £116k. Therefore, £16k will be retained to support Looked After Children.	100	100	Full saving should be achieved in 2019-20
EFS45	Core funding for previous 'Uniform' Grant that has been replaced by PDG Access grant from Welsh Government	No impact - grant has replaced core funding.	36	36	Full saving should be achieved in 2019-20
Total Education and Family Support			596	529	

SOCIAL SERVICES & WELLBEING

SSW17/A SC18	Development of Extra Care Housing	Project is now in its final stages. All consultation has been completed. No adverse impact identified.	330	330	Full saving should be achieved in 2019-20
SSW19	Further review of HALO partnership contract.	Previous negotiations have proved successful. No adverse impact identified.	80	80	Full saving should be achieved in 2019-20
SSW21	As part of the contract with Awen, BCBC will be renegotiating its management fee for the period 2019-2022. This will mean reviewing accessibility of services and potential closure of AWEN facilities such as community centres or libraries.	Negotiation will be required with AWEN to identify efficiencies in areas with the least impact on services.	70	70	Full saving should be achieved in 2019-20
SSW22	Identify further savings from library and cultural facilities and related services including reviewing the numbers of facilities (libraries, community centres) and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.	60	0	Unable to achieve savings in 2019/20 due to consultation timetable. Anticipated savings will be delivered in 2020/21.
SSW23	Review charging for telecare services	New charges will be introduced together with an increase in other current charges.	150	150	Full saving should be achieved in 2019-20
SSW24	Staffing reconfiguration across SSWB Directorate	Reconfiguration of staff will require staff consultation.	345	295	Restructures were not completed by April 2019, therefore only part year savings achievable. Full savings will be achieved by April 2020.
SSW25	Review of complex care accommodation across learning disabilities services	Review of in-house and external provision to be undertaken identify efficiencies in areas with the least impact on service users.	150	150	Full saving should be achieved in 2019-20

MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
SSW26	Remodelling day service provision for older people and learning disability services	Full review of services which could mean alternative service provision required to meet assessed need.	50	50	Full saving should be achieved in 2019-20
Total Social Services & Wellbeing Directorate			1,235	1,125	

COMMUNITIES

COM4	Review of School Crossing Patrol service in line with GB standards	This proposal builds on the 2015-16 budget reduction to cut the school crossing patrol budget and focus on those sites where there is greatest assessed risk based on the GB standard. This may impact on high risk routes to achieve the full saving, and could conflict with learner travel savings.	10	4	The level of service need is currently in excess of the available budget, hence saving will not be fully achieved in 2019-20
COM20	Highways Dept Management Structural Savings Target	Loss of experienced, competent and qualified managers to deliver statutory functions. Reduced resilience for response to highway issues.	100	55	Restructures were not completed by April 2019, therefore only part year savings achievable. Full savings will be achieved by April 2020.
COM26	Investigate the introduction of charging to users of the Shopmobility facility in Bridgend Town Centre to reduce/remove the current level of subsidy	A full Equality Impact Assessment and Future Generations assessment will need to be carried out. The implications to some current users of the facility are that some members of the community with mobility issues may struggle to pay the necessary charges to hire a mobility scooter and therefore maybe unable to gain access to the town centre. However, this must be balanced against the declining popularity of the service with significantly reduced numbers of users. The changes in technology have meant that lightweight affordable scooters now have greatly increased in private ownership, compared to when the facility was introduced. The provision is not a statutory duty and one not provided in other town centres of the borough or in many of the town centres of neighbouring authorities. On this basis it would seem reasonable to investigate whether introducing charging for use is a viable way of reducing the overall cost of the service. If however this does not prove feasible, in order to make the full saving required over the next two financial years closure of the facility would be necessary.	5	0	Cabinet report due to be presented shortly on proposals to achieve the 2019-20 and 2020-21 MTFs savings, therefore full saving will not be made this financial year.
COM42	Review of parks and playing fields service split over two financial years:- 15% reduction to seasonal operatives budget (£75K). Corresponding reduction to large and small plant (£29k). Removal of bowls club grant (£34K).	The cut identified for 2019-20 will require the removal of approximately 6 seasonal operatives along with respective cuts to plant, equipment and materials. This will have a noticeable reduction in levels of service.	69	35	Will not be achieved in full due to timing of consultation on Parks & Playing Fields (finished 10th July 2019)

MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
COM43	End of management of Kenfig National Nature Reserve	The agreement between BCBC and Kenfig Corporation Trust (KCT) ends in December 2019. It is currently proposed that BCBC does not enter into any new agreement. KCT are underway with a process, supported by their agent HRT, to identify a new tenant. This process is being conducted in partnership with NRW. There is a risk that the level of management may be affected, however there is also the opportunity that the new tenant may be able to draw on resources that BCBC cannot.	10	10	Full saving should be achieved in 2019-20
COM44	Bridgend Bus Station - alternative measures to explore full cost recovery and external support will be pursued but, failing this, the likely required step to deliver this saving is closure.	Impact on city region, connectivity hub, and potential impact on air quality due to relocation of buses. May have a detrimental impact on regional transport with no main bus station and impact on reputation of the Council.	45	15	Due to resources in delivering other transport projects this saving proposal has been delayed. A range of measures to meet the proposed saving are currently being considered, however the current assessment of the options identifies a high risk that they may not meet the level of saving required.
COM46	Removal of budget for Subsidised Bus Routes	Letter received from Welsh Government confirming that from April 2019, each local authority's allocation from Bus Services Support Grant (BSSG) will have to be at least match-funded by a commitment to expenditure from an authority's own budget in support of bus and community transport networks in its area. Therefore removal would have a larger impact than the £200K budget included. Also some areas may not have access to an alternative bus service or alternative form of transport. Consultation required.	148	86	Due to requirements for consultation, reporting and challenge, the 12 week notice period was not issued until the beginning of June which will mean a cessation of service at the end of August 19 (7 month saving)
COM47	Public Transport - efficiencies achieved under the Public Transportation budget	Reduced support available for wider Transportation budgets - e.g. works at Bridgend Bus Station.	24	24	Full saving should be achieved in 2019-20
COM49	Street Lighting - Reduction to energy costs budget which has been achieved due to historic replacement of LED lighting	Ability to deliver this level of saving is dependent on how successful the new SALEX replacement programme is compared with the original business case as funding will be required from this budget heading to repay the SALEX borrowing for a number of years.	30	30	Full saving should be achieved in 2019-20
COM50	Increase pre-application planning fees by 10%	This is the first increase since the introduction of the new service in 2016. Will introduce new categories of enquiry currently not covered by the scheme. Also aim to introduce a new pre-sale information pack for householders providing details of planning consents, constraints etc. There is a risk that the increase will put some potential users of the scheme off and the increase might have to be phased. Any change to the current system will also require DC Committee and Cabinet approval.	10	10	Full saving should be achieved in 2019-20

MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
COM52	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) to be achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows	Failure to secure a new operating contractor through a compliant tender and procurement exercise for the MREC facility would result in this saving being undeliverable. Failure to reach agreement with NPT on the Councils financial contribution to the costs of supporting the MREC. Intervention by the Welsh Government and or changes in legislation in the waste management sector.	1,300	650	There has been an ongoing procurement exercise with Neath Port Talbot County Borough Council (NPTCBC) to originally secure a new operator for the facility. Total MTFS Budget Reductions against the Waste budget of £200,000 in 2017-18 and £1,300,000 in 2019-20 were predicated on achieving a price in the region of £135 per tonne from this exercise. NPTCBC will now be running the MREC facility in-house, and whilst savings have been made in 2019-20 they are not at the level to achieve the MTFS savings and discussions are continuing with NPTCBC to continue to negotiate further improvements.
COM53	Communities Management Restructure	Loss of experienced, competent and qualified managers to deliver statutory functions.	135	135	Full saving should be achieved in 2019-20
COM55	Increase charge for Green Waste Service from £28.30 per household to £38.30	The new waste contract related items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	25	5	Most service users pay prior to the 1st April, hence full benefit of increase in charge will not be seen until 20-21
COM56	Increase charge for collection of 3 bulky waste items from £15.50 to £20.		10	10	Full saving should be achieved in 2019-20
COM59	Reduction to the opening hours of the Community Recycling Centres by 1 hour, per day.		17	10	Change to the opening hours commenced June 2019, hence full year saving not achievable.
Total Communities Directorate			1,938	1,079	

CHIEF EXECUTIVE'S

CEX1	Efficiencies from Shared Regulatory Service	May require restructuring within service and impact on response times, but will be managed across the 3 participating Councils and will aim to minimise impact.	111	111	Full saving should be achieved in 2019-20
CEX2	Remove members' Community Action Fund	This will require approval from members following review of current scheme.	285	285	Full saving should be achieved in 2019-20
CEX3	Review of Business Support functions across the directorate	Reconfiguration of the service required, may result in slower response times and restructure.	250	200	Restructures were not completed by April 2019, therefore only part year savings achievable. Full savings will be achieved by April 2020.

MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
CEX4	Review of homelessness prevention budgets and allocation of related grants	There will be a reliance on grant funding and limited core funding available	235	235	Full saving should be achieved in 2019-20
CEX5	Review of homelessness prevention service provision and the possibility of partnership working with an external organisation.	Full evaluation and reconfiguration of the service provision will be required	100	100	Full saving should be achieved in 2019-20
CEX6	Review of ICT capital related revenue budgets. This will require council to agree all ICT capital spend to be met from the capital programme allocation	Limits the potential for ICT to fund capital related expenditure on a ad hoc basis	200	200	Full saving should be achieved in 2019-20
CEX7	Review of non staff related ICT budgets including software	Minimal impact anticipated.	80	80	Full saving should be achieved in 2019-20
CEX8	Directorate leadership restructuring	Will reduce senior management capacity, and require some backfilling and review of functions.	100	100	Full saving should be achieved in 2019-20
CEX9	Review structures across customer contact, communications & marketing, housing and performance	Vacant posts would be frozen / deleted.	73	73	Full saving should be achieved in 2019-20
CEX10	Review CCTV function with aim to create efficiencies	Potentially could impact on community safety	30	0	The specific proposal is unlikely to be achieved in 2019-20. However, alternative savings should be possible within the service with minimal impact.
Total Chief Executive's Directorate			1,464	1,384	

MONITORING OF 2019-20 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2019-20 £'000	Value Likely to be Achieved 2019-20 £'000	Reason why not likely to be achievable
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CORPORATE / COUNCIL WIDE

CWD6	Reduction in funding available for meeting the costs of Capital Financing	Repayments are still considered to be prudent, but will result in longer payback periods in line with asset lives.	1,975	1,975	Full saving should be achieved in 2019-20
CWD7	Removal of Invest to Save funding agreed as part of MTFS for 2018-22	Limited impact as not committed to specific schemes or services	200	200	Full saving should be achieved in 2019-20
CWD8	Removal of budget created from raising council tax from original 4.2% to 4.5% in 2018-19 budget.	Part of funding used on one-off basis in 2018-19 but rest uncommitted. Previous year's council tax increase is built into base rate.	213	213	Full saving should be achieved in 2019-20
Total Corporate / Council Wide			2,388	2,388	

GRAND TOTAL REDUCTIONS		7,621	6,505
TOTAL BUDGET REDUCTION REQUIREMENT		7,621	7,621
REDUCTION SHORTFALL		0	1,116

3,024	5,495
2,703	664
1,894	1,462
7,621	7,621

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2019-20					
	Expenditure Budget	Income Budget	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£000	£000	£000	£000	£000	
EDUCATION AND FAMILY SUPPORT						
School Delegated Budgets	114,492	(21,302)	93,190	93,190	(0)	0.0%
Learning	11,004	(4,005)	6,999	7,267	268	3.8%
Strategic Partnerships & Comm	25,286	(10,910)	14,376	14,805	429	3.0%
Health and Safety	386	(2)	384	247	(137)	-35.6%
TOTAL EDUCATION AND FAMILY SUPPORT	151,168	(36,219)	114,949	115,509	560	0.5%
SOCIAL SERVICES AND WELLBEING DIRECTORATE						
Adult Social Care	64,131	(16,591)	47,540	47,336	(204)	-0.4%
Sports, Play and Active Wellbeing	5,959	(793)	5,166	5,127	(39)	-0.8%
Childrens Social Care	19,790	(914)	18,876	19,804	928	4.9%
TOTAL SOCIAL SERVICES AND WELLBEING	89,880	(18,298)	71,582	72,267	685	1.0%
COMMUNITIES DIRECTORATE						
Regeneration & Development	5,442	(2,709)	2,733	2,663	(70)	-2.6%
Community Services	32,924	(13,015)	19,909	19,890	(19)	-0.1%
Director - Communities	146	-	146	25	(121)	-82.9%
Corporate Landlord	23,594	(20,520)	3,074	3,102	28	0.9%
TOTAL COMMUNITIES	62,106	(36,244)	25,862	25,680	(182)	-0.7%
CHIEF EXECUTIVE'S						
Chief Executive	511	-	511	525	14	2.7%
Finance	54,414	(50,716)	3,698	3,520	(178)	-4.8%
Human Resources	1,928	(306)	1,622	1,504	(118)	-7.3%
Partnerships	2,646	(622)	2,024	1,736	(288)	-14.2%
Legal, Democratic & Regulatory	6,276	(1,260)	5,016	4,789	(227)	-4.5%
Elections	150	(11)	139	143	4	2.9%
ICT	4,717	(1,219)	3,498	3,280	(218)	-6.2%
Housing & Homelessness	2,676	(1,544)	1,132	1,147	15	1.3%
Business Support	1,094	(112)	982	1,000	18	1.8%
TOTAL CHIEF EXECUTIVE'S	74,412	(55,790)	18,622	17,644	(978)	-5.3%
TOTAL DIRECTORATE BUDGETS						
	377,566	(146,551)	231,015	231,100	85	0.0%
Council Wide Budgets	40,741	(947)	39,794	34,520	(5,274)	-13.3%
Appropriations to Earmarked Reserves				4,391	4,391	0.0%
NET BRIDGEND CBC	418,307	(147,498)	270,809	270,011	(798)	-0.3%

NB: Differences due to rounding of £000's

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

13 FEBRUARY 2020

REPORT OF THE INTERIM HEAD OF FINANCE AND SECTION 151 OFFICER

CAPITAL STRATEGY 2020-21 ONWARDS

1. Purpose

- 1.1 The purpose of this report is to present to Corporate Overview and Scrutiny Committee the draft Capital Strategy 2020-21 to 2029-30, which includes the Prudential Indicators (**Appendix A**).

2. Connections to Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 This report assists in the achievement of the following corporate priorities:-
1. 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.
 2. 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.
 3. 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.
- 2.2 Capital investment in the Authority's assets is a key factor in meeting the Council's Priorities as set out in the Council's Corporate Plan.

3. Background

- 3.1 The control on Capital Expenditure is based in legislation. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003, as amended, contain detailed provisions for the capital finance and accounting controls, including the rules on the use of capital receipts and what is to be treated as capital expenditure. They modify accounting practice in various ways to prevent adverse impacts on authorities' revenue resources.
- 3.2 In December 2017, the Chartered Institute of Public Finance and Accountancy (CIPFA) published a new edition of the Prudential Code for Capital Finance in Local Authorities. The revised Prudential Code placed a requirement on local authorities to determine a Capital Strategy, to be approved by full Council, which demonstrates that the Authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Strategy needs to set out the long-term context in which capital

expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

- 3.3 The Strategy should demonstrate how the Council ensures that all of its capital and investment plans and borrowing are prudent and sustainable. In doing so, the Strategy will need to include the prescribed Prudential Indicators for a three year rolling period. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability.

4. Current Situation / Proposal

- 4.1 The principles within the Capital Strategy have been applied to allocation of capital resources and schemes within the Capital Programme included within the Medium Term Financial Strategy (MTFS). This will be approved by Council before the start of the financial year in accordance with the Constitution. Following approval, any schemes for which external funding has been approved will be added to the capital programme once the funding has been accepted and included in the next capital programme report to Council. Urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer.

- 4.2 The draft Capital Strategy and associated schedules are contained at **Appendix A**. It will be presented to Cabinet and Council for approval in February.

- 4.3 It confirms the Council's compliance with the Prudential Code for Capital Finance in Local Authorities. It sets out the guiding principles for capital decisions as to:-

1. Focus capital investment on delivery of the Council's Objectives and Priorities
2. Ensure strong governance over decision-making
3. Ensure that capital plans are affordable, sustainable and prudent
4. Maximise and promote the best use of available funds

- 4.4 The Capital Strategy sets out a framework for the self-management of capital finance and examines the following areas:

- Capital expenditure and investment plans
- Prudential Indicators
- External debt
- Treasury Management

It reports on the delivery, affordability and risks associated with the long-term context in which capital expenditure and investment decisions are made.

- 4.5 Changes to Accounting for Leases from 01 April 2020 will have an impact on the Capital Strategy as current operating leases, where costs are currently charged to revenue, will now have to be brought onto the balance sheet as a right of use asset and therefore increase the Council's capital financing requirement. The impact of this is still under review, and the Capital Strategy will need to be amended once these impacts are known, in advance of Council formally approving the Strategy. Further clarification around the final requirements is anticipated in due course.

5. Effect on Policy Framework and Procedure Rules

- 5.1 The Council's Financial Procedure Rules reflect the duty to produce a Capital Strategy at the start of each financial year, and to report quarterly to Cabinet an update on the Capital Strategy and the Prudential Indicators. The Strategy demonstrates that capital expenditure and investment decisions are in line with service objectives, and properly take account of stewardship, value for money, prudence, sustainability and affordability.

6. Equality Impact Assessment

- 6.1 Projects within the Capital Strategy will be subject to the preparation of Equality Impact Assessments before proceeding.

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

- 7.1 The report contributes to the following goals within the Well-being of Future Generations (Wales) Act 2015:

- A prosperous Wales
- A resilient Wales
- A Wales of cohesive communities
- A globally responsive Wales

- 7.2 The wellbeing objectives are designed to complement each other and are part of an integrated way of working to improve wellbeing for the people in Bridgend Council. In developing the Capital Strategy, officers have considered the importance of balancing capital resources over the short-term and minimising the revenue costs of debt with longer-term objectives of managing the Council's long term capital programme. The Prudential Indicators are forward looking and are set to support future sustainability.

8. Financial Implications

- 8.1 The financial implications are reflected within the report.

9. Recommendations

- 9.1 The Corporate Overview and Scrutiny Committee is recommended to:
- note the Capital Strategy 2020-21 to 2029-30 including the Prudential Indicators 2020-21 to 2022-23 and its associated Schedules (**Appendix A**)

Gill Lewis CPFA
Interim Head of Finance and Section 151 Officer

February 2020

Contact Officer:
Nigel Smith
Interim Group Manager – Chief Accountant
Ext.3604. E_mail: nigel.smith@bridgend.gov.uk

Background Papers:



Draft Capital Strategy

2020-21 to 2029-30



1.0 INTRODUCTION

The Prudential Code for Capital Financing in Local Authorities (2017) placed a requirement on local authorities to determine a Capital Strategy, to be approved by full Council, which demonstrates that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. Local Authorities should have in place a Capital Strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

This Capital Strategy is the policy framework document that sets out the principles to be used to guide the allocation of capital investment across all the Council's services and informs decisions on capital spending priorities within the Council's 10 year Capital Programme. It also reports on the delivery, affordability and risks associated with this Strategy.

1.1 AIMS AND PRINCIPLES

The Capital Strategy is presented to Council as a Policy Framework document, and links with the Corporate Plan, Treasury Management Strategy (TMS), Medium Term Financial Strategy (MTFS) and the Council's Asset Management Plan (AMP). It sets out:

- what is capital expenditure/investment and why we incur it;
- the Council's overall capital objectives, priorities and plans;
- how the Council's capital expenditure/investment will be funded/resourced
- how the Council's capital expenditure/investment plans will be appraised;
- how capital plans will be approved, monitored and reported upon; and
- the skills and knowledge required to deliver the capital plans.

The Capital Strategy should be read in conjunction with the Council's TMS which covers the Council's Investment Strategy and Borrowing Strategy and the Minimum Revenue Provision (MRP) policy which is attached as Schedule A to this document. The Council's borrowing and MRP policy are directly impacted by capital plans.

The capital programme is a key element of the MTFS. The MTFS provides a set of clear principles which drive the budget and spending decisions of the Council. There are thirteen principles in total, but the following three refer specifically to the capital programme and Strategy:

10. Capital investment decisions are in alignment with the Council's Capital Strategy, and mitigate any statutory risks taking account of return on investment and sound option appraisals.
11. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
12. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.

The Capital Strategy sets out a number of guiding principles on the following:

PRINCIPLE 1 : Focus capital investment on delivery of the Council's Objectives and Priorities
<ul style="list-style-type: none"> • Ensuring that capital investment plans are driven by the Council's Corporate Plan • Ensuring decision-makers are clear on the positive contribution capital investment makes to our Wellbeing objectives • Appraising all investments in the context of objectives/priorities • Ensuring there is a corporate business planning process incorporating service transformation and the impact on property assets
PRINCIPLE 2 : Ensure strong governance over decision-making
<ul style="list-style-type: none"> • Ensuring that proposals demonstrate that a rigorous process of options appraisal has been followed, requiring evidence of need, cost, risk, outcomes and methods of financing • Schemes will only be added once an affordable business plan is in place and it demonstrates value for money • All major capital schemes have a lead Project Sponsor and follow project management principles • The approval process within the Financial Procedure Rules contained in the Constitution are strictly adhered to
PRINCIPLE 3 : Ensure capital plans are affordable, sustainable and prudent
<ul style="list-style-type: none"> • Promote capital investment which allows invest to save outcomes and which contribute to future MTFS savings • Make sure assets perform at an optimal level through effective ongoing asset management and are consistent with levels of investment • Review and challenge the Council's assets, including the need, cost and performance of the estate • Maximise the use of Internal Borrowing and maintain an under-borrowed position compared to its Capital Financing Requirement if feasible
PRINCIPLE 4 : Maximise and promote the best use of available funds
<ul style="list-style-type: none"> • Generate funding, where possible, from the rationalisation of existing assets with a strong Disposal Strategy • Minimise the use of ring-fencing capital receipts to ensure a One-Council approach • Bidding for external funds where appropriate and ensuring that there are effective working relationships with external funders • Have clear policies for the consumption of our reserves • Ensuring that there is effective pre- and-post project appraisal • Ensuring up to date property information relating to condition surveys, life cycle costs and maintenance back logs • An estates strategy which tracks lease covenant compliance

CAPITAL EXPENDITURE AND INVESTMENT

2.0 CAPITAL EXPENDITURE

Capital investment is technically described as:

“Expenditure on the acquisition, creation, or enhancement of ‘long term assets’”

This generally consists of land, property and plant which have a useful life of more than 1 year, but can also include funding passed on to other bodies in order for them to undertake capital works. Expenditure outside this definition will be, by definition, revenue expenditure.

Expenditure can be capitalised where it relates to the:

- Acquisition, reclamation, enhancement or laying out of land.
- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures.
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus vehicles or vessels.

Enhancement of an existing fixed asset means:

- To lengthen the useful life of the asset; or
- To increase substantially the open market value of the asset; or
- To increase substantially the extent to which the asset can be used for the purposes of, or in connection with, the functions of the Council.

Within the Accounting Policies for the Council, expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset’s potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

All expenditure on Property, Plant and Equipment is recognised irrespective of value. Capital expenditure below £40,000 is considered non-enhancing and is immediately impaired unless cumulatively over more than one year the expenditure would amount to more than this value.

The Council currently does not make use of any capitalisation flexibilities nor capitalise any borrowing costs associated with the capital programme.

The Council’s capital expenditure plans are linked to the Corporate Plan, Asset Management Plan, priorities and service delivery plans with the inclusion of the ‘Future Property Needs’ within the business plan template.

The Council has acquired relatively few property assets over the last few years. Its focus has been on releasing or remodelling existing assets. From time to time it has acquired property required for service developments, for example purchasing land and buildings for school modernisation projects. It has also secured £1 million capital funding for commercial property investment, which has been partially spent on acquiring an income producing leased property.

To date the remainder is unspent as no suitable options which meet the Council's criteria have been forthcoming. It has also recently acquired third party interests in Salt Lake car park which has enabled it to take control of the regeneration and development of the site and generation of capital receipts.

In 2020-21, the Council is planning capital expenditure of £39.195 million as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Council Fund services	27.614	37.653	39.195	23.941	25.308
Investment Properties		0.480			
TOTAL	27.614	38.133	39.195	23.941	25.308

2.1 CAPITAL FINANCING

The Council receives an annual 'General Capital Funding' allocation from Welsh Government, which comprises General Capital Grant and un-hypothecated Supported Borrowing. Revenue funding to repay the supporting borrowing is included within the Revenue Support Grant. Further details of funding sources are detailed in Schedule B.

All capital expenditure must be financed either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or net financing requirement (borrowing, leasing and Private Finance Initiative (PFI)). The planned financing of the expenditure outlined in Table 2 is as follows:

Table 2: Capital financing

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
External sources	12.407	17.383	13.822	9.492	18.158
Own resources	9.044	13.617	14.347	8.211	2.296
Net Financing Requirement	6.163	7.133	11.026	6.238	4.854
TOTAL	27.614	38.133	39.195	23.941	25.308

The net financing requirement or 'debt' is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision, or MRP. As well as MRP, the Council makes additional voluntary revenue contributions to pay off Prudential or Unsupported Borrowing. The total of these are shown in Table 3 below:-

Table 3: Replacement of debt finance

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Minimum Revenue Provision (MRP)	2.858	2.885	2.912	2.938	3.005
Additional Voluntary Revenue Provision	1.459	1.486	1.751	2.349	2.234
Total MRP & VRP	4.317	4.371	4.663	5.289	5.239
Other MRP on Long term Liabilities	0.641	0.690	0.743	0.801	0.863
Total Own Resources	4.958	5.061	5.406	6.088	6.102

The existing Capital Programme will be approved by Council before the start of the financial year 2020-21 as part of the MTFS.

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces by the MRP amount within the year. The CFR is expected to increase by £4.465 million during 2020-21. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Capital Financing Requirement (CFR)					
Opening CFR adjusted excluding PFI & other liabilities	153.239	155.084	157.846	164.209	165.160
Opening PFI CFR	17.640	17.000	16.309	15.566	14.765
Total Opening CFR	170.879	172.084	174.155	179.775	179.925
Movement in CFR excluding PFI & other liabilities	1.845	2.761	6.363	0.951	(0.385)
Movement in PFI CFR	(0.640)	(0.690)	(0.743)	(0.801)	(0.863)
Total Movement in CFR	1.205	2.071	5.620	0.150	(1.248)
Closing CFR	172.084	174.155	179.775	179.925	178.677
Movement in CFR represented by :-					
Net Financing Need for Year (Table 2 Above)	6.163	7.133	11.026	6.238	4.854
Minimum and Voluntary Revenue Provisions	(4.317)	(4.371)	(4.663)	(5.287)	(5.239)
MRP on PFI and Other Long Term Leases (Table 3 above)	(0.641)	(0.690)	(0.743)	(0.801)	(0.863)
Total Movement	1.205	2.071	5.620	0.150	(1.248)

THE COUNCIL'S CAPITAL PLANS

3.0 CAPITAL PROGRAMME BY WELLBEING OBJECTIVE

Within the Corporate Plan, there are three Wellbeing Objectives namely:-

- Supporting a Successful Economy
- Helping People to be more Self-Reliant
- Smarter Use of Resources

In accordance with **PRINCIPLE 1** above, the majority of schemes within the existing Capital Programme link to the Council's Wellbeing Objectives, but there are also schemes that relate to Core Services and Statutory Functions.

Supporting a Successful Economy

The proposed capital programme includes a number of new and existing projects which will help to support a successful economy through regeneration and local development schemes. For example, the redevelopment of Maesteg Town Hall will provide improved community facilities to include the town library and performance spaces, as well as offering improved accessibility for visitors and creating jobs; and new Enterprise Hubs will create new business workspace. Regeneration work will continue to progress in Porthcawl following the acquisition of Salt Lake Car Park. There are also new allocations in respect of road safety improvements in a bid to improve access across the highway to residential and commercial areas. These supplement those existing schemes, such as the Cardiff Capital Region City Deal (CCRCD) investment, which will be targeted to focus on raising economic prosperity, increasing job prospects and improving digital and transport connectivity.

Helping People to be more Self-Reliant

In addition to the current programme of recommissioning adult home care and developing extra care there is continued investment in supporting people to be self-reliant through the Welsh Government funded disabled facilities grant scheme. Approximately £2 million of capital investment is made annually.

Smarter Use of Resources

One of the Council's Corporate Priorities is to ensure that we have Smarter Use of Resources and crucially this includes assets. The Council's AMP 2021 strategic aim is to have a lean sustainable estate that enables the authority to live within its means and support delivery of our wellbeing objectives. This is achieved through review and challenge on a geographic and service led basis and exploring how property assets can help enable innovative options for service transformation and maximising regeneration and growth. Examples of schemes within this priority include:-

- The Schools' Modernisation Programme and Strategic Review of Post-16 Education and Training - to provide sufficient school places in the right area and in new and improved schools by delivering 21st Century Schools, which will result in capital investment of around £49 million over the next 5 years.
- Parc Afon Ewenni - the Programme Board has reviewed its depot estate and is rationalising the number of depots it holds and investing in its existing larger depot sites at Waterton and Bryncethin.
- Porthcawl - the Council has substantial land holdings in Porthcawl which it is looking to bring forward to support regeneration of the area and to generate capital receipts.
- Community Asset Transfers – Review of assets and support services to enable the successful transfer of those most suitable to community groups and organisations.

3.1 OTHER KEY DRIVERS

As well as the Corporate Plan, there are other key drivers of the Council's capital plans. These are:

- Asset management requirements
- Health and Safety works

3.2 ASSET MANAGEMENT REQUIREMENTS

The Council's Asset Management Plan vision has been re-aligned with the Corporate Plan 2018-22 reviewed for 2019-20 "One Council Working Together to Improve Lives" as follows:

"To have a lean sustainable estate that enables BCBC to live within its means and support delivery of our wellbeing objectives"

The following clear principles drive the on-going challenge and management decisions relating to our assets:

1. The AMP 2021 supports and maintains alignment with the MTFs and the Corporate Plan, linking with other resource strategies.
2. Capital investment decisions support the Council's corporate priorities and mitigate any statutory risks taking account of return on investment and sound option appraisals.
3. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.
4. A balance will be maintained within the non-operational portfolio between rental income, capital receipts, economic development/ community support.
5. Capital receipts generated will support the capital programme.

The Council also has a Highways Asset Management Plan (HAMP). The HAMP needs to take in account the following:

1. Much of the infrastructure serving the northern half of the county borough was originally constructed in the early 1900's and was not designed to cope with the current demands (economic, social and environmental) placed upon it.
2. The BCBC highway network is continuously growing with no sign of abatement. The Council has seen much in the way of development over the last decade, resulting in a significant increase in the amount of asset requiring management.
3. Highway Authorities have a statutory duty to maintain highways and ensure that they are available for safe use by all.

The HAMP is an essential document that sets out how the levels of service for the infrastructure network determined by the Council will be achieved. The HAMP is therefore a "living" document that will be subject to continual review and development.

3.3 HEALTH AND SAFETY WORKS

There is an earmarked reserve for Asset Management including funding for Condition Surveys. Up to date condition surveys for the whole estate are currently being procured, which will include planned preventative maintenance data. This will inform the Council's budget allocation for both revenue and capital repairs, maintenance and new build. Given the limited

capital and revenue funding and the currently known high level of maintenance backlog, a prioritisation matrix for budget allocation has been developed. The Matrix works to give highest priority to Health and safety works. Given the potential level of funding compared to the demand for repairs and maintenance, this may lead to the closure of buildings or the drive for further capital investment in new build projects. Once fully implemented the Corporate Landlord model will be able to effectively inform the capital funding planning and decision making as it relates to asset management.

For highway structures, the current basis for prioritisation is one of reactive safety repairs, where the asset is risk assessed using a standardised matrix. This risk assessment is then considered against the individual assets Bridge Condition Indices (BCI) rating. This allows the prioritisation of schemes and allocation of the available budget to ensure the best value is achieved. A similar approach is applied to carriageway and footway schemes, where combinations of technical survey, site inspections and member of public reports determine the basis for the prioritisation of works.

In 2019-20 a new Capital Asset Management Fund of £1.5m and a Highways Asset Management Fund of £1.2m were established. The intention of these is to fund those schemes that have been prioritised by the condition surveys as posing a Health and Safety risk either within buildings or within our Highways Infrastructure. The aim will be to replenish these reserves as funding allows. The monitoring of these reserves will be undertaken on a regular basis.

3.4 COMMERCIAL ACTIVITIES

The Council will consider, if the opportunities arise, the purchase of land and property as an investment – to both generate an ongoing income stream or to realise an increased capital value in the future. There are two ways that an authority can generate income from investment properties namely:-

- Direct purchase of investment property – through Capital Programme
- Investment in a Property Unit Trust – through Treasury Management

The first would see authorities investing in property by directly purchasing/developing properties with the intention of securing a revenue income from that investment. Investment in property leaves the Council open to all of the risks that would go with such a policy, such as devaluations, maintenance issues and potential tenant default, as well as the potential benefits such as a long term asset on the balance sheet and rental income. The second route would be to receive income from property by investing in an appropriate property unit trust. Returns from this fund are typically in the order of 5.5%-6% per annum though at a fee from the fund manager. It is an actively managed property fund, which means that fund managers have the potential for growth in the income as, over time, higher rents can be achieved by buying properties in areas where demand is growing, by adjusting the exposure to different areas of the market and by improving the quality of the properties as appropriate.

As well as the benefit of rental income from the direct purchase of an investment property, there might also be capital appreciation of the asset though this will only be realised once the asset is sold and a capital receipt is generated which could be then recycled to purchase replacement investment properties which would then not incur capital financing costs.

A strategy based on investment in properties does have the following risks:-

- Low liquidity and flexibility
- Physical/structural issues with buildings
- Greater exposure to economic, cultural and technological changes

- Void periods

But against this it has the potential benefits of:-

- Over a longer term a higher financial return and capital growth than other current investments
- A wider range and variety of investment tools

The Council does have an existing investment portfolio which is 100% based within the County Borough and primarily the office and industrial sectors. The income streams are generally spread between the single and multi-let office investments on Bridgend Science Park, the multi-let industrial estates and the freehold ground rent investments. The portfolio therefore does not accord with the risk balance in location and sectoral terms to the majority of investment portfolios and is also management intensive, with a large number of units relative to the overall income and value. The total value of Investment Properties was £4.635 million as at 31 March 2019. This would be expected to generate a rental income of £478,000 per annum excluding any vacant or rent-free periods.

There are limited opportunities within the existing investment portfolio to release / sell properties, as the current emphasis is to enhance income return (as opposed to capital value). The majority of the investments held are high yielding and an improved income stream is unlikely on any re-investment.

The majority of the Council's investment portfolio has grown organically. However, within the last 5 years, the Council approved £1 million within the capital programme and spent £520,000 on acquiring an office building, which generates a rental income of £56,000 per year or just over 9% return on the investment. There is a further £480,000 available but as yet no suitable options have been identified within the Bridgend area, which would produce a reasonable return and at acceptable levels of risk. The Council may in the future wish to consider expanding its property investment portfolio, in which case it would need to review the criteria and investment strategy and consider the investment taking into account the level of associated risk.

3.5 TREASURY MANAGEMENT STRATEGY (TMS)

Treasury Management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short term as revenue income is received before it is spent, but cash poor in the long term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

3.6 BORROWING STRATEGY

The Council's major objectives when borrowing are:-

- to minimise the revenue costs of debt
- to manage the Council's debt maturity profile i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing
- to effect funding in any one year at the cheapest cost commensurate with future risk
- to forecast average future interest rates and borrow accordingly

- to monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movement
- to reschedule debt if appropriate, in order to take advantage of potential savings as interest rates change
- to optimise the use of all capital resources including borrowing, both supported and unsupported, usable capital receipts, revenue contributions to capital and grants and contributions

3.7 LIMITS TO BORROWING ACTIVITY

The Council's long term borrowing at 31 December 2019 was £96.87 million. External borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. As the Council has an integrated TMS, there is no association between individual loans and particular types of expenditure. The Council makes use of internal borrowing and maintains an under-borrowed position in accordance with **PRINCIPLE 3** above. The capital borrowing need (Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. Projected levels of the Council's total outstanding debt, which comprises borrowing, PFI and Other Long Term Liabilities, are shown below compared with the Capital Financing Requirement:-

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Debt (incl. PFI & leases)	117.891	116.991	130.758	135.709	143.283
Capital Financing Requirement	172.084	174.155	179.776	179.926	178.679

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen, the Council expects to comply with this in the medium term.

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. Further details of the Liability Benchmark can be found within the Treasury Management Strategy 2020-21. It does show that an additional £19 million will need to be borrowed for the period 2020-21 to 2022-23 based on the assumptions within the Capital Programme and the use of Capital Receipts and Reserves. The actual amount will be monitored and assumptions challenged and borrowing will only be taken if there is no opportunity to use Internal Borrowing.

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Authorised limit – borrowing	145.000	145.000	170.000	170.000	175.000
Authorised limit – other long term liabilities	30.000	30.000	30.000	30.000	30.000
Authorised Limit Total	175.000	175.000	200.000	200.000	205.000
Operational boundary – borrowing	105.000	105.000	140.000	150.000	150.000
Operational boundary – other long term liabilities	25.000	25.000	20.000	20.000	20.000
Operational Boundary Limit Total	130.000	130.000	165.000	175.000	170.000
Total Borrowing and Long Term Liabilities	117.891	116.991	130.758	135.709	143.283

3.8 INVESTMENT STRATEGY

The Council's major objectives when investing are:-

- to maintain capital **security**
- to maintain **liquidity** so funds are available when expenditure is needed
- to achieve the **yield** on investments commensurate with the proper levels of security and liquidity

Cash that is likely to be spent in the near term is invested, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 7: Treasury management investments

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Cash and Cash Equivalents	3.400	0.100	-	-	-
Short term Investments	20.000	31.650	27.033	9.686	7.000
Longer term Investments	4.000	12.000	3.000	3.000	3.000
TOTAL	27.400	43.750	30.033	12.686	10.000

Loans to Other Organisations

The Council can make investments to assist local public services, including making loans to small businesses to promote economic growth. The Council will assess these opportunities

and will only consider if such investments break even after all costs. Loans to such organisations will be approved as part of the capital programme.

3.9 OTHER LONG TERM LIABILITIES

Private Finance Initiative

The Council has a Private Finance Initiative (PFI) arrangement for the provision of a Secondary School in Maesteg. This forms a long-term liability for the Council (with fourteen years remaining on the term) which is £17.0 million at 31 March 2019 including the short term liability of £0.69 million included as current liabilities in the Council's balance sheet in the Statement of Accounts. This is a technical adjustment and is equivalent to the amount that is paid during 2020-21.

Pension Guarantees

The Council has entered into a number of long-term contracts for services that have been outsourced to service providers. These often involve the transfer of Council employees to the new service provider. Employee's rights are protected under the provision in Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). However, pension rights are not fully covered within TUPE regulations. The Council have thus given a pension guarantee to Awen. This guarantee means that if an admitted body fails to pay its pension obligations then the Council will be responsible for taking on those obligations.

3.10 REVENUE BUDGET IMPLICATIONS

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as capital financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 8: Prudential Indicator: Proportion of financing costs to net revenue stream

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Estimate £m	2021-22 Estimate £m	2022-23 Estimate £m
Capital Financing Central	6.451	6.509	7.049	7.264	6.650
Other Financing costs	3.406	3.451	3.698	4.296	4.181
TOTAL FINANCING COSTS	9.857	9.960	10.746	11.560	10.831
Proportion of net revenue stream	3.71%	3.68%	3.96%	4.24%	3.96%

From the table above it is evident that the proportion of the budget set aside to finance capital expenditure is due to increase over the life of the current programme, accelerating the pressure that capital expenditure, funded from debt, puts on the revenue budget.

Table 9: Central Capital Financing Revenue Budget 2020-21

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Budget £m
Interest Paid	4.534	5.447	5.346
Minimum Revenue Provision (MRP)	4.958	2.885	2.918
Other Financial Instruments	0.008	0.0089	0.008
Interest Received	(1.012)	(0.910)	(0.943)
Central Capital Financing Budget	8.488	7.430	7.329

The central revenue budget for capital financing for 2020-21 is £7.017 million as detailed above. The Projection for 2019-20 is lower than the actual spend 2018-19 because of the change in MRP Policy that Council approved in September 2018. The Interest Paid budget 2019-20 reflects the need to fund the increased costs of borrowing which is anticipated to rise over the period from 2019-20 to 2022-23 by £19 million.

There are also Financing Budgets within the Directorates for Prudential Borrowing and for the payment of the PFI School and other Lease Liabilities. These are detailed in Table 10 below:-

Table 10: Directorate Capital Financing Revenue Budget 2020-21

	2018-19 Actual £m	2019-20 Projection £m	2020-21 Budget £m
Additional Voluntary MRP	1.459	1.486	2.259
PFI & Lease Liability Payments	2.086	1.947	1.947
Directorate Capital Financing Budget	3.545	3.433	4.206

Table 11 shows how there will be increased revenue pressure on the capital financing budgets over the MTFS period:-

Table 11: Capital Financing Revenue Budget 2019-20 and Projected Costs

	2020-21 Projection £m	2021-22 Estimate £m	2022-23 Estimate £m
Central Capital Financing Budget (Table 9)	7.329	7.329	7.329
Directorate Capital Financing Budget (Table 10)	4.206	4.206	4.206
Total Capital Financing Budget	11.535	11.535	11.535
Total Financing Costs (Table 8)	10.746	11.560	10.831
Under/(Over) Spend	0.789	(0.025)	0.704

This would be the worst case scenario with unsupported borrowing being used for future schemes. The Council will endeavour to minimise the revenue pressure by maximising alternative capital resources such as earmarked reserves and capital receipts.

RESOURCING STRATEGY

4.0 FINANCIAL CONTEXT

Whilst the aims and priorities will shape decisions around capital expenditure, there is recognition that the financial resources available to meet priorities are constrained in the current economic and political climate. The context for capital expenditure decisions is as follows:

- The Council does have capital resources and expects to receive more resources in the future with an annual allocation from Welsh Government, potential s106 Monies or grant approvals.
- The Council does have a Disposal Strategy and has capital assets which it could sell and use receipts to reinvest
- The Council is currently servicing debt of £97 million with an average interest rate of 4.7%
- The Council's MTFS shows a funding gap so any additional capital expenditure which is not funded through capital resources will increase this gap unless that expenditure delivers revenue savings or income.

There had been a steady decline in the amount of general capital funding received from Welsh Government over several financial years. However, a letter from the First Minister in November 2019 identified an additional £100 million in capital funding across Wales over the period 2018-19 to 2020-21. From this for 2019-20 there is an additional £20 million across Wales, in addition to an additional £15 million across Wales to enable local authorities to respond to the urgent need to decarbonise. Bridgend has received an increase in general capital funding of £318,000 more than the amount received in 2019-20 but £761,000 more than was originally anticipated. In light of the above context, it is imperative that capital expenditure plans are affordable, prudent and sustainable.

4.1 PRINCIPLES FOR ALLOCATION OF CAPITAL ALLOCATION

The governing principles which underpin the allocation of capital resources are set out in the following diagram:

Nature of Capital Expenditure	Funding Source				
	General Capital Funding / Supported Borrowing	Capital Receipts / Uncommitted Reserves	Interest Free Loan	Unsupported Borrowing - Corporate Funding	Unsupported Borrowing - Directorate Funding
Mandatory					
Corporate Priority					
Investments which attracts Matched Funding					
Invest to Save / Income Generation - Commercial					

	Eligible for funding from this source
	Not eligible for funding from this source

In summary the main principles of capital allocation are:

General Capital Funding and Supported Borrowing from Welsh Government will be prioritised towards mandatory capital investments. This includes investment required to meet health and safety requirements. This principle also applies to uncommitted capital receipts and capital reserves.

Beyond this, any consideration will be given to capital schemes which directly support the achievement of the Council's corporate objectives.

Unsupported (Prudential) Borrowing will be prioritised as follows:

- To mandatory capital expenditure, including health and safety requirements. This will be considered to be an inescapable budget pressure and will be included in future years' budgets as part of the annual budget setting process.
- To capital expenditure which directly supports the achievement of the Council's corporate priorities. Borrowing for such projects will be funded corporately through an increase in budget allocation, which must be approved by full Council. Such borrowing commits the Council to interest and repayments during the asset life, and therefore it must be recognised that as budgets are reduced, the financing costs must be met by budget cuts elsewhere.
- To capital expenditure which attracts a high level of matched funding. This is particularly important as the Council tries to maximise every £1 it spends on capital with schemes involving external grants or contributions from partners. The aim is for

the Council to ensure that it invests in its strategic buildings and town centre infrastructure as grant funding and inward investment opportunities become available by allocating uncommitted reserves, maximising interest free loans or unsupported borrowing.

- To capital expenditure which provides a good financial return. Borrowing for such projects must be funded by the directorate, and therefore the financial benefit accruing to the directorate will be net of financing costs. This approach aligns the directorate incentives with the corporate benefit of such projects. Advantage will be taken of interest free loans where available.

CAPITAL INVESTMENT APPRAISAL

5.0 CAPITAL EXPENDITURE BIDS

The Council will maintain a rolling ten year capital programme, to be updated on an annual basis (or more frequently as required) to take into account revised priorities, new schemes and changes in the availability of funding. The current year's programme is monitored on a quarterly basis by Cabinet and updated programmes approved by Council.

The Council's Capital Programme contains a number of recurrent Annual Allocations, which are the first call on its General Capital Funding. These allocations are reviewed annually with a view to determining whether they are still essential, relevant and achieving the outcomes expected, and amended accordingly.

Where capital resources allow as a result of additional general capital grant, earmarked reserves or capital receipts, as part of the MTFS process, Directorates will be requested from September each year to submit Expressions of Interest for new capital schemes, outlining:

- Proposed Project
- Timescale
- Potential Cost
- Potential Revenue Savings
- Link to Corporate Priorities
- Risk of not Undertaking

These will be ranked in order of fit to:

1. **Link to Wellbeing Objectives:**
2. **High level of Risk of not progressing, based on the following criteria**

High	High risk to BCBC in terms of service delivery and/or meeting MTFS Savings e.g. Urgent/ Essential Works to prevent imminent building failure and closure. Requirement to meet approved Bridgend Change Programme Project to deliver MTFS Savings
Medium	Medium risk to BCBC in terms of service delivery and/or meeting MTFS Savings e.g. identified works required over the next 2 to 5 years. Requirement to meet Proposed Bridgend Change Programme Project to deliver MTFS Savings
Low	Low risk to BCBC in terms of service delivery and/or meeting MTFS Savings e.g. identified works desirable , Requirement to meet yet to be identified Bridgend change Programme Project to deliver MTFS Savings

3. **Service is able to meet any additional revenue costs arising from the scheme e.g. increased Business Rates, running costs.**
4. **Ability to attract matched funding / high leverage ratio.**
5. **An appropriate return on investment where appropriate.**

5.1 EVALUATION APPROACH

As stated, the Council only has a limited amount of resources, and needs to have regard to the overall affordability of the capital programme in future years. Each scheme, therefore, needs to be evaluated to ensure it meets the Council's objectives and in accordance with **PRINCIPLE 1** above.

The business plan put forward for a capital project will be reviewed to ensure it takes account of stewardship, value for money, prudence, sustainability and affordability. Investment decisions will consider risk and reward and how the project contributes to the achievement of corporate objectives. The phasing of projects over more than one financial year will be assessed to ensure timetabling of plans and budgeting is realistic and funding is available over the life of the project.

The revenue implications for each capital bid are considered at the initial evaluation stage, covering both staffing /running costs associated with the bid and the financing costs over the lifetime of the asset created. One of the Chief Finance Officer's requirements when reviewing capital bids is to ensure that the revenue implications are realistic. The options appraisal exercise undertaken for larger projects seeks to ensure that the lifetime revenue implications of a capital project are fully considered and evaluated, are affordable and are included in the MTFs in accordance with **PRINCIPLE 2** above.

Successful projects will then be required to complete a full Business Case to be considered in more detail by Corporate Management Board and Cabinet for eventual inclusion in the Capital Programme to be incorporated in the MTFs, to be approved by Council.

The Council can also make Treasury investments including overnight deposits, fixed term investment, money market funds, property funds and government bonds. These investments are made in accordance with the TMS which is approved alongside the Capital Strategy.

In Year Approvals

Any bids for capital funding outside of the annual MTFs bidding round should be accompanied by a full business case and be supported by the appropriate Director, Section 151 Officer and Cabinet. All funding sources should be fully identified before the bid is taken forward for Council approval for inclusion in the capital programme.

In line with the Council's Financial Procedure Rules, schemes for which external funding has been approved (grants, S106 etc) will be added to the capital programme once the funding has been accepted and included in the next capital programme report to Council.

In addition, any urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer, subject to a maximum value of £100,000. Any such decision requires approval by either the Chief Executive Officer (or can be sub-delegated to the Section 151 Officer) under the Scheme of Delegation, Scheme B1 paragraph 2.2.

GOVERNANCE AND RISK MANAGEMENT

6.0 STRATEGY

It is important given the risks surrounding Capital Projects that the appropriate Governance framework is in place. This is highlighted in **PRINCIPLE 2** above.

The Prudential Code sets out a clear governance procedure for the setting and revising of a capital strategy and prudential indicators i.e. this should be done by the same body that takes the decisions for the local authority's budget – i.e. Full Council.

The Chief Finance Officer will prepare a Capital Programme for consideration by Corporate Management Board (CMB) and Cabinet. It must be approved by Council in accordance with the Financial Procedure Rules of the Council's Constitution.

Variations to the capital programme, other than those permitted under Rules 3.4.7 and 3.4.9 of these Rules, shall require the approval of the Council following a report of the Chief Finance Officer after taking into consideration the recommendations of the Cabinet.

6.1 CAPITAL EXPENDITURE/INVESTMENT DECISION

A monitoring process is in place which:

- Reports on variances in expenditure and slippage on schemes and seeks explanations from project managers to report back to CMB and Cabinet to inform future planning decisions
- Quarterly capital monitoring reports will be prepared for Cabinet which should include details of any virements between projects as well as projections of likely year end spend.

A post project appraisal of all projects in accordance with the Project Management Toolkit must be completed to demonstrate how objectives have been met, how final costs compared to budget and what revenue costs / savings materialised. This information will be reported back to feed future appraisal exercises.

6.2 RISK MANAGEMENT

Major capital projects require careful management to mitigate the potential risks which can arise. The effective monitoring, management and mitigation of these risks is a key part of managing the capital strategy.

General risks are those which are faced as a consequence of the nature of the major projects being undertaken. Most of these risks are outside of the Council's control but mitigations have been developed as part of the business planning and governance process.

The effective management and control of risk are also prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

7.0 KNOWLEDGE AND SKILLS

Within Finance, the Capital Programme and TMS are managed by professionally qualified accountants or staff with extensive Local Government finance experience. They all follow a Continuous Professional Development Plan (CPD) and attend courses on an ongoing basis to keep abreast of new developments and skills. The Council subscribes to the CIPFA Financial Advisory Network (FAN) and as a result has access to courses and documentation on developments within the capital and treasury management fields. The Council's Section 151 Officer is the officer with overall responsibility for Capital and Treasury activities and is a professionally qualified accountant and follows an ongoing CPD programme. All Treasury Management Practices (TMPs) are reviewed and updated as necessary.

Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite.

All the Council's commercial projects have project teams from all the professional disciplines from across the Council and when required external professional advice is also taken. Project management tools are used and there is a strong project management ethos within the Council. Throughout the Council is a good mix of professional qualified staff and staff with both commercial and local authority experience. There is a Corporate Landlord team consisting of skilled and professional staff covering design and management, estates and valuation, statutory compliance, strategic asset management planning, facilities management, management and commissioning of repairs and maintenance and energy management to introduce new energy efficiency measures such as upgraded heating, lighting, insulation and investigating new technological solutions that will enable staff to be fully agile and provide a better service, while an online portal is being developed that will provide information, process customer requests and enable staff to log jobs and track progress. The Regeneration Team within the Communities Directorate has been successful in applying for monies from various sources such as Welsh Government, Heritage Lottery and European monies.

Schedule A**ANNUAL MINIMUM REVENUE PROVISION STATEMENT 2020-21**

The Annual Minimum Revenue Provision Statement needs to be approved by Council before the start of each financial year. The MRP charges for 2020-21 will be on the following bases:-

- i. Capital expenditure incurred before 1 April 2008 and any capital expenditure after 1 April 2008 that is government supported expenditure and does not result in a significant asset will be based on the Capital Financing Requirement after accounting adjustments on a straight line basis over 45 years
- ii. Supported capital expenditure that results in a significant asset (based on an internal assessment) incurred on or after 1 April 2008 and all unsupported capital expenditure, exercised under the Prudential Code, the MRP charge will be based on the Asset Life Method. The minimum revenue provision will be at equal annual instalments over the life of the asset. The first charge can be delayed until the year after the asset is operational but this will be at the discretion of the Section 151 Officer
- iii. for assets reclassified as finance leases under International Financial Reporting Standards (IFRS) or resulting from a Private Finance Initiative, the MRP charge will be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability for the year
- iv. Where loans are made to other bodies for their capital expenditure with an obligation for the bodies to repay, no MRP will be charged. The capital receipts generated by the annual repayments on those loans will be put aside to repay debt instead
- v. MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.

The MRP Charge 2020-21 based on the estimated capital financing requirement is detailed below:-

	Options	Estimated Capital Financing Requirement 31/03/20 £m	2020/21 Estimated MRP £m
Capital expenditure before 01/02/2008 and any after 01/04/2008 that does not result in a significant asset (Supported)	(i)	125.184	2.780
Supported capital expenditure that results in a significant asset, incurred on or after 1 April 2008 (Supported)	(ii)	3.157	0.132
Unsupported capital expenditure, exercised under the Prudential Code (Unsupported)		29.505	1.751
PFI, Finance Leases and other arrangements – PFI School	(iii)	16.309	0.743
TOTAL		174.155	5.406

Sources of Capital Investment

Borrowing

The Council is able to borrow money on the money market or from the Public Works Loan Board (PWLB) to fund capital schemes or, on a short term basis, use its own internal resources (i.e. cash flow). However, for all schemes initially funded from borrowing, the Council will have to fund the repayment and interest costs and any on-going related revenue support. With the exception of the Welsh Government's allocation of Supported Borrowing, all other borrowing is unsupported i.e. where associated interest and debt repayment costs must be met from existing revenue budgets, Council Tax, savings or additional income generation.

The Council is only able to borrow for "unsupported borrowing" (also known as Prudential Borrowing) under the guidance contained in the CIPFA Prudential Code whereby, in summary, the Council is required to ensure that all borrowing is both prudent and affordable.

All schemes funded from Prudential Borrowing are approved by full Council, and in accordance with MTFS **PRINCIPLE 11** must be affordable and sustainable, with payback met from Directorate or Council revenue budgets over a period no longer than the life of the asset. Projects requiring funding through prudential borrowing should submit a robust business case to include forward predictions of affordability, with the aim that projects should be self-funding (i.e. create a revenue stream so that the cost of borrowing is cost neutral on Council Tax).

The potential for Prudential Borrowing is not unlimited and must be considered within the Council's overall borrowing limits. Whenever Prudential Borrowing is under consideration, the means of payment must be clearly identified. Typically this can be from:

- Income or savings generated by the investment;
- Budget reductions made elsewhere in the Directorate to compensate;
- Additional recurrent funding approved by Council as part of the budget setting process.

There may be the need for borrowing where there is no identifiable future revenue stream, for example, to repair or construct infrastructure assets. This may be to support Corporate Priorities. The cost of such borrowing falls on the council tax payer through payments of debt interest on the Council's revenue account and repayment of debt over a specified period of time. This is known as the Minimum Revenue Provision (MRP). There may still be a need for such borrowing but each proposal should be reviewed on a case by case basis with the project evaluation clearly stating how the borrowing is to be afforded. Given the significant ongoing financial challenges facing this Council, it is likely that such schemes will be an "exception".

External Grants

The Council receives annual capital grant funding from Welsh Government and is able to bid for grant funding directly to other government departments or from other grant awarding bodies.

The annual funding from Welsh Government is not ring-fenced so the Council has flexibility in how it allocates this funding. It is proposed that this is earmarked in the first instance to works deemed to be of a mandatory nature e.g. health and safety, or towards Wellbeing Objectives.

Any additional capital grant funding received from external sources must be managed in line with the Council's Grants Policy. Delegated authority is required to bid for and accept any external funding, and external funding applications should be supported by a strong business

case which demonstrates how the project meets the Council's Corporate Priorities and how any future revenue costs will be met.

Capital Receipts from Asset Disposals

The Council generates capital receipts from the sale of surplus assets. Maximisation of these receipts will increase the amount that can be spent on capital investment. Capital receipts cannot be spent on revenue items.

The Council has a statutory obligation to deliver best consideration under S123 of the Local Government Act 1972 and will seek to obtain market value in its disposals. However, there are exceptions and there will sometimes be a balance to strike where disposals can achieve social, economic or environmental policy objectives which contribute towards the Corporate Plan. In such instances, consideration will be given to the Value for Money that this represents.

The Council has also introduced a Community Asset Transfer (CAT) Strategy, where it considers the transfer of assets to third party groups at less than best consideration to support its objectives. The Council will consider, on a case-by-case basis, the potential transfer of assets to an alternative provider after a full assessment of the long-term (full life) risks and rewards of the transfer, including the achievement of best value including potential market value, linked to the Council's aims and objectives. Where the Council proposes to dispose of or grant a long lease at nil consideration, or at a value below market value, a valuation will be undertaken to ensure that the Council is fully aware of the receipt that it is foregoing as a result of the Community Asset Transfer.

A key principle of the Council's Capital Strategy, **PRINCIPLE 4**, is that, unless specifically agreed by Cabinet for exceptional circumstances, all capital receipts will be treated as general capital funding and allocated according to determined priorities. This supports the "One Council" approach. However, this does not negate the need for Council to approve any proposed schemes from that receipt. One example of where the Council has departed from the principle is with regards to school disposals and the ring fencing of those capital receipts to fund the School Modernisation Band A Programme. There may potentially be other schemes where the Council decides to set aside receipts in this way and these will be approved within the reporting of the Capital Programme.

The Council will aim to maximise its capital receipts, where possible, by enhancing the land prior to disposal. In relation to development sites it will produce a technical pack which will include site investigations, planning briefs, utilities and drainage information, as relevant. The Council will consider the most appropriate method of disposal by way of private treaty, tender or by public auction. Generally it will dispose of assets on the open market, in order to robustly demonstrate that it has delivered best consideration. However, there will be occasions when it will sell off market to a single bidder. In these instances it will seek an independent valuation to assess the capital receipt and to affirm that best consideration has been delivered.

S106 contributions

Section 106 (S106) Agreements are legal agreements between Local Authorities and developers; these are linked to planning permissions and can also be known as planning obligations. A section 106 agreement is designed to make a development possible that would otherwise not be possible, by obtaining concessions and financial contributions from the developer. Any contributions received from the developer are 'ring-fenced' for the purpose as set out in the relevant S106 agreement and are applied to fund schemes within the capital programme once an eligible scheme has been identified. S106 contribution agreements can be used, for example, for the provision of educational facilities, highways infrastructure, affordable housing, play areas and open spaces, in line with the Council's adopted policy on the use of section 106 agreements. Consideration of available S106 funding should be taken

when agreeing the capital programme for future years to maximise the use of the available funding and reduce the reliance on other sources of funding. Contributions can be time limited in that if they are not spent within an agreed timescale, typically 5 – 10 years, dependent on what has been agreed in the S106 agreement, any funds not spent in line with the agreement would have to be repaid to the developer.

Revenue and Reserves

The Council is able to use revenue funding and reserves for capital schemes. However, as a result of competing revenue budget pressures and the continued reduction in government funding for revenue expenditure, the Council's policy is generally not to budget to use revenue or reserves to directly fund capital projects, unless funding has already been set aside.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

13 FEBRUARY 2020

REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

SERVICE DELIVERY PLAN - OUR STRATEGIC 5 YEAR VISION

1.0 Purpose of Report

- 1.1 To present to the Committee the draft Social Care Service Delivery Plan – Our 5 Year Vision 2020 - 2025.
- 1.2 This document is building on the Adult Social Care ten year (2010 – 2020) Commissioning Strategy that was approved by Cabinet in September 2009. The draft Service Delivery Plan is attached at **Appendix 1**.

2.0 Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 This report assists in the achievement of the following corporate priorities:-
 - 1. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
 - 2. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3.0 Background

- 3.1 The ten year Commissioning Strategy for Adult Social Care was approved by Cabinet in September 2010 and has provided essential strategic direction for Adult Social Care which in turn has informed the range of essential transformation programmes that have responded to increasing demand and financial pressures.
- 3.2 The population of Bridgend has been projected to be increasing for some time. Of particular concern are the changes in demographics to the older population which are already being experienced. The 85 and over population is expected to double during the period 2013 to 2030 and the Authority is already experiencing extra demands on the Health and Social Care Services resulting from an increase in the over 85 population of 27% since 2013.
- 3.3 The introduction of the Social Services and Well-being (Wales) Act 2014 (SSWBA) has also resulted in a significant change programme that has required a refocus of a range of services. The Act has two key policy objectives:

- To improve the wellbeing outcomes for people who need care and support and
- To reform social services law.

It seeks to:

- Transform the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
- Promote partnership working in social care;
- Enhance the preventative role of social care and health, setting out overarching wellbeing duties to reduce or delay the need for care and support.

3.4 The combined challenge of increasing demand resulting from changes to population and reducing budgets has been addressed by the Adult Social Care service transformation programmes. The Programme has introduced new ways of working and developed greater preventative services that has helped contain the overall demand for statutory services and long term care. These service transformation programmes were informed by the 2010 ten year commissioning strategy.

3.5 The success of the Adult Social Care change programme was replicated with Children Social Care when the services became one Social Services and Wellbeing Directorate in 2015/16. Consequently the Remodelling Children's Social Care Programme Board was created and a significant transformation programme has since been progressed.

3.6 Despite the significant changes to service delivery across Adults and Children's Social Care, the desire and challenge to improve services remains as a constant. Therefore the 5 year service delivery plan has been developed so that it continues the journey of change set out for Adult Social Care in 2010, and also includes future service delivery requirements for Children's Social Care.

4.0 Current Situation/proposal

4.1 The draft Social Services and Wellbeing Directorate 5 year Service Delivery Plan is attached as **Appendix 1**.

4.2 The Plan is a detailed and an extensive document that is structured to include:

1. Setting the Scene
2. Children's services
3. Transition Services – Children to Adulthood
4. Adult Social Care Services
5. Wellbeing Services
6. Delivery Action Plan

4.3 Sections 2 to 5 present the profile of service change achieved to date, in addition to identifying "What else we need to do", which informs a future Action Plan that is set out in Section 6.

- 4.4 In addition to what has been achieved and what else needs to be done, the Plan recognises the increasing importance of regional and collaborative working and how the strengthening of these relationships has assisted in the delivery of new and improved services. Collaborative working and working in partnership is therefore recognised as being a critical factor in future, and will also be underpinned by priorities that are being addressed by the Cwm Taf Morgannwg Regional Area Plan, which is currently being revised to include the Bridgend priorities previously identified by the Western Bay Regional Population Assessment. The revised priorities are not expected to be significantly different to what has previously been identified, but will nevertheless provide a confirmed position and will be effective from next financial year (2020/21).
- 4.5 The Plan also identifies that as a result of base budgets being reduced, there is an increasing dependency on Welsh Government grant funding, such as the Integrated Care Fund (ICF), which has been significantly increased over recent years. ICF provides many example of how such funding has not only contributed to essential service developments such as the introduction of services provided by Maple Tree House, but also provides revenue funding for essential services such as those delivered by the Community Resource Team.

5.0 Effect upon Policy Framework and Procedure Rules

- 5.1 There is no impact on the Policy Framework and Procedure Rules.

6. Equality Impact Assessment

- 6.1 There are no equality implications arising directly from this report. However equality impact assessments will be undertaken as services are developed or changed in future, each service change.

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

- 7.1 The implementation of the duties and responsibilities under the Social Services and Well-being (Wales) Act 2014 SSWBA, in turn, supports the promotion of two of the seven goals of the Well-Being of Future Generations (Wales) Act 2015 within the County Borough of Bridgend. By promoting an environment that maximises people's physical and mental well-being and by supporting children, young people, adults and their carers and families to fulfil their potential no matter what their circumstances, the wellbeing goals of a Healthier and more equal Bridgend and Wales are supported.
- 7.2 The Well-being of Future Generations (Wales) Act 2015 provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how the Authority should work to deliver wellbeing outcomes for people. The following is a summary to show how the five ways of working to achieve the well-being goals have been considered in this report:
- Long Term – Social Services is demand led and the SSWBA focusses on sustainable prevention and wellbeing outcomes for the future. There is a requirement to meet the needs of people in the longer term and, because of rising demographics and increasing complexity, the remodelling and transformation of services continues to be a priority.

- Prevention – the report is about the new approaches adopted by the Directorate in line with the SSWBA, for example, the provision of information, advice and assistance to enable people to remain independent for as long as possible. This will ensure that need is anticipated and resources can be more effectively directed to better manage demand.
- Integration – the implementation of the SSWBA requires local authorities to work with partners, particularly the NHS and the Police, to ensure care and support for people and support for carers is provided. The report evidences work with the Third Sector, enabling people to remain linked to communities, and work with young people to enable access to employment.
- Collaboration – The collaborative approaches described in the report, are managed and monitored through various remodelling and collaborative boards, for example, the Western Bay Partnership Board where there is cross sector stakeholder representation at both political and officer level. The strategic planning and local delivery of integrated support and services are developed and agreed at a regional basis in order to provide the best possible intervention to people.
- Involvement – the key stakeholders are the people who use social care. There is considerable engagement including surveys, stakeholder meetings, feedback forms and the complaints process. The provision of accessible information and advice helps to ensure that the voice of adults, children and young people is heard.

8. Financial Implications

- 8.1 To develop the range of services identified as “What else we need to do” will be challenging and may be constrained by available resources and will require us to utilise either grant or core funding. The report also highlights service areas which are facing financial pressures, at a time of shrinking resources, and increasing demand including supporting people with increased complex needs and the changing demographics of the population of Bridgend County Borough. The Service Delivery plan sets out the future ambition to continue to improve the delivery of social care services for the citizens of the County Borough, and will inform the discussions on the Council’s Medium Term Financial Strategy.

9.0 Recommendation

- 9.1 It is recommended that the Committee notes the content of the Social Services’ and Wellbeing Service Delivery Plan and provides any feedback to be considered before the final report is presented to Council.

Susan Cooper
Corporate Director Social Services and Wellbeing
January 2020

9. Contact officer

Stephen Davies
 Tel: 01656 642091
 Email: stephen.davies@bridgend.gov.uk

10 Background Documents
None

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Executive Summary

This Service Delivery Plan sets out a five year strategy for the Council's Social Services and Wellbeing Directorate. Whilst identifying future intentions to improve a wide range of services, the plan also identifies what has been achieved to date recognising that despite increasing service pressures and reducing budgets, the Council has been able to transform services that have delivered more effective services that are in line with changes to legislative requirements.

In September 2009, Bridgend County Borough Council Cabinet endorsed a ten year Commissioning Strategy for Adult Social Care that presented its intentions to redesign and commission services that supported Adults in need of social care services. These intentions preceded the Social Services and Wellbeing (Wales) Act (2014) which brought in itself a range of significant changes to expectations that require local authorities across Wales to change its traditional ways of working.

The "Act" emphasised collaboration and co-production and the importance of working with individuals to achieve personal outcomes and having a range of preventative services including the promotion of Well-being activities and services that delays and prevents the need for care and support. The Social Services and Wellbeing (Wales) Act is all embracing and inclusive of adults and children and therefore , it is an opportune time to refresh and set out the commissioning intentions for both Adult Social Care and Children's Social Care and ensure that the contribution of Well-being services remains relevant in future.

This document identifies that the transformation of services has been extensive and has been achieved through the implementation of effective programme management arrangements. Transformation can be delivered even in the most challenging of circumstances that include increasing demands and reducing budgets. The following are a summary of some of the key changes that have been achieved:

- In Children's social care, there has been a real increase in the range of "Universal, Additional and Vulnerable" services that assist with

supporting children and their families to prevent their circumstances deteriorating and becoming more complex. In addition for those children that require “complex” care and in need of support for acute services, much has been done particularly in Residential Care where in-house residential services have been reconfigured so that they now operate as “hubs” targeting a range of services that better support complex needs.

- To assist the families, children and young people who are transitioning from children’s social care services into Adulthood, Transition services are being developed improving services so that children in “transition” will receive effective joint care and support planning that ensures as minimal disruption as possible.
- The 2010 Commissioning document for Adult Social Care, set out a vast range of service change much of which has been progressed. This has reduced the dependency on traditional services such as domiciliary care, day services and Residential Care by the development of a range of essential preventative services that are provided by the Council’s Community Resource Team. In addition the development of community based services and the introduction of new services like Extra Care housing are providing real and preferred alternatives to Residential Care which is providing more “choice” and control.
- The increasing importance of Wellbeing services has resulted in the contribution of targeted preventative service and the development of community resilience which are considered a major contributor to the Social Care and Wellbeing ambitions of the Council.

Despite these and many more successes flagged up by this document, this Service Delivery Plan also identifies that the ambition to deliver improved and more relevant services is ongoing. Therefore by identifying “what else we need to do” this document sets out a range of ambitions over the next five years. But the backdrop of ongoing budget pressures and projected population changes means that service development will in future have to continue to be carefully managed and prioritised to ensure that the citizens of Bridgend are provided services that are appropriate and offer choice.

This will present challenges to the Council and its services, many of which will be overcome by working collaboratively with our partners that include the Cwm Taf Morgannwg Health Board, partner local authorities, third sector and independent providers.

Introduction

In September 2009, Bridgend CBC endorsed a ten year strategy for its Adult Social Care services that set out its commissioning intentions from 2010 until 2020. The Commissioning strategy was forward thinking and presented a direction for services that was intended to be sustainable and to accommodate the projected increases in population, for older people in particular, and set out a vision for essential changes to service delivery that has assisted the council to withstand the challenge of considerable increasing pressures.

It is now timely that those commissioning intentions are reviewed and extended to include in addition to Adult Social Care, the Council's Children's Social Care and Wellbeing Services. It is important to emphasise that the Social Services and Wellbeing (Wales Act) national emphasis on collaboration and co-production means that any service changes delivered in future will, where appropriate, be achieved with Regional partners including the Health Board, Third Sector and Independent providers of service.

It is vitally important that the role of Social Services is designed to support not only the vulnerable with Long Term services but to also assist with assisting people maximise their independence and maintain their "wellness". Therefore the Council will also take seriously the expectations that it will work closely with the Health Board to develop joint services that supports the prevention of unnecessary hospital admissions and can assist earlier hospital discharge

The Act requires local authorities to make significant changes to the way that social services are planned, designed, commissioned and delivered. The National Commissioning Board for Health and Social Care in Wales has emphasised that *"commissioning social care is much more than councils organising and buying services. It is about how councils, the NHS and other providers anticipate change, plan services to meet future demands and make effective use of the money available"*. This statement evidences that whilst the commissioning of services has a role in the provision of essential services, it can no longer be the only method of ensuring the range of required services are available. The Act requires local authorities to work collaboratively and coherently with partners such as Health Boards and the Third Sector to ensure services are designed and developed effectively and ensure good value for money.

The creation of designated Regions in Wales to improve the wellbeing of Children, and Adults with care and support needs is a prominent theme

presented by the Act which also specifies the need to undertake Regional Population Needs assessments that identifies regional priorities that inform a Regional “Area Plan”. The move of Bridgend from the former Western Bay to Cwm Taf Morgannwg Region in 2019, was inevitably going to disrupt the authority’s regional working arrangements in the short term, but nevertheless the value and importance of regional working and its ability to commission services collaboratively must continue to be embraced and extended as appropriate, and therefore must feature in future Service Delivery Plans.

The Act emphasises that local authorities must extend its service delivery to include preventative services, and the promotion of Well-being activities and services, in order that this delays and prevents the need for care and support. In addition the Act stresses the need for local authorities to treat carers as equals to those being cared for in addition to introducing new and additional service responsibilities such as Advocacy and Secure Estate. The Act makes clear the responsibility for the social care of adults in the secure estate in Wales rests with the local authority within which that secure estate facility is located. This means that with these expectations, Bridgend CBC acquired additional responsibility for HMP Parc Prison which also needs to be considered in future planning and commissioning of services.

Working with individuals to ensure services support the achievement of personal outcomes is one of the key changes required by the Act. The Act also highlights the importance and contribution of “untapped resources” that are available from individuals and communities and leads to identification of the importance of services being planned and commissioned in a co-productive way.

Such statutory changes have imposed on local authorities the need to plan future commissioning of Social Care carefully and to recognise and respond to the challenges set out by the Act and to ensure that services are designed to maintain and support Well-being, Independence, Person Centred Planning and Voice and Control. It is also expected that such service delivery cannot be achieved in isolation and requires the Directorate and its services to work collectively, closer with other Council services to ensure that service strategies are informed and aligned, and in collaboration with other partners such as the Health Board and regional partners.

This document therefore sets out for Bridgend Social Care its service delivery intentions for both Adults and Children’s Social Care and how these services will be underpinned by the provision of targeted Well-being services, designed to support independence and choice. Inevitably this document will present

information that has previously been reported in the Director of Social Services Annual Council Reporting Framework reports, which report progress on a yearly basis, and it is intended that progress will continue to be reported via this mechanism in future.

For Adult Social Care, this document will take into account the intended actions in the 2010 Commissioning document, identify progress made and what else needs to be achieved. The document will also provide a service vision for Children Social Care that will identify its current position and future direction and to identify opportunities of how the Directorate as a whole can work cohesively both within the Directorate and across the Council in addition to partner organisations.

In summary this document will provide the Service Delivery Plan for how Social Care in Bridgend continues to transform its service design so that it maintains its ambition to deliver quality services against a backdrop of increasing financial pressures and cumulative challenges posed by increases to population and complexity of need.

Corporate Context

Bridgend County Borough Council has a number of key principles that underpin the way that it delivers its range of services. The Council has developed a vision which is to act as “One Council working together to improve lives” is fundamental to how the council wants to deliver services that benefit the citizens of the County Borough. In recognition that services are better delivered in collaboration, the Council also highlights the importance of working in partnership with our citizens, our communities and with other organisations to develop and deliver sustainable services.

Within these principles, we have embedded the principle of Sustainable Development, aligned to the five ways of working, as expressed in the Well-being of Future Generations (Wales) Act 2015. The five Ways of Working are:

- Long Term
- Prevention
- Integration
- Collaboration
- Involvement

The Council also has developed values that represent what we stand for and shape how it works these are:

Fair - taking into account everyone's needs and situation

Ambitious - always trying to improve what we do and aiming for excellence

Citizen-focused - remembering that we are here to serve our local communities

Efficient - delivering services that are value for money

Amongst the pressures arising from increased demand and reduced resources, the Council's ambition is to have a clear focus on what are national priorities set for Wales and for our communities in Bridgend, both for now and in the future. To support this ambition, the Council has adopted three Well-being objectives under the Well-being of Future Generations (Wales) Act which are:

1. **Supporting a Successful Economy:** the Council will take 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
2. **Helping People to be more self-reliant:** the Council will work with our partners, including the people who use our services and carers, to take steps early to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. We will support individuals and communities to build resilience, and enable them to develop solutions to meet needs and enjoy independent life as much as they can
3. **Smarter Use of Resources:** the Council will ensure that all its resources (financial, physical, ecological, 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 well-being objectives.

The production of this Social Services and Wellbeing Service Delivery Plan is deemed to be good practice by the council as it ensures that the delivery of service change is in line with corporate objectives. Therefore the corporate objectives are central to the themes of this Service Delivery Plan. This plan will confirm that with the increasing service demand and increasing budget pressures, has required the Council to deliver more service for less resource, which has to continue into the future, in order that resources are utilised to continue to support the increasing demand. This Service Delivery Plan also confirms the need for the Council to work together both internally across services and departments, and in addition to working collaboratively with other

partner agencies that include the Cwm Taf Morgannwg Health Board, other local authorities, and the Third Sector and Independent Provider of Services.

Background

The ten year plan for Adult Social Care created in 2010 provided the blueprint for how Adult Social Care Services would need to be delivered to meet expected changing demands. In 2015, the Council formed the Social Services and Well-being Directorate which reunited Adults and Children Social Care Services in the same Directorate. Since this time, the Directorate in 2016 launched the “Vision into Action” strategy that set out the Vision for Children’s Social Care to enable “better outcomes for children, young people and their families”.

The Adult Social Care document led to the creation of the Remodelling of Adult Social Care programme(s) which has resulted in the transformation of Adult Social Care services which since 2011 has delivered significant reshaping of Adult Social Care. This has included the development of evolving models of integrated working including the creation of the acclaimed Community Resource Team and Community Integrated Hubs with the former ABMU Health Board. Such models have been designed to provide prescribed intervention that enables intensive support for a managed period that support achievement of personal outcomes and independence that have successfully reduced the dependence on long term services that require recurring costs.

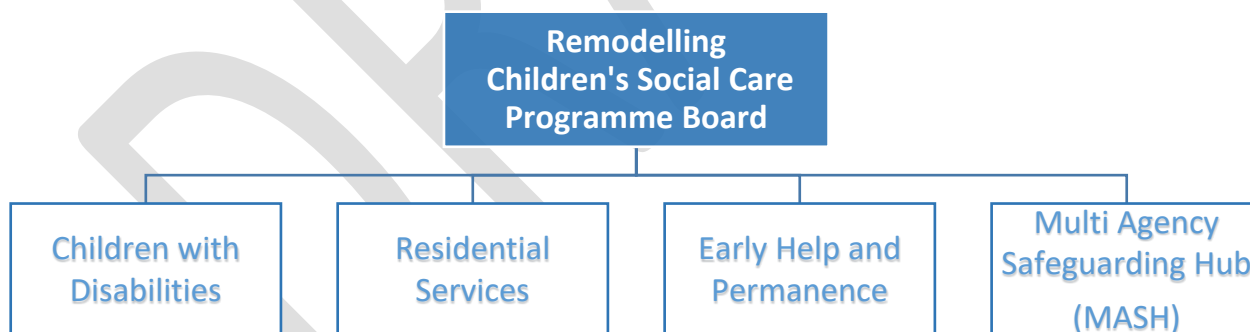
This programme has also accommodated the requirements and expectations of the Act and there is significant evidence to show how Bridgend Council has embraced the prevention agenda. Even prior to the introduction of the Act, Bridgend had developed an agreement to work in partnership with an external provider (Halo Leisure) to modernise its Leisure services in 2012, and similarly its cultural services including Libraries were developed by creating a partnership with Awen Cultural Trust in 2015.

It was these changes that made way for the Social Services and Well-being Directorate and the inclusion of Healthy Living Services that also has contractual monitoring of both Awen and Halo. This strategic decision has resulted in the Council, creating excellent working arrangements with both Halo and Awen that has enabled these providers to offer flexibility in the way that they have shaped and delivered service arrangements. The prevention and wellbeing focus within the Council has allowed the assets such as community centres and the services that they can deliver to be aligned to desired wellbeing outcomes. This would include the Ageing Well plan for Bridgend, Active Bridgend and Building Resilient

Communities programmes which have helped refocus service delivery and re-design of service model that are delivered jointly and delivered in partnership with Halo and Awen Cultural Trust. This has seen the transformation of the former Leisure Centres and other related services, so that they are better able to meet the needs of the unfit as well as the fit. Such developments can be directly aligned to the principles of the Act, in particular the need for preventative services that create community resilience.

The Children Social Care “Vision For Action” paper set out the vision for Children Services which was: ‘Together enabling better outcomes for children, young people and their families via responsive and timely services which support them to live together, work on difficulties and be safe’. This vision was developed by service managers and shaped by operational and front line staff and was designed to underpin a whole service ambition and approach and resulted in a Transformation programme that continues to Re-model Children Services. The Transformation programme was based on the delivery of four key priorities that are set out in Figure 1 below.

Figure 1: Children Services Remodelling Programme



Social Services is largely a demand led service and whilst the long term strategy is to enable people to be more self-reliant, the demographics show that people are living longer, often with more complex conditions than ever before. This means that there are increasing numbers of older people living in the community who would previously have remained in hospital or entered a care home. Similarly Children’s social care is also challenged by the need for some children and young people to become “Looked After” which requires careful management and decision making of individual cases that can result in adding to financial pressures that can fluctuate very rapidly.

Within the Directorate, there is a strong culture of professional social care and there is an emphasis on ensuring positive outcomes for those people we work to support. The Council continually strives to develop new approaches to service delivery that promotes better support and outcomes for prevention, early intervention and wellbeing. This approach supports the Council's corporate priority of 'helping people be more self-reliant' and is also part of the Directorate's transformation plan in Adults with a clear link to the Council's medium term financial strategy.

How this Commissioning Plan is Set Out

The ambitions of this document are informed by key national and local strategic policy drivers that underpin our objectives, outcomes and priorities. The Remodelling Plan is divided into four distinct Parts. This will assist those using the document to ensure that they are provided the relevant information most appropriate to them. To this end, the plan can be considered as a whole or each part can stand alone. It comprises of:

1. Setting the Scene
2. Children's services
3. Transition Services – Children to Adulthood
4. Adult Social Care Services
5. Well-being Services
6. Delivery Action Plan

This document is aimed at our stakeholders which includes Elected Members, staff, providers and people who use services, carers, professionals and partners, but can also be made available electronically to any interested person.

SECTION 1: Setting the Scene

1.1 Challenges

1.1.1 Population Changes

The Welsh Local Government Association have previously identified that:

- Our rapidly ageing population means that the number of older people was estimated to outstrip the number of working age family members as early as 2017
- More people born with disabilities are surviving into adulthood and later life
- Many more people are surviving serious illness such as cancer or stroke and those living with long term conditions increases demands for health and care services
- Across the UK, there are 1.87 million people employed in the care sector and 70% of people have personal or immediate family experience of using care services
- The number of people with dementia is projected to increase rapidly. The Alzheimer's Research UK is predicting that the numbers of people with dementia will rise by up to 35% by 2025 and 146% by 2050.

People with dementia tend to want to stay in their own homes and retain as much independence as possible. This increases the demands on carers, the numbers of which are expected to be aligned to the increases in cases of dementia. Largely due to people living longer, the population in Wales is expected to continue to increase. In 2016, 1 in 5 people were aged 65 and over and by 2039, the figure is expected to increase to 1 in 4. This predicted change represents a 40% increase for the over 65 population, however for 85 and over the population increase by 2039 is expected to be 137%.

At a Bridgend level, the current predictions are that from 2017 to 2025, the overall Adult population is expected to increase by 7.6% (see Figure 2 below). However the population changes for older people is more concerning. By 2025 the over 65 population is expected to increase by 16% and the numbers of over 85 population is expected to increase by 39%.

In 2017 Bridgend provided services to more than three quarters of the over 85 population. Taking into account the short term prediction for Bridgend, if the proportion of over 85 population requiring services continues, then we should

expect the demand for services to increase from 2,850 people (in 2017) to nearly 4,000 by 2025.

Whilst the predicted rise in population in Bridgend is significant, the continuation of the increasing trend as predicted for Wales is of more significance. Assuming that the All Wales increase in the over 85 population of 137% by 2039 is applicable to Bridgend, then it should be expected that the numbers of people receiving services will increase by a similar level which would result in an increase to current packages of care to be in excess of 6500 for the 85+ population.

These population projections should expect to continue to increase pressures on Adult Social Care and underlines the need for the Council to continually review its commissioning and design of service provision in order that it can maximise the available capacity to overcome such significant challenges.

Figure 2: Population changes in Bridgend during 2013 – 2030

The projected increase for the over 85 population poses significant challenges ahead

	2013	2015	2017	2020	2025	2030
People aged 0- 18	28,979	29,117	29,280	29,760	30,130	28,120
People aged 18-24	11,310	11,010	10,520	9,950	9,380	9,950
People aged 25-34	17,460	17,710	18,120	18,170	17,410	16,030
People aged 35-44	18,350	17,920	17,300	17,350	18,470	18,940
People aged 45-54	20,720	20,980	21,160	20,210	18,290	17,750
People aged 55-64	17,350	17,610	18,230	19,510	20,800	20,100
People aged 65-69	8,420	8,720	8,520	8,170	8,800	10,050
People aged 70-74	6,530	6,880	7,540	8,140	7,680	8,300
People aged 75-79	5,070	5,330	5,550	6,070	7,260	6,900
People aged 80-84	3,520	3,690	3,880	4,290	4,980	6,040
People aged 85 and over	3,170	3,340	3,620	4,030	5,040	6,310
Total population aged 18 and over	140,879	142,307	143,720	145,650	148,240	148,490

Sourced by BCBC Residential and Nursing Care Homes Market Position Statement (June 2017)

Due to the longevity of these anticipated population changes, the challenges will severely test Bridgend and all Local Authorities across Wales to respond to the changing population landscape. The increase to the over 65 population and in

particular the 85+ presents an expected and unprecedented increase in demand on Social Care services. This underlines the need to create support and services that promotes and maximises independence in order that the provision of longer term support is targeted to those in most need and when needed. Whilst this ambition is in line with the existing strategic design of services, the pressures of demand and other challenges creates an increasingly difficult situation that will continuously challenge the council to manage.

Another aspect of the figures presented in Figure 2 is that the trend indicates that between 2017 and 2025 it is anticipated that the numbers of 18 – 64 year olds will reduce by 3%. This reduction could impact on the numbers of available people to be employed in the care industry which would also impact on all providers (Local Authority, Third Sector and Independent Sector) of care. This will require the Council to consider how it can work with the independent and Third Sector providers of services to ensure that their workforce is appropriate to meet the expected increases in demands.

1.1.2 Financial Pressures

In 2019/20, the total net budget for Social Services and Well-being Directorate is £71 million. This is broken down to:

Adult Social Care	£47m
Children’s Social Care	£19m
Well-being & Prevention	£5m

Since 2014/15, the Social Services and Well-being Directorate have experienced total budget savings of nearly £14 million as set out below:

Budget Reductions 2014/15 - 2019/20	£’000
Older Persons Services	2,818
Learning Disabilities Services	2,265
Physical Disabilities Services	64
Mental Health Services	247
Day Services - OP / LD / MH / PD	341
Assessment Framework - OP / LD / MH / PD	2,363
Fairer Charging & other income increases	845
Management & Admin Staff Related	1,777
AWEN & HALO related savings	1,840
Children’s Services	1,287
	<hr/>
	13,847

These savings represent in the region of a 20% budget reduction of the current £71 million budget, and whilst the budget settlement for Bridgend Council in 2020/21 is better than originally expected, the settlement for future years is uncertain and therefore the pressures on Social Services and the Well-being Directorate could well continue. It is important to emphasise that these financial pressures have been achieved whilst responding to the increasing demands due to population changes that are already being experienced in Bridgend. This in part has been achieved by both Adults and Childrens Social Care having received considerable funding through Welsh Government Grants such as the Integrated Care Fund. In summary Bridgend has since 2015/16, received an increase in grant funding from £2.04 million to £5.14 million in 2018/19 which represents an increase of more than 250% which whilst presents a notable and needed increase, it does not replace the overall reduction of nearly £14 million that has reduced since 2014/15. Such a deficit in funding creates inevitable difficulties to sustain service transformation and therefore the Directorate has become over reliant on non-recurring and short term grants to deliver care services. This trend and provision of funding has been achieved through the collaborative working that Bridgend has achieved in working successfully with the former Western Bay Region and sets a determination to continue this success in the new Cwm Taf Morgannwg Region.

These budget reductions whilst challenging are particularly significant when aligned to the population changes that are already increasing service pressures. Closer analysis of Figure 2 will show that the over 85 population in Bridgend will have increased from 3,170 in 2013 to 4,030 in 2020. This increase presents a 27% increase in a population group that is particularly dependent on social care services and will inevitably result in the creation of additional demand. This has required the Council to meet the increasing demand whilst managing reducing budgets and this would not have been achieved without the development of new ways of working. These combined pressures have driven the Directorate to increase the value of outcomes for every pound spent, but even so, there is more that is expected to be achieved.

The Council's Medium Term Financial Settlement anticipates that there are further budget reductions expected to be made by the Council over the next four Financial Years (2021 - 22 to 2023 – 24) that could require the Social Services and Well-being Directorate to make further budget reductions as set out below in Figure 3:

Figure 3: Medium Term Financial Savings

Over the forthcoming financial years, the Social Services and Well-being Directorate could be expected to save in the region of a further nine million pounds

	2019-20	2020-21	2021-22	2022-23	TOTAL
Anticipated Corporate Savings	£'000	£'000	£'000	£'000	£'000
Best Scenario	7,621	9,773	7,584	7,398	32,376
Most Likely Scenario	7,621	10,732	8,519	8,309	35,181
<i>Worst Scenario</i>	7,621	13,609	11,267	10,932	43,429
<i>In 2019/20, the Social Services and Wellbeing Directorate were allocated 28% of the corporate savings. The following calculation uses the 28% as a proxy figure of the "most likely scenario"</i>					
Social Services and Wellbeing Directorate Potential savings	2134	3005	2385	2327	9851

In addition, the Welsh Local Government Association have identified additional financial concerns that will impact on Social Care across Wales. These include:

- It is estimated that local government in Wales is already facing a cumulative shortfall of £750 million in social services funding in 2019-20.
- Budget pressures in social care are rising as social care services are heavily concentrated on Older People and the population with learning disabilities.
- Growing pressures on social services includes increasing demand for complex services linked to demographic change and the National Living Wages.
- Latest figures reveal that dementia, including Alzheimer's disease has overtaken heart disease as the leading cause of death in England and Wales.

- In the WLGA submission to the Finance Committee’s inquiry on the Welsh Government’s draft budget proposals, it was estimated that inflation for the whole of Local Authority services is running at close to 6% over the period to 2019-20.
- CSSIW’s Domiciliary Care Review in Wales, published October 2016, highlighted the fragility of the social care market and concluded that current approaches are unsustainable.
- Public and private expenditure on care services is worth more than £30 billion per annum across the UK
- There are rising costs for employers at a time when budgets are shrinking, requiring more efficiencies and greater productivity
- New technologies are changing the way in which some care is delivered – e.g. telecare. However new service delivery models requires a greater degree of multi-disciplinary working with an emphasis on independent living skills

1.1.3 LEGISLATIVE CONTEXT

1.1.3.1 The Impact of the Social Services and Well-being Act (Wales) 2014

The Social Services and Well-being (Wales) Act came into force on 6 April 2016. The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and ultimately for transforming the delivery of Social Care in Wales.

The White Paper, Sustainable Social Services for Wales: A Framework For Action, published in 2011, highlighted a number of challenges faced by public services in Wales. These included demographic changes, increased expectations from those who access care and support as well as continuing hard economic realities.

The Act aims to address these issues and in doing so will give people greater freedom to decide which services they need while promoting consistent, high-quality services across the country. The intent of the Act is that it will transform the way social services are delivered, promoting people’s independence to give them stronger voice and control.

The fundamental principles of the Act are:

Voice and control – putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being.

Prevention and early intervention – increasing preventative services within the community to minimise the escalation of critical need.

Well-being – supporting people to achieve their own well-being and measuring the success of care and support.

Co-production – encouraging individuals to become more involved in the design and delivery of services.

The Act is constructed around a number of Codes of Practices that are designed to help people and organisations understand how the requirements of the Act should be implemented. For Local Authorities the Codes of Practice provide guidance as to how they must act when exercising their social services functions.

Such requirements have caused Bridgend and all other Local Authorities across Wales to redesign their traditional behaviours regarding social services and to transform the delivery of care to be more outcome focussed and person centred and also promote Well-Being and preventative services. The Act therefore required the introduction of new ways of working that have raised expectations as to how Social Care practice is delivered which have required significant changes to care management processes.

1.1.3.2 Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA)

At the heart of the Social Services and Well-being (Wales) Act is the need to improve service quality and to strengthen protections for those who need it, and therefore ensure services deliver high quality care and support. The Act therefore made way for changes to the Registration and Inspection of Social Care (RISCA) which were introduced in 2018 for care homes, children's homes, domiciliary care, residential family centres and secure accommodation. For other services that include fostering, adoption, adult placement and advocacy services, new regulations came into effect in April 2019.

RISCA has introduced a new level of registration and inspection to providers of services which whilst is designed to improve the quality of services provided, has also introduced increased expectations on providers of social care services by introducing new workforce regulations, training and qualification requirements in addition to market stability and financial assessment provisions which have inevitably introduced financial implications. Under RISCA a provider must register to provide any service which is regulated by the Act and a single registration will contain all the details of the types of service and the details of

the locations where the service(s) is provided. By April 2022, the majority of the social care workforce (including residential care home workers and domiciliary care workers (required by April 2020)) will be governed by the new RISCA framework.

Such registration also requires that social care workers “are appropriately qualified” and Social Care Wales has set out training and qualification requirements for each category of social care worker. Therefore social care workers will be required to hold a listed qualification in order to register with Social Care Wales, which will also require a fee for registration.

The impact of associated fees and associated qualifications relating to the independent providers of domiciliary care and care home provision will need to be negotiated for future contracts, but will add additional costs to both the independent providers and in-house services and therefore add costs to the overall commissioning of services.

1.1.3.3 Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales and has to be considered as part of any future planning for Social Care. The overarching aim of the Act is to address the future challenges that are recognised as being relevant to Wales such as climate change, poverty, health inequalities and jobs and growth. The ambition of this Act is for the collective Public Sector to work together to tackle the challenges by considering the Long Term impact of its decisions and has required the creation of Public Service Boards across Wales.

The Well-being of Future Generations Act (Wales) 2015 has established seven wellbeing goals that focus on increasing prosperity, resilience, health, equality, cohesion, global responsibility, culture and Welsh language. The principles that underpin this Act include long term sustainability and developing the connectivity between organisations, services and resources, and support the case for prevention and wellbeing approaches. This Act identifies the five ways of working being long term, prevention, integration, collaboration and involvement, which are familiar themes within the Social Services and Well-being Act.

The Well-being and Future Generations (Wales) Act has a much broader view on the Public Sector than the Social Services and Well-being Directorate, nevertheless, there are overlaps such as the prevention agenda between the two acts. This raises the expectations that Public Service Boards and Regional

Partnership Boards should work closer together, which could influence the priorities and delivery of social services in future.

The Bridgend Public Service Board is founded on partnership working that has led to the development of the Bridgend Well-being plan. The plan recognises the importance of working collaboratively as a long term commitment to preventing the underlying causes of problems or reducing their escalation in an integrated and collaborative manner. The plan identifies the importance of social wellbeing and the value placed by local people on being connected within communities. It confirms the need to develop age friendly communities based on demographic changes and also identifies, the negative impact that some experiences can have from early life throughout the life course, and points to the use of social prescribing opportunities to signpost people to support networks. There are 4 key objectives being: best start in life; to support communities in Bridgend to be safe and cohesive; to reduce social and economic inequalities; and to support healthy choices in a healthy environment. The Bridgend Public Service Board has established a range of work streams to support the delivery of these outcomes.

1.1.4 Regional Working

Part 9 of the Act set out the requirements of regional working across Wales by prescribing seven regions for Wales and the creation of Regional Partnership Boards to oversee the development of improved Health and Social Care services in the region.

The introduction of Regional Partnership arrangements was not a new initiative for Bridgend, as Bridgend had already been part of the development of Western Bay Region (consisting of Bridgend, Swansea and Neath Port Talbot Local Authorities and ABMU Health Board) since 2012. However the targeting of Integrated Care Funding at a Regional Level has caused regions to work in a more structured way and to undertake required joint activities such as the development of regional priorities that were derived from the Regional Population Assessment and Area Plan. The subsequent boundary changes that were introduced in April 2019 have required Bridgend to move from the former Western Bay Region to the new Cwm Taf Morgannwg Region, and has required Bridgend to align its local priorities identified by the Western Bay Population Assessment with those that were previously identified by the former Cwm Taf Regional priorities. These Regional priorities therefore remain very relevant to the future design of services for Bridgend moving forward.

The expectations of the Act therefore is that Regional working will not only identify Regional priorities that are published through the Regional Area Plan, but will also result in collaborative approaches to Regional commissioning that deliver agreed approaches that are enabled through Grant Funding by Welsh Government in addition to the creation of required pooled budget arrangements between Regional partners.

Training and Development of Social Care staff in Bridgend

Welsh Government provide funding referred to as the Social Care Workforce Development Grant, which is expected to be used not just for Local Authority staff, but to be targeted and shared with external providers of Social Care services in both the Independent and Third Sector.

There are other stipulations with the Grant that are designed to ensure that it is used to achieve national strategic objectives including specific directives that are intended to develop social services practice nationally. Since the implementation of the Social Services and Well-being (Wales) Act in 2015, the Social Care Workforce Development Grant (SCWDWP) has been allocated to regions which has required local authorities within the regions to work collaboratively and with service providers to identify both national, local and common regional requirements.

By Bridgend being moved from the former Western Bay Region to Cwm Taf Morgannwg in 2019, has required the previous Cwm Taf Regional Governance arrangements to be reviewed and a new structure has been agreed, which will be operational from April 2020

Bridgend, Cwm Taf and Merthyr submitted a regional application for the 2019/20 SCWWDP grant in compliance with grant conditions. The application supports the objectives of the SCWWDP and in line with the Grant Circular identified how the region aimed to meet national priorities alongside regional and local priorities over the current financial year and in some cases into 2022.

Bridgend have previously and will continue to work with the regional arrangements to ensure that they contribute to and benefit from collaborative working but they will also be able to identify local service priorities that need to be supported by bespoke innovative training programmes

Therefore to ensure staff are equipped and developed to meet changes to national, regional and local requirements, the training and development of social care staff remains a priority to Bridgend. Consequently training needs will

be reviewed on an annual basis to ensure learning and development plans support service priorities and staff development.

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SECTION 2: CHILDREN SERVICES

2.1 Context

2.1.1 Children's Social Care – Financial Context

Prior to 2015/16, Children's Social Care Services did not experience the budget reductions that were required from other Council services. This was largely due to historical budget overspends caused by the pressures of high levels of demand and increasing numbers of "Looked After Children". However since 2016/17, the increasing pressures on the council's budget has resulted in the need for Children Services to also consider how it can also deliver budget savings.

Children Services net budget in 2019/20 is £19 million, and the majority of its costs are allocated as follows:

- Staffing. Approx. 28% of net budgets
- Fostering allowances (Independent Fostering Agencies and Internal). Approx. 35% of net budgets
- Residential costs (Internal and Independent). Approximately 18% of net budgets
- Adoption service. Approx. 8% of net budgets

The fluctuating numbers and needs of "Looked After Children" has for many years placed significant pressures on Children's social care budgets and as a result the service has carried a significant overspend. However 2018/19 saw an improved budget outcome that can be attributed to the "Vision into Action" strategy (2016) that introduced a series of new approaches that were designed to deliver better cost effective services that improved outcomes for children. This strategy for the Remodelling of Children Services set out a vision and ambition for Children Services that would instil a change in Social Care practice so that it was better aligned to the Social Services and Well-being (Wales) Act.

2.2 Our Vision For Children's Social Care

Together enabling better outcomes for children, young people and their families via responsive and timely services which support them to live together, work on difficulties and be safe'

What we have done

Since 2016, Children Social Care has been remodelling its services so that services are based on delivering "Early Help" and effective permanence arrangements that are designed to improve and promote outcomes for children and young people in Bridgend. An Early Help strategy was developed in 2016 that was aligned to the priorities of the Authority's Corporate Plan. The strategy identified that its successful delivery was dependent on the strength of partnership working, Leadership and Management commitment and having a clear, robust and agreed framework from which to work.

The strategy set out an ambition for the Children Services as follows:

- Know which children need safeguarding
- Know which children need early help
- Help individuals, families and communities to help themselves
- Work in strong partnerships
- Swift, sensitive and effective intervention
- Understand how successful we are

The objectives of the strategy identified that *"The aim of early intervention is to prevent the needs of the children and families from escalating rather than to respond only when the difficulty has become so acute as to demand attention"*.

Such objectives were in line with the Social Services and Wellbeing (Wales) Act for services to focus on preventative services that reduce demand. Nevertheless the Early Help strategy also identified that it would be based on a Thresholds of Need Model that is designed to inform professional decision making to maximise opportunities for the right level of support to be offered at the right time. This "Continuum of Need" means that a child or young person's needs are met in a proportionate, robust and timely way, improving life chances and keep children and young people safe. The thresholds should always be viewed as a clear and fluid continuum, responsive to changing circumstances and environments through which children may travel both down and up and will on occasion be accessing services across the continuum, as need determines.

The Continuum of Need is separated into levels of need as follows:

1. **UNIVERSAL:** At this Level, support is Universal which means that it is generally available to all children and young people such as schools, leisure centres, GP surgeries. Children and young people are making good overall progress across all areas of development. It is likely they live in a protective environment where their needs are well understood and met. These children need no additional support other than those universally available within public services
- 2a **ADDITIONAL:** Children and young people who need additional support this may relate to their health, educational or social development. Support is required to improve the chances of reaching their full potential if not identified and addressed at an early stage, these issues may escalate and become increased concerns under level 2b or 3 below.
- 2b **VULNERABLE:** Children, young people and their families have a range of needs. Multi-agency support is required to reduce levels of vulnerability and/or to reduce risk taking behaviours. If needs are not met then children's health, social development, or educational attainment may be significantly impaired. A Joint Assessment (JAFF) is required along with the appointment of a lead professional who will coordinate the support through the establishment of a Team around the family (TAF)
3. **COMPLEX:** Children with complex needs which appear chronic and enduring, these children are considered highly vulnerable or living in the greatest risk of adversity. The needs of many of these children and young people can be met through a Joint assessment and plan (JAFF) with a lead professional coordinating support. There will be occasions when a child or young person requires a STEP UP specialist assessment and support from a range of specialist agencies.
4. **ACUTE:** Children in need of immediate care and protection, this is the most urgent category and always requires an immediate referral to Children's Social Care. These are children and young people whose care is so compromised as to place them at risk of significant harm and potentially in need of a Child Protection Plan and all children and Young People already subject of a Child Protection Plan. This level includes children and Young People who are identified as a risk of becoming "Looked After" by the local authority. These children/young people will be subject to the STEP DOWN process once safety is secured.

These Continuum of Need categories will be used to structure the future Children Services Commissioning requirements as set out in sections 2.3 to 2.7 in this document.

Recruitment and Retention of Staff

In 2014, the service restructured and established teams within safeguarding hubs that are strategically aligned to the new team locality areas that they are designed to serve. These hubs work with Children and Young People in need of care and support, those on the Child Protection Register and those Looked After.

In addition, the Council has more recently renewed its Senior Management structure for Children Social Care to reduce duplication, clarify roles and responsibilities and ensure that the new structure is child focussed by design and the elements therefore work closer together to ensure that day to day decisions are better joined up to deliver the right outcomes for children.

In addition, the Council has invested in the development and training of staff which has seen improvements in recruitment and retention allowing the service to stabilise and develop. This has been underpinned by a Recruitment and Retention strategy that has been designed around four priorities that include:

- Priority 1: Ensure that newly employed Social Workers are well supported through their induction and probation period to enable them to complete their first year in practice.
- Priority 2: Strengthen retention capability by promoting a range of appropriate career development opportunities to both qualified and unqualified staff.
- Priority 3: Actively encourage staff engagement by promoting communication and acting upon feedback
- Priority 4: Promote a positive working environment and culture to support Social Work practice

Within each of these priorities, there are a range of related tasks, many of which are implemented and are being monitored to ensure that they are achieving the intended benefits.

However the recruitment and retention of the range of all Social Care staff that includes qualified, non-qualified and direct support staff is an ongoing challenge and the Council continues to seek new ways of investing into existing employees to assist their personal development, in an effort to ensure that staff are skilled and retained in their employment with Bridgend County Borough Council.

2.3 Universal Services: *are those services that are generally available to all children and young people such as schools, leisure centres, GP surgeries. Children and young people are making good overall progress across all areas of development. It is likely they live in a protective environment where their needs are well understood and met. These children need no additional support other than those universally available within public services*

What we have done

- Placed a focus on health at the heart of everything that we do
- Helped children and young people to develop healthy behaviours through their formative years
- Developed a programme of events under the “Getting Bridgend Moving” that include activities targeting children and young people
- Invested in early years and whole household approaches recognising the importance of the “First 1000 days” in a child’s life
- Developed positive parenting programmes and partnerships with “Flying Start”
- There is growing engagement with primary and secondary schools, recognising their potential to contribute to Ageing Well in Bridgend, intergenerational working and the development of age friendly communities.

What else we need to do

- Continue to increase children and young people physical, mental and educational development
- Continue to work with schools so that they increase their contribution to Ageing Well in Bridgend intergenerational working and the development of age friendly communities.

2.4 Additional Services: *Children and young people who need additional support, this may relate to their health, educational or social development. Support is required to improve the chances of reaching their full potential if not identified and addressed at an early stage, these issues may escalate and become increased concerns and escalate to categories of more need.*

What we have done

The Council has established a range of Family Support Services in Bridgend which are referred to as Early Help Service which is situated in the Education and Family Service Directorate due to its close working with schools. The teams work with families identified as having additional needs that would benefit from a package of support using a preventative approach. The aim of the service is to prevent family situations from deteriorating or becoming more complex.

Referrals for these services are accepted through a 'one front door' route from numerous agencies including schools and by self-referral.

The service provision involves assessing family need and providing the necessary support to meet these needs from within the team or through other available services. Bridgend Family Support Services now revolve around Early Help hubs set in three locations across the authority using a 'team around the family' approach. In addition, there is a central hub which offers a range of specific family support services across the whole of the county borough.

Each Early Help locality hub consists of a family support team made up of:

- Family Support Workers
- Family Engagement Officers
- Education Welfare Officers
- School Counsellors
- Lead Workers
- Parenting Workers

The central hub contains specific services such as the Connecting Families team who offer intensive family support to families open to Children's Safeguarding Teams. Other services include Flying Start and the regional Western Bay Integrated Family Support Service.

An outline of the roles and services provided is detailed below:

Education Welfare Officers: Education Welfare Officers have a statutory responsibility in addressing issues of poor school attendance in both primary and secondary schools. Their base within locality hubs means that Education Welfare Officers can act as a gateway to accessing additional early help services, with the aim of overcoming barriers to school attendance.

School Counsellors: Provide therapeutic one to one counselling within school settings to comprehensive school children. Counselling is also available to children in Year 6 in primary school; this is delivered from a central, community based location.

Lead Workers (Inspire 2 Achieve): Lead workers work with comprehensive school pupils at Key Stages 3, 4 and post-16, who have been identified as being 'at risk' of becoming not in education, employment or training (NEET), when compulsory education ends. Lead workers deliver a range of formal and evidence based interventions on an individual and/or group basis to reduce barriers to engagement in education. They also work in partnership with Careers Wales to support young people to identify, and secure, their preferred post-16 destination.

Family Engagement Officers: Family Engagement Officers work with children of primary school age to provide early intervention and prevention support to families of children with low attendance/attainment and with behavioural support needs. Support can be delivered in a school or community setting, and can involve group-based learning programmes, as well as individual support.

Parenting Worker (Flying Start): Parenting workers work within Flying Start areas to provide direct support and advice to children, and their families, assisting in the delivery and support of devised programmes of support including the delivery of evidence based identified parenting programmes.

Family Support Workers: Family support workers act as key workers to assess unmet needs, devise and coordinate support plans and ensure that families are in receipt of the most appropriate support services to meet those needs. The aim is to prevent or minimise the risk of needs escalating. Family support workers also provide direct support and advice to children, and their families, assisting in the support of community-based interventions.

Inspire 2 Work: Employability service for young people (16 to 24 years old) who are NEET and looking at developing self-esteem, confidence for education, training and/or employment opportunities. Participants are also able to access a range of formal and work related qualifications to enhance their CV and employment prospects.

Youth Mental Health Team Mental and/or emotional health and wellbeing support for young people aged 11 to 24 years old living in the county of Bridgend. Provision of tailored support for identified needs around:

- Eating disorders

- Acute mental/emotional health and wellbeing concerns
- Youth offending
- Co-occurring mental health and substance misuse issues

Youth Housing Support Team: Early identification and intervention service that aims to prevent homelessness, increase the resilience of those we work with and energise opportunities for employment, education, training & volunteering.

Children's Rights and Participation Team: Working with young people to participate in the Youth Council. Also delivering tailored workshops on United Nations Convention of the Rights of the Child (UNCRC), children's rights and the new Participation Standards.

Play Therapy: Counselling service for children aged 4-10 years

Community Counselling: Youth counselling service for 11-25 year olds.

The purpose of the early help service is to prevent the needs of the children and families from escalating rather than to respond only when the difficulty has become so acute as to require input from Children's Social Care. The service therefore is intended to:

- Improve outcomes and life chances for children, young people and families placing the well-being of the child / young person at the centre of all that we do.
- Increase access to timely, targeted and appropriate services.
- Manage highly predictable risk better (e.g. parents who have been in care themselves and parents who have previously had children removed.)
- Refocus resources and expenditure from crisis intervention to early help, investing in proportion to need.
- Provide a focus on the whole family and the role of the family in the planning and delivery of early help.
- Ensure interventions have a strong evidence base and any services commissioned are able to evaluate and demonstrate impact and outcomes.
- Further develop multi-agency and integrated working, including using and sharing data and information more effectively.
- Strengthen the role of universal services provision in early help.
- Communicate the early help offer and how it can be accessed
- Develop skills and management support/supervision for early help workers

What else we need to do

- To continually develop the service so that it plays a pivotal role in the provision of Information, Advice and Assistance. This will ensure that contacts and referrals to Children's Social Care are dealt with appropriately by the right level of service at the right time. In addition the service will continue to deliver its strategic plan that includes:
 - High quality universal and additional services are the building blocks of effective early help.
 - Childrens workforce is able to identify additional needs at an early stage.
 - To review the service directory to ensure that it assists the children's workforce to have a clear understanding of how services are designed to support levels of need, and how all services, including those provided by partners, can be accessed.
 - There is a clear process in place to support effective multi- agency co-ordination of targeted support.
 - There is a clear Step Up and Step Down process in place.
 - A co-ordinated delivery programme of early help services and support across all ages and stages of a child's development.

2.5 Vulnerable Services: *Children, young people and their families have a range of needs. Multi-agency support is required to reduce levels of vulnerability and/or to reduce risk taking behaviours. If needs are not met then children's health, social development, or educational attainment may be significantly impaired. A Joint Assessment (JAFF) is required along with the appointment of a Lead Professional who will coordinate the support through the establishment of a "Team Around the Family" (TAF)*

What we have done

- Bridgend has established a Multi-Agency Safeguarding Hub (MASH) that became fully operational in July 2018. In addition to Social Workers, Public Protection Safeguarding Nurses and Police Officers, the MASH also includes a Child and Adolescent Mental Health Service professional as part of the Information, Advice and Assistance Service. This individual assists with the assessment of children who are displaying mental/emotional vulnerabilities at the point of initial contact. The Public Protection Safeguarding Nurses (PPSN) work collaboratively with partner agencies across health, social care and others to safeguard children and adults and promote their welfare at a local level, providing consistent health input to the MASH. They also assist, support and advise health staff to recognise

their responsibilities in relation to safeguarding children, adults-at-risk, Deprivation of Liberty Standard (DoLS) and domestic abuse and to support them to plan, deliver and evaluate appropriate interventions. The PPSN will plan and deliver the training programme around safeguarding children, adult at risk and domestic abuse to Health Board staff and assist in the delivery of multi-agency safeguarding training with partner agencies. A Social Navigator also sits within the MASH concentrating on navigating our teams and clients to support activities, information and advice in the voluntary and community sector. The post is pivotal in promoting and supporting the use of the voluntary sector in meeting the health and well-being needs of people in the county borough. Work will be undertaken with young people and their families to:-

- increase understanding of choices people have;
 - support and empower people;
 - improve social and emotional wellbeing of people;
 - promote independence; and reduce social isolation, loneliness and exclusion.
- The Advocacy for Children and Young People service has previously been commissioned through a regional (former) Western Bay contract led by Swansea Council. However the move from Bridgend to Cwm Taf Morgannwg Region has led to the development of a new commissioning arrangement with Rhondda Cynon Taf County Borough Council as the lead contracting authority. The new arrangement means that Children and Young Person's Independent Professional Advocacy Service remains in place with a local provider.

Integrated Family Support Service (IFSS): The aim of the IFSS is to keep families affected by parental substance misuse together by empowering them to take positive steps to change and improve their lives whilst addressing any safeguarding concerns. Using evidence based interventions we aim to bridge the gap between children and adult services across Local Government, non-statutory sectors and health partners. The IFSS Service is designed to support a range of needs as follows:

- When there is a parental drug and/or alcohol problem in the family
- Families (with children at home) are in a crisis and there is a risk of the children being placed on the Child Protection Register.
- Where there is a reunification plan that IFSS may contribute to

- Expectant parent(s) where there is identified substance misuse
- Offering support in the community for young people at risk of sexual exploitation, requiring sexual health advice and substance misuse support.
- Rapid Response Service designed to work with children and families in a crisis situation to prevent the child from becoming Looked After. This service includes 2 Rapid Response Workers who work with children aged 0-18 years.
- Intensive Whole Family Support is offered to children and families either early in mornings, during day time, evenings and on weekends where required. The aim of the service is to prevent children becoming known to social services, prevent children's names from being added to the child protection register, prevent children from becoming Looked After and for those that are, increase the number reunified with their family in a timely way.

Connecting Families: Family Support Workers offering intensive interventions to children and families known to Children Services Teams. The focus of the work is around prevention of children becoming Looked After, reunifying families where this has been a necessity and delivery of parenting groups including:

Non Violent Resistance – Parenting programme for children who are displaying challenging and aggressive behaviours.

Incredible Years – Parenting programme for younger children exploring attachment, routines, boundaries and play.

Grobrain – Early years programme for parents with babies looking at secure attachment, interactions and play.

Connecting Dads – a programme for fathers looking at their role as a Dad and the importance of this.

Chill Out Group – Group for teenagers looking at anxiety and stress management and strategies to deal with this.

Baby in Mind Service, a service for families where unborn babies are at risk of becoming looked after at birth. This service was developed in response to the high number of babies aged 0-2 years in the care system and the associated high costs of Mother and Baby placements. The service includes a Consultant Social

Worker, a part time health visitor, 2 family support workers to work with families where mothers are under 26 weeks pregnant where Social Care have deemed the child to be at risk of entering the care system. The support for families will focus on addressing these concerns and working intensively with the aim of keeping the child within the family.

Bridgend has already developed a Regional Reflect service with Rhondda Cynon Taf and Merthyr CBCs which is delivered by Barnardos. This project works with mothers who have had children removed from their care to prevent any further pregnancies which may lead to further statutory intervention. The development of this project is in its infancy and will be reviewed and developed as necessary.

What else we need to do

There are ongoing challenges for early help services in responding to this demand and with the newly developed processes within children services. Bridgend will continue to explore and develop additional innovative ideas and maximise the potential that exists within existing services. In addition other service developments are ongoing and include:

- **Reunification and Practice Support Workers:** A service has recently been introduced that is targeting a reduction in the number of breakdowns of Foster Care Placements. This followed a review of support services for children and young people in March 2018 which identified gaps in service delivery. This included a need for support for children in the care system whose foster placements are at risk of placement breakdown or require support to Step Down in terms of placement provision or to be reunified into the care of their birth family. Historically our edge of care Rapid Response Team (RRT) has been called upon to work on these type of cases, this had meant that the RRT had less opportunity to prevent children from coming into the care system. Therefore to increase capacity the Reunification Support Workers are being introduced.
- **Family Support Workers:** The introduction of the Early Help service and associated “Hubs” has seen a significant increase in service demand. Therefore in order that more cases are prevented from escalating, additional Family Support Workers are being introduced to work with families.
- **Advocacy:** To continue to maximise the use of the Advocacy service through the implementation of the “Active Offer” to ensure that all

children receiving statutory care and support intervention are provided equal access to an Advocacy service.

- **IFSS Service:** The IFSS is required to be developed further. In particular the increasing number of referrals into the service is stretching the existing resources available, and Welsh Government has issued further guidance in respect of the criteria for IFSS in which the service could work with families affected by domestic abuse and mental health issues as well as parental substance misuse. Bridgend is evaluating this guidance to ensure that the service is upskilled to respond to these issues.

2.6 Complex and Acute Services:

Children with complex needs which appear chronic and enduring, these children are considered highly vulnerable or living in the greatest of adversity. The needs of many of these children and young people can be met through a Joint Assessment and plan (JAFP) with a lead professional coordinating support. There will be occasions when a child or young person requires a STEP UP specialist assessment and support from a range of specialist agencies.

Acute Services: *Children in need of immediate care and protection, this is the most urgent category and always requires an immediate response from Children's Social Care. These are children and young people whose care is so compromised as to place them at risk of significant harm and in need of a Child Protection Plan and all children and Young People already subject of a Child Protection Plan. This level includes Children and Young People who are identified as a risk of becoming "Looked After" by the local authority. These children/young people will be subject to the STEP DOWN process once safety is secured.*

What we have Done

The Multi Agency Placement Support Service (MAPSS) has been established across the former Western Bay. This is a multi-disciplinary team that aims to help children with, or at risk of mental illness and emotional and behavioural difficulties by providing specialist placement support. The creation of the service was driven to improve the mental health and emotional wellbeing of "Looked After Children" with particularly complex needs needing carers who are resilient enough to provide them with a stable base from which to start to understand their story and start to develop positive relationships.

Residential Accommodation

A significant development for Children Services has been the introduction of a new Model to the traditional Local Authority provision. Previously our residential accommodation consisted of three units being:

- Bakers Way: disabled children's respite service,
- Newbridge House: transition unit for 16/17 year olds
- Sunnybank: Complex needs unit for 11-15 year olds

The remodelling has resulted in the creation of a "Hub" (Maple Tree House), which is designed to provide support in a time-effective way in order to facilitate move-on to one of the other placement options within the model. Maple Tree House consists of a four-bedroom assessment facility with a separate two bedroom emergency provision The Hub aims and objectives are as follows:

AIMS

- Maple Tree House provides care and support for up to six children / young people within the age range 8 – 17 years (mixed gender) at any one time. This consists of four placements within the assessment facility and two within the emergency provision.
- Admissions to Maple Tree House are made via referrals from the Councils social care teams. The Placements team co-ordinate planned admissions during office hours, out of hours placements are managed by senior staff and the Emergency Duty Team.

OBJECTIVES

- To undertake assessment and provide therapeutic intervention by appropriately qualified staff. Models of intervention will assist to stabilise the child's / young person's behaviour to facilitate a return home or where this is not possible to a suitable alternative long-term placement.
- To have in place for each child / young person a care and support plan and a behaviour management plan so that any challenging behaviour is consistently managed. Wherever possible, unless there is risk of harm, staff will use de-escalation techniques providing trauma informed care and support.
- To support young people's education, training or employment, to maximise opportunities.

- Vocational outreach workers will support young people who are not in full time education or employment, working in line with the young person's education plan.
- Staff will work in partnership with young people, carers and parents/persons with parental responsibility.
- To provide outreach support to children / young people, families and foster carers.

In addition, Sunnybank has been developed into a Medium-term Unit by utilising a detached two storey house with space for four young people to be accommodated. The aim of this service is to “to offering a stimulating, safe caring environment that promotes a holistic approach to all aspects of the child/young person's life”. The objectives of the service are as follows:

- Providing children/young people with an individualised package of support that focuses on their assessed needs.
- Offering children/young people therapeutically informed interventions to assist them in achieving personal well being
- Assisting children/young people to explore their own issues and experiences and work through any emotions and feelings which may become a barrier to a stable placement and future accommodation.
- Providing appropriate levels of support that recognise, value and encourage children/young people to maintain personal skills and competencies and promote their confidence and self esteem
- Providing a comprehensive package of educational support to promote the best possible outcomes for children/young people within their educational setting
- Working closely with families or substitute families to ensure that when children/young people return home or go to other suitable placements, adequate support via a transition plan is given to both the young person and their family to ensure success.
- Provide age appropriate independent living programmes to assist young people to be able to develop the necessary skills to enable them to, if appropriate, live independently. Young people based at this home would also have access to the Hub, including the therapeutic interventions and Vocational Outreach Workers.

The services described above were created following an extensive review of children's residential provisions within Bridgend. Maple Tree House was developed with the aim of working with young people to assess their needs to support consideration of where their best long-term placement needs could be met. The home provides in-house therapeutic services and emergency beds which are a less costly alternative to other specialist residential provisions. In addition there are cost saving benefits by maintaining young people within Bridgend provisions, lessening the need to accommodate with high-cost Out Of County placements. The development of the service aims to reduce costs associated with other similar placements in future years.

The Council has also prioritised the development of local solutions to support children by bringing children and young people back from high-cost out of county placements, currently placed at an average cost of £160,000 per annum. This has resulted in significant numbers of children being relocated within the County Borough normally at a reduced cost, which has contributed significantly to the achievement of financial targets. When compared to costs within the new 'Hub model', each placement made in the 'Hub' when compared to an out-of-county placement generates a saving/cost avoidance of circa £60k per child each year. The creation of Hub Models has not only increased the range of internal services available to meet the needs of children, but the service has also proven to be cost effective and ensured that children are cared for closer to their communities and have easier access to their social worker as appropriate.

The Council has also developed models of Supported Living Accommodation that enables children's services in providing Step Down accommodation for "Looked After Children" residing in placements before they turn eighteen. Previously care leavers were only able to access supported accommodation through the Homelessness pathway. This process made it difficult for Social Workers and young people to plan ahead and added additional pressure on the Homelessness service.

To overcome this problem, a pilot project was developed and operated for almost twelve months during 2018/19 and has accommodated and supported a range of individuals and circumstances that include:

- placement breakdowns;
- homeless 16/17 year olds requiring a joint assessment;
- transitioning Out of County Placements back into Bridgend; and
- supporting move on to more independent settings

The pilot project provided 4 supported accommodation beds and has been evaluated and proven that the model assists care leavers considerably to adapt to independence and to provide time to find suitable longer term accommodation.

Consequently the Council agreed to extend the service by commissioning two providers to deliver a total of 7 “Transitional” Supported Accommodation beds, in addition to 4 “Step Down” beds. This provision is designed to support young people with flexible staffing support to “Step Down” from care environments where they were previously provided 24 hour care support. It is intended that such accommodation supports care leavers to move onto more permanent and independent housing accommodation.

Bridgend Foster Care assess, recruit and support a wide range of carers including general foster carers, relatives, Parent and child, transitional Family Link, Supported Lodgings and When I’m Ready households. They also have a small team who coordinate placements and commissioning. This area of service continues to experience challenges in relation to the lack of placement choice locally in house and with Independent providers. Despite this the teams are committed to matching children with the most appropriate carers with the overarching aim of achieving stability and minimising disruptions. Bridgend foster care has also further developed their recruitment campaign in conjunction with the marketing team. The service follows robust assessment processes and is required by fostering regulations to undertake a range of references/checks in addition to comprehensive interviews with the applicants themselves which normally take at least 20 hours. Applicants must also attend a bespoke three day training ‘skills to foster’ course.

The ability of the Bridgend Foster Carer Service to better support an increasing range of needs has seen it develop new services. The “mother and baby service” is an innovative approach to the demand for high supervision of parent and baby, forming part of the parenting assessment completed by the safeguarding team within proceedings. It can be a direct alternative to residential or can be a preferred resource in its own right. We currently have 2 carers who have been recruited and train within this specialism. This has proved to be a cost effective service, which is now sited within the fostering team. We expect to recruit further carers within the next phase of recruitment. During this financial year we have provided a placement to another authority which has generated income.

A further important development has been the introduction of “Transitional Carers”. The transitional carers are experienced short term carers who have a therapeutic approach to parenting. They have close working relationship with both fostering and residential, providing a step-down transitional placement for children currently in residential care. The role of the carers is to use their parenting skills as part of a multi-disciplinary team to prepare children for transition to a permanent placement, this might be within fostering or reunification to family.

We have also created Harwood House which is a high quality residential Looked After Children service for up to three children/young people with complex needs including a learning disability aged from eight to eighteen years; and are enrolled in Heronsbridge School. The service is located within the grounds of Heronsbridge School enabling ease of access for the children to the school, and promoting contact with parents/carers and multi-agency professionals involved with the children. The aims and objectives of this service are:

AIMS

- At Harwood House we are committed to providing a high quality 52 week residential service for up to three children/young people with complex needs, including a learning disability, aged from eight to nineteen years (nineteen age limit applies to any young person with Additional Learning Needs.) Children/young people are usually enrolled in Heronsbridge School.
- The service is located within the grounds of this school enabling ease of access to the school for the children/young people. In addition, fostering a close liaison between staff and a shared understanding of the complex needs of the children/young people and consistency of approach in working with the children/young people which support better outcomes.
- The service enables children/young people with complex needs who are unable to reside with their families to continue to attend their specialist school and remain living locally to their family, friends and school.

OBJECTIVES

- To assess each child/young person’s needs before the service commences, to develop an individualised package of care and support that focuses on their needs and to review it regularly.

- To introduce children/young people to Harwood House at their pace, through a series of familiarisation and tea-time visits, prior to moving in.
- To offer children and young people interventions to assist them in achieving their personal outcomes. To meet each child/young person's emotional, social, behavioural, health and developmental needs during their placement, in a way that ensures their dignity and promotes self-reliance.
- To provide a homely relaxed environment within which children/young people are encouraged to achieve their personal goals and individual potential.
- To support all children/young people to make good use of all community based resources, thereby promoting social and economic inclusion.
- To provide a comprehensive package of educational support to promote the best possible outcome for the children/young people.
- To assess the child/young person's level of life skills and to develop these skills through an individual living skills assessment programme. Providing support through transition planning through to adult social care.
- To consult with children/young people, parents, carers, social workers and other professionals so that the service continually adapts and develops.
- To resolve issues for children/young people and parents promptly, and to address concerns wherever possible, with the residential manager and social worker.

As a result of these accumulative developments:

- Numbers of children being placed into out of county accommodation have been greatly reduced.
- Numbers of "Looked After Children" has reduced over the last five years from 412 in 2014 to 381 in 2019. In addition the numbers becoming "Looked After" by monthly average has also reduced from 12.2 per month in 2013/14 to 7.7 in 2018/19

The requirement to establish Regional Adoption arrangements across Wales has resulted in Bridgend receiving its Adoption Service from the former Western Bay Region (now West Glamorgan Region). The sustainability of this arrangement has been reviewed in light of the recent transfer of Bridgend from the former Western Bay region to the new Cwm Taf Morgannwg region. The findings of the

review concluded that the current regional Adoption arrangements should continue, which means that Bridgend will remain with the former Western Bay Region. However it was also recommended that these arrangements only remain in place for a minimum period of three years during which time, there is consultation with stakeholders and early planning for the longer term.

What else we need to do

- Progress a more suitable and sustainable site to build and embed the hub provision
- Work with partners in the new Cwm Taf Morgannwg Region to develop and introduce a MAPPS service to the benefit of the Region, whilst ensuring all services commissioned under the current arrangement with our former MAPPS partner, (which ends March 2020) continue.
- Develop closer working with other Council services and in particular Housing services in order that Housing needs are identified and housing strategies are developed.
- Fully implement the Supported Accommodation solutions and ensure the service delivers the intended outcomes.
- Further develop accommodation and placement opportunities for children and young people by greater collaboration with partners such as health and housing
- Consider how children's therapeutic needs can be met through further developing in-house provision. Continue to have discussions with current therapeutic providers with a view to 'securing a menu' of bespoke options, which meet the individual needs of children within a common model or framework.
- Consult with stakeholders on the most appropriate Adoption arrangements provided to Bridgend and to plan for their longer term provision

SECTION 3: TRANSITION SERVICES

The Transition stage of when a child moves from childhood into adulthood is a very important stage in a young person's life because they need to make plans for their future care arrangements which will help them live as independently as possible. Therefore, transition of children with support needs requires their care packages to be carefully planned to ensure that they receive appropriate services required to maximise independence and to support them in achieving their desired outcomes.

Without the joined up management of transition of care, there is a real risk that young people will leave Children's Social Care without effective planning to support their transition into adulthood. As a result the continuity of care will be disrupted and even paused, or alternatively the provision of an inappropriate care package which can cause inconvenience and disruption to both the cared for and their families and carers.

Whilst Bridgend CBC has operated a transition panel that met regularly to agree transition pathways for individual children and young people, the introduction of a transition team was identified as the preferred long term approach. In 2014, Bridgend was a member of the Western Bay Region and the regional Learning Disability Programme Team had identified the difficulties with existing Transition arrangements in the region, and commissioned a piece of work to develop a service model for young people in transition from children's to adult's services in the Western Bay region. The report was produced in July 2014 and the programme team agreed with the recommendation to develop an integrated multiagency transition team in each local authority area.

Consequently the Directorate created a Business Plan aim which identified the need to *"Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care"*. Consequently a working group was created which developed a proposed operating model and a set of values that include:

- Each young person experiences smooth and timely support to prepare for adulthood so that they are supported to meet their outcomes appropriately;
- Each young person is involved in the process, contributes their views and wishes, and has as much choice as possible about the future outcomes they hope to achieve and how they will be supported in this;

- The parents or carers of each young person are involved in the process as partners, and have clear and early information about how the transition process works and what the options may be for the young person;
- Adult Social Care receive sufficient advance notice of young people whose needs they will be responsible for meeting, so that financial and other planning can be undertaken in time. Having a sense of the "time line" relevant to each young person preparing for adulthood and to the agencies that will need to plan to meet their needs. Without this, work may not be well planned or start early enough.
- Working in as "joined up" a way as is possible with all other agencies, departments and with the young person and their parents. This means working together so that, wherever possible, separate assessments and planning processes can be combined, run together, or at the least, cross-referenced;

A project was developed to create a "pilot" transition team, which was dependent on additional Funding that was acquired from the regional Integrated Care Fund. This team was introduced in 2018 as a pilot and a Performance Management Framework was developed to evaluate its impact and effectiveness.

Traditionally, whilst there were processes in place between Children Services and Adult services to identify children that would transition into Adult Social Care, the arrangements were not always joined up and the transition for children was found at times to be problematic. Therefore the progress made with developing a new service that bridges Children's and Adult's services, provides a real example of how the Directorate is bringing together services to jointly solve service improvements by working closer together to the benefit to the residents of the County Borough.

What we have done

- Established a Transition Panel that consists of managers from Adults and children services that has provided a mechanism that monitors and plans for children in Transition
- Held workshops to consult with key stakeholder to identify a range of issues and problems that needed to be addressed to improve support for young people through the Transition process and into Adulthood, and inform the development of the new and improved service.

- Created a pilot Transition Team that allowed social workers from Adults and Children Services to work together. The pilot team was created by utilising existing resources.
- Operated the pilot from October 2018 to March 2019 and undertook an evaluation of the learning which evidenced that there is a need to establish the team by removing the virtual nature of the team and placing the Transition Team within the Children’s structure.
- Identified how referrals should be managed between teams by confirming the role of the Transition panel that is designed to ensure that referrals into the Transition Team and from the Transition Team to Adult Services are appropriate.
- Developed a series of Short, Medium and Long Term Recommendations that include:
 - Short Term (3-6 months). Create a Transition team in its own right within BCBC.
 - Medium Term (4-8 months). Develop a strategic plan for a multi-disciplinary team in partnership with Cwm Taf Morgannwg Health Board.
- Developed an Accommodation Action Plan that identifies the need to have effective transition planning for “Looked After Children” accommodation needs as they approach Adulthood. This includes the development of a range of Supported Accommodation options for care leavers that support “Step Down” accommodation for Care Leavers

What else we need to do

- The Directorate Transition Project Board will continue to oversee the implementation of the “Child Disability and Transition Team” and ensure that its creation delivers the anticipated benefits.
- Establish ways to engage with Education and Early Help services with the long-term goal of them being virtual members of the transition team. This engagement will attempt to ensure that transition is not seen as a social services only issue, but to ensure that services are better joined up and delivered holistically.
- Discuss and agree with Cwm Taf Morgannwg Health Board how they can be engaged as appropriate to jointly work cases in transition and ensure

that children and adults are provided effective and equitable specialist health services. This also includes children's access to appropriate mental health services as required.

- To develop a Commissioning Model that is supported by the development of a "pooled budget" made up of budget from Adults and Children services in order that services are better designed to meet the needs of young people in transition.
- To continue the previous regional vision that was developing in Western Bay with Cwm Taf Morgannwg region to ensure that potential benefits to support transition services that could be achieved by a collaborative approach are identified and implemented as appropriate.

SECTION 4: ADULT SOCIAL CARE

The Commissioning Plan for Adult Social Care produced in 2010 set out Bridgend County Borough Council's intentions for modernising adult social care over ten years. The plan described how the Council would contribute to the wider health and wellbeing agenda by promoting independence and choice for vulnerable adults living in the County Borough. At the time the intentions were ambitious and the following presents a summary of what was said should happen, progress to date and what needs to happen next. This report will be structured around the following headings:

1. Our Vision For Adult Social Care
2. Adult Social Care Financial Pressures
3. Enabling Approaches
4. Preventative Approaches
5. Specialist Preventative Approaches
6. Integrated Living
7. Interventionist Approaches (including Specialist Interventions)

4.1 Our Vision for Adult Social Care

To actively promote independence, wellbeing and choice that will support individuals in achieving their full potential”

(Social Services and Well-being Directorate Business Plan 2019-20)

To achieve this vision will require the Council's Social Care Services to promote the principles of choice, independence, empowerment, opportunity, dignity and respect. It will involve safeguarding vulnerable people and developing preventative approaches to ensure that people receive the most appropriate level of assistance at any time to avoid the need for long term support from statutory agencies.

We aim to achieve this vision by focussing on the following key principles:-

Empowering service users and carers - We aim to develop a person-centred approach responding appropriately to a person's needs and preferences. We aim to support a person's right to maintain, support or restore as appropriate their independence whilst recognising their rights to exercise choice and control over any decisions which affects their lives. Fundamental to this is protecting such people from physical, sexual, psychological or financial abuse and neglect. We also aim to acknowledge and support the role of carers so that they can continue performing their caring roles.

Promoting independence - We aim to establish integrated, inclusive and seamless advice and assistance that promotes positive outcomes for vulnerable people. This approach will involve flexible and accessible preventative responses within local communities which are tailored to individual circumstances and choice. This approach will focus on assisting people to identify the risks to their independence, and jointly determining strategies to minimise that risk as appropriate.

Improving commissioning approaches - We aim to make the most of the opportunities afforded by Regional working and integrated working with the Cwm Taf Morgannwg Health Board and other local authority partners to ensure services are cost effective and are continually developed and designed around effective Integrated services. We aim to identify, plan and develop joint approaches for maximising our effort to improve the health, social care and wellbeing of the local population within the resources available to us. We will also continue to work closely with the Third Sector to identify opportunities for the sector to provide services as appropriate. Adopting this approach may mean changing some things that we currently do in favour of new and better advice, support and assistance.

Co-production and commissioning: We will develop our commissioning processes so that they are better aligned to the co-productive approaches. For example:

- **By commissioning for co-production** – We will deliver Commissioning principles of co-production to be reflected within the services we purchase. In this context we will ensure providers from whom we commission services encourage and enable the involvement of all people in designing services and how they will operate to deliver personal outcomes. Providers will also be expected to involve people in evaluation and review processes.

- **By co-producing commissioning** – we will develop processes where people are involved in commissioning from the very beginning. This includes involvement in the assessment process (whether at an individual level or as part of the wider population assessment), agreeing what needs to be transformed so that services can improve people’s lives, co-designing services and taking part in reviews and evaluations. In these examples, the commissioners themselves are involved in the co-production process and they involve people using services and carers in commissioning from the outset.

Shaping the market - We aim to build on our current partnerships with providers and consolidate effective working relationships by establishing more robust contracting processes. The aim is to involve providers in a positive way to participate in planning and commissioning to help drive up quality and improve value for money. We will work co-operatively and be both transparent and flexible so that we can establish a more financially affordable mixed economy of care; improved quality responses and outcomes for service users, and greater employment opportunities for local people.

Promoting workforce development - We aim to work in partnership with the private sector, voluntary sector and key stakeholders to promote a whole sector workforce approach within the local market. We will assist adult social care staff to become appropriately skilled, trained and qualified to perform the range of responses and functions required in the future. We will also target funding that sustains the adult social care employment market and improve staff recruitment and retention arrangements.

Better responses - We aim to develop frameworks which focus on quality, best practice and meeting expectations of people who use our services, carers and key stakeholders. Our contracting and quality frameworks will strive to promote choice, independence and empowerment, as well as looking at who is most suitable to supply advice and assistance to best meet individual needs. We will ensure that the services we buy demonstrate value for money, economic viability and their ability to demonstrate continuous improvement. We will also have effective arrangements for monitoring and review with a particular focus on addressing inequality of access and positive outcomes for people.

In October 2019, the Care Inspectorate Wales undertook an inspection of the council, with its partners to explore how well it promotes independence and prevents escalating needs for older adults for older adults”. Overall the report confirmed many positive aspects of available services. The Inspectorate published a report in January 2020 which commented on how the “council’s

vision for Adult Social Care is very well embedded". The Inspectorate also found good health and social care services.....that benefits people through quick decision making and a joined up approach". In general the review was positive but inevitably the inspectorate found areas of service in need of improvement and recommendations were made that have been included as appropriate in this document.

4.2 Adult Social Care – Financial Pressures

The prolonged financial cuts and challenges that local authorities have faced over recent years has resulted in Bridgend reducing Adult Social Care budget by 27% since 2013/14. This has resulted in actual savings being identified as being in the region of £10.7 million. This further reduction doesn't take into account other financial pressures such as funding staff national living wage and other service pressures such as the funding of increasing complexity of need for LD and other clients and therefore the real financial pressures are even greater. Such Financial reductions has been a challenge but have also provided the opportunity to accelerate the development of new ways of working that has contributed to the transformation required.

However the contribution of Grant funding such as the Integrated Care Fund (ICF) and more recently the Healthier Wales Transformation Fund cannot be underestimated as ICF in particular has provided essential funding that supports the delivery of some of the most essential services in Adult Social Care. The use of ICF and the development of the Transformation Funding proposals has proven to be a critical financial enabler to the development of essential Integrated services which has required close working with the former ABMU Health Board that has continued with Cwm Taf Morgannwg Health Board in order that Bridgend can work collaboratively to deliver effective and affordable services that are sustainable in future.

4.3 Enabling approaches

We believe enabling approaches will provide people who are not familiar with the adult social care system, to navigate the system and make better-informed decisions about the type of assistance they need. The provision of a range of enabling approaches that assist people to self-manage their own support needs will lead to greater independence and fulfilled lives. This requires us to design services that are influenced by positive risk taking in order that whilst we recognise the potential of risk, we provide services that are designed to be safe

and encourage enabling approaches in the achievement of individual outcomes. In our model of assistance and support we have identified a range of enabling approaches.

Services that were identified as being enabling services include:

- Information and advice
- Advocacy
- Citizen directed support (Direct Payments)
- Carer and family support

The following presents: What we said we would do (as stated in the 2010 Adult Social Care commissioning plan): What we have done and What else we need to do next.

4.3.1 Information and Advice

What we said we would do:

Information and Advice - to improve signposting and information about support options to enable people to continue self-managing their own needs.

Desired outcome:

Increase level of advice and information available about promoting good health and social wellbeing to equip people to make informed lifestyle choices and to get help, assistance and protection should it be required.

We propose to:

- operate help-lines and a single point of contact arrangement for people to access information and advice based on an integrated multi agency approach linked to the Unified Assessment Process.
- provide a greater resource of accessible information for general public consumption and rationalise signposting activities so that people can be empowered to successfully navigate around social care health and Third Sector systems to obtain the information they require.
- raise public awareness and understanding of disability and mental health issues and other social care issues and to assist in the promotion and implementation of the Council's Public Information Strategy.
- provide a web site that is suitably linked to other appropriate web sites so that innovative ways of making information available within local communities can be developed and explored.
- work with partners to develop an accessible interpreters service.
- signpost people to the most appropriate providers of information, advice and support to assist them to make informed decisions about the difficulties they are encountering.
- maximise people's income so that they are able to participate as much as possible in their communities.
- work with internal and external partners to develop stronger links with voluntary and community based services in order to create opportunities for people to access locally based services which foster a community spirit.

What we have done

Bridgend Adult Social Care has established a Common Access Point as a single point of access for Adult Services with the exception of Learning Disability and Mental Health services.

The introduction of the Act replaces the previous requirements of Unified Assessment Process and required local authorities to secure the provision of service for providing people with information and advice relating to care and support, and assistance in assessing care and support. This requirement resulted in Bridgend developing their Information and Advice service by utilising available systems such as DEWIS which has enabled the authority to make use of technology. However the provision of Information and Advice should not be restricted to contact with social services, and more needs to be done to ensure that information and advice is consistently provided over a range of information centres within and across communities including those provided by the Third Sector. The provision of Information and Advice continues to challenge all local authorities across Wales and the ambition is that Information and Advice service continues to be developed to ensure that available information is consistently provided to citizens

The Council has also supported the introduction of three Local Community Coordinator roles in the Ogmore, Garw and Llynfi Valleys. The model is founded on the Local Community Coordinator roles supporting a population of 8,000 - 12,000 people, supporting people to find solutions through community or family resources and to reduce isolation. The focus is on developing resilience within vulnerable individuals and connecting them into supportive, community based opportunities. The Council is working closely with the Bridgend Association for Voluntary Organisations to assist in the development and delivering of resilient communities.

To support Mental Health services, an information and signposting service for the public who can either be directed by GPs or can attend one of a number of drop in information clinics throughout the Borough. This service assists in identifying where specialist assessments are required and through the Assisted Recovery in the Community (ARC) team of support workers and Occupational Therapists who work closely with psychological therapy staff, and can provide a range of needed interventions.

What else we need to do

- Give people more choice and control over what support they receive by providing early access to advice and information;
- Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators;
- To develop long term sustainability by working with the Third Sector to:
 - Connect local people with their communities, develop the use social prescribing opportunities to signpost people to support networks
 - Increase the use of Local Community Coordinators beyond the “valleys” to other areas in the County Borough
 - Introduce “Community Navigator” roles that support people to meet their needs in community settings and reduce the need for managed care
 - To ensure that the roles and responsibilities of all services are understood so that cases are appropriately managed by the correct service. This will require the development of criteria and pathways that enable people to be escalated and de-escalated between services as necessary.
- To make better use of available resources such as DEWIS and Info engine so that citizens will increase their use of such services before contacting Common Access Point
- To continue to develop the role of the Common Access Point (CAP) to ensure that contacts are dealt with by the appropriate level of expertise, to ensure that right level of response is provided by the right service.
- Improve on consistent signposting, quality assurance and ensuring sufficiency of ongoing staffing in the Common Access Point
- Develop a culture within Adult Social Care so that all staff make better use of available information resources.
- To continually develop information and how it is used for community resources in order that practitioners are able to consider the potential of community groups as a mainstream service to provide additional care and choice.

4.3.2 Advocacy

What we said we would do:

Advocacy – to expand the range of independent advocacy support available to assist people to make informed choices and decisions about support arrangements that impact on their lives.

Desired outcome:

Adults receive appropriate support to make informed decisions and choices, within a framework of rights, equality and diversity.

We propose to:

- develop a range of high quality advocacy support options for adults across the county borough which are available to people from the first point of contact.
- consolidate and develop existing commissioning arrangements for advocacy support for adults and to explore with others options for developing specialist advocacy options for differing complex needs.
- enhance the role of internal support mechanisms for promoting the concept of advocacy in order to reflect service user comments and experiences within our commissioning arrangements.

Part 10 of the Act sets out the requirements for local authorities in relation to advocacy, which are to:

- a) ensure that access to advocacy services and support is available to enable individuals to engage and participate when local authorities are exercising statutory duties in relation to them and
- b) to arrange an independent professional advocate to facilitate the involvement of individuals in certain circumstances.

An advocate is defined as an ‘appropriate individual’ who can speak on behalf of someone who is facing barriers to communicating or understanding, weighing-up, or deciding on information related to services that they receive. Advocacy services come in a variety of forms, and range from informal, peer and voluntary advocacy through to paid, independent professional advocates (IPAs). The overarching duties under the Act require that any person exercising functions under

the Act must in so far as reasonably practicable, ascertain and have regard to people's views, wishes and feelings. In addition, any person exercising functions under the Act must have regard to the importance of providing support to enable the individual to participate in decisions that affect him or her, to the extent that it is appropriate in the circumstances, particularly where the individual's ability to communicate is limited for any reason.

These over-arching duties, together with the United Nation Principles and Convention under section 7 of the Act are integral in understanding and assessing people's well-being outcomes; what matters to people; and people's needs for care and support to enable them to achieve their personal well-being outcomes.

The Act also sets out:

- people's choice to have someone to act as an advocate for them
- a clear framework to support and empower individuals to make positive informed choices
- a clear recognition of the benefits of advocacy
- the range of advocacy available to people
- the key points when people's need for advocacy must be assessed when independent advocacy must be provided
- the circumstances that impact on peoples need for advocacy
- the circumstances when it is inappropriate for certain people to advocate
- the arrangements for publicising advocacy services and charging.

What we have done

The Council promotes the statutory Independent Professional Advocates service with posters, leaflets and website via partners and local organisations, and service centres. However this is not as a replacement to other forms of advocacy, it is regarded as a last resort where other individuals such as family, friends are not available to provide a voice for the individual.

Bridgend has secured the support of the Golden Thread Advocacy Programme (GTAP) funded by Welsh government to support local authorities with the commissioning of a statutory IPA service. Bridgend used GTAP to help local stakeholders to co-design a 'Hub & Spoke' service model, tested and evaluated this in a pilot scheme, and based on this the Council subsequently fully commissioned via an open tender process.

The local service is called 'Bridgend Voice & Choice' (BVC) and acts as a public-facing contact point (the Advocacy Hub) to signpost and refer Individuals to the most appropriate advocacy service based on their main needs and presenting issues. The Council promotes the BVC service with posters, leaflets and website via partners and local organisations, and service centres. Statutory Independent Professional Advocacy is offered via BVC in addition to other forms of advocacy where other individuals such as family, friends, peer groups, or care professionals are not available or appropriate to provide a voice for the individual.

The Council is proactively engaged with local, regional and national stakeholders to ensure best practice is being developed within our local service.

What else we need to do

- Develop our Advocacy service further so that it supports local knowledge exchange via a Bridgend advocacy network
- Link the Advocacy Network to wider Information, Advice & Assistance services offered by the Council and others, and will help those involved in the referral process to provide a more collaborative approach to supporting individuals.
- Enable access via the Advocacy Hub to experienced specialist advocacy providers able to support specific needs, and to also link to other services including informal community support services, peer advocacy and referrals into Independent Mental Health Advocate/Independent Mental Health Advocacy as required.
- Continue to work strategically with Golden Thread Advocacy Programme to help refine and to continually improve the Bridgend Voice & Choice service.

4.3.3 Direct Payments

What we said we would do:

Direct Payments – to promote and improve the take up of direct payments and to encourage people to get involved in the planning of future support and having more control of their own future.

Desired outcome:

Flexible responses, reduced dependence on direct support arrangements, extended individual choice and people empowered to take greater responsibility and control of their own support and assistance arrangements

We propose to:

- develop a coordinated strategy for raising awareness among service users, developing performance indicators and local targets that lead to an increase in the take up of direct payments and citizen centred directed support arrangements.
- explore in greater detail the linkages between a person's direct payment and other benefit entitlements in order to maximise financial inclusion and personal lifestyle outcomes.
- review and rationalise the level of bureaucracy and reduce delays associated with processing an application and setting up direct payments and individualised budgets.
- arrange appropriate support and advice that assists a person to set up and manage a direct payment.
- identify more flexible ways of releasing monies from existing service budgets.
- map the care provider market and make this information accessible and available to interested parties and to promote alternatives to direct support arrangements provided by statutory agencies.

What we have done

In order to increase and widen the scope for direct payments and to help meet the requirements of the Act, in 2017/18 BCBC commissioned an external review of the direct payments scheme in BCBC, to develop a strategy and action plan in moving forward.

Engagement and consultation was also carried out with wider commissioned services that are linked to the direct payments scheme, and also recipients of direct payments.

The strategy was developed to progress the Council's use of Direct Payments over the following three years. The strategy identified the essential contribution of Direct Payments to the ambitions of the Act to "increase independence choice and control".

In 2018-19 we held a number of engagement events in order to involve our service users, carers and communities in the further development of carers' support, direct payments, support providers and our shared lives services. As a result we have been able to commission new services in each of these areas and new contracts have been introduced for a Carers Well-being Service, a Short Breaks (Respite) Provider Framework, a Direct Payments Support Service, and a new regional collaboration to start with the Vale of Glamorgan Council for our Shared Lives (Adult Placement) Scheme.

A series of workshops have been held to launch the revised policy and practice guidance for Direct Payments. The briefings introduced staff to Bridgend's new Direct Payments strategy and described the aims, principles, and duties in relation to Direct Payments linked to the Act. The purpose of these briefings was also to encourage innovative thinking and take up of Direct Payments. Over 100 practitioners have attended these workshops and to ensure that Direct Payments are being used effectively, we are monitoring their use during 2019-20 and beyond if necessary.

The use of Direct Payments has expanded considerably over recent years. From 2012 until 2019, the number of recipients of Direct Payments has doubled from 160 to 322. Since 2014, the Council has also increased its spend on Direct payments by 51% to £3.2m in 2018/19. However the Council is keen to ensure that the use of Direct Payments continue to increase and being used effectively.

What else we need to do

- To continue to increase the use of Direct Payments
- To broaden the use of Direct Payments beyond the traditional additional groups of Learning Disabilities and Physical Disabilities
- Develop the use of "pooling" Direct Payments to ensure that they are used in a cost effective way and available "personal assistant" resources are used effectively.

4.3.4 Carer support

What we said we would do:

Carer and family support – to increase the offering and take up of carer assessments; to continuously improve the involvement and engagement of carers, including young carers, in care networks, to improve consultation processes and the flow of information to carers.

Desired outcome:

All carers have an enhanced quality of life through reliable, responsive support so that they are able to continue performing their caring role thereby assisting family(s) stay together and to prevent an adult or child/ young person having to be directly cared for by the Council. This will ensure that carers continue to be able to participate fully in their community.

We propose to:

- develop a Carers Strategy which sets out our arrangements and priorities for supporting carers in the county borough.
- increase the ongoing opportunities for the training and support of carers who provide assistance to adults with complex needs to ensure they do not put themselves or the person they support at risk.
- improve internal systems for offering and undertaking carer assessments to ensure that individual carers can routinely access a timely assessment of their needs and/ or to access relevant assistance and support if required.
- commission a greater range of short break for carers using a range of facilities and events in different community settings so that their opportunities are not limited.
- further raise awareness of the role of carers in the community and consolidate strategic partnerships with carer support networks, carer forums and within planning mechanisms in order to inform the objectives and priorities of the 'Carer Strategy'.
- support and promote the 'carers' network, support services for working with carers and carers' advocates scheme.
- remodel traditional forms of carer support and to promote integrated support arrangements for carers that connect with mainstream community based approaches.

What we have done

Bridgend secured the support of the Wales School for Social Care Research to independently facilitate stakeholder engagement with unpaid carers, social work practitioners and service providers. The engagement was used to co-produce a 'vision' for carers services which was tested and refined through local focus groups. With an estimated 18,000 unpaid carers in the borough, but with only around 1,600 currently identified through existing partnerships, the result of the engagement work was to commission a new Bridgend Carers Well-being Service with a priority to offer outreach to as many previously unidentified carers as possible.

The new service is establishing an 'Expert Panel' made up of local carers, it is undertaking initial carers assessments for newly identified carers, and has held a high-profile public launch event and is establishing a presence at community venues around the borough. It is anticipated this approach will support the process of promoting 'carer-friendly communities' agenda as a way to engage with wider stakeholders and partners that can help to further identify and advise carers as an early stage preventative measure.

In addition to these activities, we have:

- Developed effective working with the Third Sector who provide a variety of services and activities in the community and the creation of peer group
- Commissioned services from the Third Sector to provide welfare benefit advice and other advice and support
- Increased the use of Direct Payments to support carers
- Developed Anticipatory Care Plans to support Carers and Cared for
- Engaged with carers to identify what works well and areas for improvement
- Developed Regional approaches in the former Western Bay to work collaboratively to address the priorities for Carer services as identified in the former Western Bay Area Plan.

What else we need to do

- Support carers in maintaining their roles;
- Bridgend will continue to work collaboratively within the new region arrangements to improve support and services for carers
- Improved identification of carers of all ages
- The mainstreaming of carers services to make it 'common practice' as opposed to a separate provision/consideration

- Increasing access to support from an early stage in the caring role, making carers aware that there is help and where to access it
- Ensuring a single point of contact for carers where they can access information, advice (including financial advice) and signposting
- Increasing the awareness and uptake of carers assessments
- Increasing the use of direct payments for carer's by being more creative with their use
- Engaging the Third Sector in the provision of services for carers
- Increasing planned break services including respite provision, group support and other support services to provide relief to carers from their caring responsibilities

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4.4 Preventative approaches

What we said we would do:

Preventative approaches will focus systems on the early identification of changes in a person's needs that constitute a risk to their continued independence and ability to self-manage their own needs.

We propose to:

- **Supporting independence in the home** – to increase the range of options for self-support and targeted assistance in a person's own home that helps them build on their strengths and needs and maintain and or improve their quality of life
- **Community opportunities** - to expand the use of individually planned support arrangements in a range of integrated community settings that reduces the reliance on traditional support options
- **Community equipment, aids adaptations and Telecare** - to integrate and consolidate health and social care approaches to the provision of community equipment to maximise the number of people who can access and use independent living equipment in their own home.
- **Short breaks** – to increase the range of appropriate, accessible short break options in the community for service users and carers, which offer flexible and outcome-focussed breaks from usual care routines
- **Supported employment** – to create more flexible opportunities to support people to access voluntary work, paid work either through specialist initiatives or open employment which reduces the need for formal support

4.4.1 Supporting independence in the home/ Domiciliary Care Services

What we said we would do:

Supporting independence in the home – to increase the range of options for self-support and targeted assistance in a person’s own home that helps them build on their strengths and needs and maintain and or improve their quality of life.

Desired outcome:

People receive appropriate support for their assessed personal and social care needs to minimise their risks to their independence, based on enabling approaches to maintain their self-determination and dignity in the community.

What we said that we would do:

- further modernise our in-house provision of assistance and support for people in their own home to promote independence and to maximise their potential.
- ❖ develop diversified service responses and approaches that link to Bridgestart and intermediate care support services on a borough wide basis.
- ❖ develop a greater range of specialist services in the home for people with dementia, physical and sensory impairments, learning disabilities and mental health needs.
- ❖ review traditional aspects of the Council’s internal Domiciliary Care provision and develop proposals for reconfiguring and modernising the approaches.
- ❖ outsource elements of non specialist in house provision to support the development of a mixed economy of care and an integrated model of provision.

What we have done

Domiciliary Care Services

The transformation of Older People Services presented significant challenges. The increasing population and related demand, required significant changes to Older People Services in particular that would require the careful redesign of services that not only enabled the control of spend, but also met the increasing demand.

This has been achieved through the transformation of how services are commissioned particularly regarding the provision of Domiciliary Care Services. Traditionally, the provision of Domiciliary Care services has been the fundamental cornerstone of keeping people at home, and thereby preventing the need for Residential Care admissions. The development of Domiciliary Care Services to include Re-ablement type services that are designed to increase the independence of individuals has made a significant contribution to reducing the demand associated with increasing population.

Previously Bridgend delivered the greater proportion of Domiciliary Care hours compared to what was procured from the Independent Domiciliary Care sector. Table 1 below provides a summary of hours provided during the financial years 2013/14 and 2018/19, where it can be seen that there has been an increase (of 14%) in the total number of Domiciliary Care hours provided in 2018/19 compared to those provided in 2013/14.

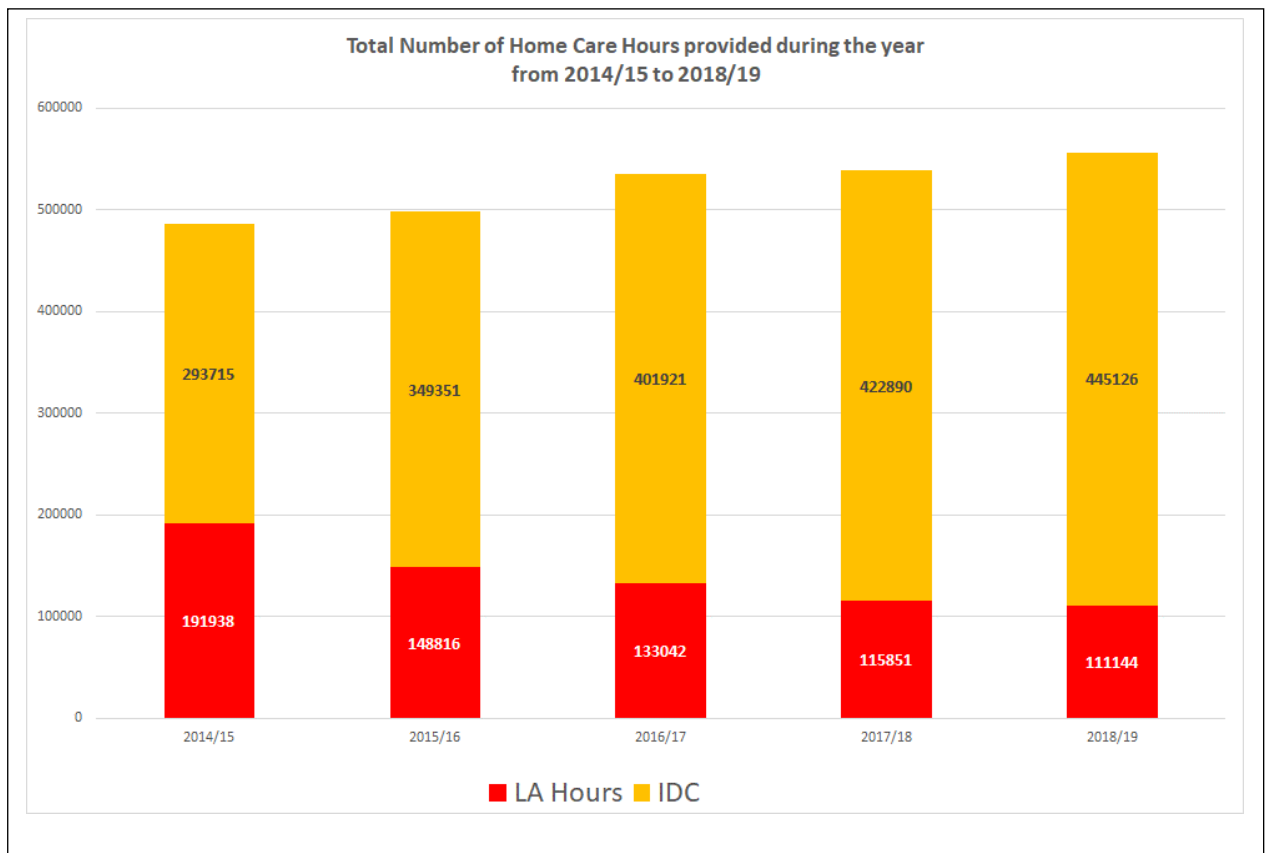
Table 1: Total Numbers of Domiciliary Care Hours provided during the year

Financial Year	Bridgend CBC Domiciliary Care Hours provided	Independent Domiciliary Care Hours provided	Total Domiciliary Care Hours provided
2013/14	224,568 (46%)	264,061 (54%)	488,629 (100%)
2018/19	111,114 (20%)	445,126 (80%)	556,240 (100%)

The impact of this reducing trend in Local Authority Hours can be seen in Figure 4 below, which confirms that whilst Local Authority Hours provided have been halved since 2014/15, the total number of hours provided have increased by 14% which indicates that the hours commissioned with the Independent Domiciliary Care market has increased by nearly 70% during the same period.

FIGURE 4 COMPARISON OF TOTAL NUMBER OF HOURS OF DOMICILIARY CARE PROVIDED DURING A YEAR

Since 2014/15 reducing the In-House Domiciliary Care Hours and increasing the numbers of IDC Hours provided has enabled an overall increase in hours of 15%



It is of note that Bridgend has not followed the trend of other local authorities who have commissioned out their entire Domiciliary Care Service and have since found it difficult to commission the required levels of service due to rising charges and the creation of a fragile Independent Domiciliary Care market. This balance of Domiciliary Care provision in Bridgend County Borough Council is strongly considered as something that should be retained as it is required to enable and support market stability.

4.4.2 Community Opportunities

What we said we would do:

Community opportunities - to expand the use of individually planned support arrangements in a range of integrated community settings that reduces the reliance on traditional support options.

Desired outcome:

A person is able to access a range of mainstream community based social, leisure and educational activities that can build confidence, social competence and/or maximise their potential improving their quality of life in accordance with their personal needs.

We propose to:

- develop more opportunities for people to access mainstream support arrangements within their local community, underpinned by appropriate transport arrangements.
- develop community based outreach support from a variety of settings to better support people in their own localities.
- develop new and creative commissioning processes to purchase meaningful daytime opportunities to be delivered by internal and external providers.
- reconfigure centralised and traditional transport arrangements in order to promote localised community based support arrangements accessed by personal or public transport whenever possible.
- promote a mixed economy of provision and to engage the independent and voluntary sector in order to diversify the range of localised services provided.
- build on successful longstanding partnerships with Community Education and Bridgend College in order to sustain the development of new models of integrated community support approaches.

What we have done

The key theme of prevention of the Social Services and Well-being (Wales) Act has been embraced by Bridgend as a means of improving the wellbeing of targeted population groups through specific areas of focus within our healthy living and cultural services. Since 2012 the healthy living partnership with GLL/Halo Leisure has been established to develop healthier communities, that are strong and cohesive, and to support children and young people to live healthier and more active lives. Similarly, the creation of a partnership with the Awen cultural trust in 2015 has developed a focus on how the use of arts, culture and creative activities can improve community wellbeing with growing focus on targeted population groups and use of social prescribing. Historically, Leisure and Cultural facilities across the UK might have provided benefit to narrower populations but the new focus in Bridgend has been to respond to the challenges of the key pieces of wellbeing legislation and to those people who would benefit from improved wellbeing. These key partnerships and the related community facing facilities including leisure centres, libraries, community centres and theatres are well located and well placed to contribute to our service delivery plan. In recent years, Bridgend in partnership with HALO and AWEN has successfully developed services to encourage and support the inactive to become more active and to become engaged in their communities in activities designed to aid their Well-being.

The development of preventative and wellbeing approaches is being taken forward in the Social Services and Well-being Directorate and a prevention and wellbeing project work stream has been established to further develop this work as part of transformation planning. Well-being Services have successfully been added to the fabric of Social Care and assisted in targeting issues and population groups. This has been achieved by the conversion of the former "Sport and Play" type services into Well-being services that are also targeting specific population groups. Consequently there are new services that have been developed that include Falls Prevention, the regional Super-Agers programme and initiatives such as Olympage Games and Dementia friendly swimming that are demonstrating positive outcomes including reductions in loneliness and isolation for many population groups. This has supported a greater focus on prevention and wellbeing and now the broader service area is contributing to community wellbeing development opportunities. This approach contributes to the collective directorate management team focus on prevention and ensures a recognition of community and Third Sector roles is integrated in planning and

evaluation. There has progressively been a growth in prevention and wellbeing work across the Social Services and Well-being Directorate and this focus is becoming embedded in teams.

In addition the Well-being Service also manages the work of the Local Area Coordinators which play a critical role in supporting individuals by providing lower levels of service and support. The Local Community Coordinator roles and services is currently funded by Welsh Government legacy funding and would support a caseload of up to seventy vulnerable people per role at any given time. The focus is on developing resilience within vulnerable individuals, building on strengths and aspirations and connecting them into supportive, community based opportunities.

The prevention and wellbeing agenda also has strong links to the joint work that is taking place with BAVO (the local CVC), and the Third Sector Stakeholder group that recognises the future importance of the Third Sector and the role played in developing resilient and supportive communities. In recent years there has been collaborative and cross sector working between the Council and BAVO that is now developing into delivery of strategic programmes and interventions. Both the Council and the Third Sector have worked together to co-produce the “Building Resilient Communities” plan. The Well-being Services contribution provides essential low level services that has allowed the services to be bolstered by the contribution of the Third Sector which has attracted a range of Grant funding including:

- ICF Capital Grant applications to develop Well-being Hubs in Bridgend and Maesteg. The Well-being Hub at Bridgend Life Centre has been supported by the Welsh Governments Integrated Care Funding and Halo Leisure and was completed in October 2019. The facilities will support employability, community and workforce development, Third Sector engagement space and group activity rooms. The outcomes will focus on dementia support, falls prevention, combatting loneliness and isolation and physical and mental wellbeing. This focus on co-location and accessibility of facilities and services will be expanded to other locations where supported by the business case. Considerations would include Maesteg Town Hall, Maesteg Sports Centre, Grand Pavilion (Porthcawl) and community centres.
- Building on the work developed by the “Olympage” scheme, the Council has been successful in securing investment for a regional programme from the Healthy and Active fund to develop a “Super Agers” project. The key objective of the Super-Agers project is to enhance the physical

wellbeing of older adults in the Cwm Taf Morgannwg area by increased physical activity developed as a regional partnership. The “Super Agers” project is designed around collaboration and includes Third Sector, health board, public health and the local authorities in the region.

- The successful Bridgend bid for Transformation Funding includes a proposal to develop and deliver “Resilient Coordinated Communities”. This bid is led by BAVO and will work closely with Well-being Services to deliver a network of services that will work collaboratively to apply preventative approaches that enhance the wellbeing of the population of Bridgend. This project will build in the work of the Local Area Coordinators resource to support people with higher levels of need and complexity whilst Third Sector and Community Navigator roles serve to address lower levels of need, connecting people to communities and helping to develop an enhanced range of community support opportunities
- There is a growth in programmes that support people living with dementia and carers for example “The Memory Lane Café”, Dementia Swimming programme, Bridgend Carers choir, “Sing and Smile”.
- Mental Health services has developed the “Developing Emotional Well-being and Resilience” (DEWR) service that provides high-quality, person-centred support to citizens designed to enable them to achieve and sustain optimum levels of independence and mental wellbeing. The service works directly with young people, adults and their families and carers to ensure that their views, wishes and feelings are central in the planning of their future life.
- Traditional Day service provision has been reviewed (2014) and the number of buildings has been rationalised and new service model has been developed.
- Community Services exist that provide specialist services that support people to regain and sustain their emotional Well-being.
- Traditional Model of Learning Disability Day Services has been replaced by Community Hub Model, which is based on the principle of localised services support a positive community presence with relationships being developed with local people. Historically, investment has been made by the service in developing plans to establish Bridgend Resource Centre, Work Related Services (WOOD B/BLEAF) and four strategically positioned

Localised Services based on a model of “Active Citizenship” which are based at:

- Cwm Calon – Maesteg Localised Service;
- Sarn Adult Support Centre – Valleys Gateway & Pencoed Localised Service;
- Ty Penybont – Bridgend Localised Service;
- Pyle Life Centre – Pyle & Porthcawl Localised Service.
- Specialist Dementia Unit in Bridgend Resource Centre
- Older Persons Day Services and Learning Disability Day services were brought under one line management in 2014 which has enabled the services to be co-located and rationalised. A further review of Older Persons Day Services was undertaken between January and May 2019 to identify how Older People Services need to be developed to accommodate the expected increases in older people population
- Transport links have been improved and the take up by Older People and/or disabled people has increased

What else we need to do

- Ensure that stakeholders and our teams have knowledge and understanding of the support that the local community co-ordination resource and the navigators can provide which will relate to the geographical populations and locations supported and the roles and capabilities of the staff to support various levels of need and complexity.
- Support the development of a new generation of community health and wellbeing centres for our residents with health partners;
- Reshape the current model of Older People Day Services so that people are supported to access a wider range of day time opportunities.
- Work in partnership with the Third Sector, town and community councils and community groups to meet local needs;
- Work with partners and the Third Sector to strengthen communities and identify the best way of providing services locally;
- Enable community groups and the Third Sector to have more choice and control over community assets;
- To develop a means of measuring and monitoring impact of preventative interventions
- To continue to increase the contribution of schools to the “Age Friendly” communities

- Invest into community based services that provide a wider range of mental health services including the expansion of more community based help and support.
- The Council needs to develop and align transport links that better support people to access and benefit from the range of wellbeing services that have and continue to be developed. This will require a corporate approach to resolving this critical issue.
- Develop the multi-agency model to create a brokerage type service in the community areas that recognise the broader range of opportunities to connect people to.
- Ensure that there are clear pathways in place for individuals to self-refer or for professionals to connect people into community support opportunities. This will include establishing clarity on the need for people to be able to be connected into community based opportunities sustainably including those run by volunteers and the Third Sector.
- Development of a communication plan that ensures the range of stakeholders are aware of the objectives of the transformation investment and its objective of accelerating the pace of change for a defined period of time.
- In partnership with BAVO and the Third Sector, to work with navigators to identify gaps that exist within communities and to utilize the transformation related grant schemes to build Third Sector capacity.
- To ensure that there is a focus on medium term sustainability and to ensure that investment into the Third Sector and volunteer effort builds a resilient model for when funding might no longer be available for roles identified.
- In discussion with health colleagues to identify the development of a specialist dementia model. This will be progressed as part of the development of localised services and in particular the unlocking of specialist capacity at Bridgend Resource Centre

4.4.3 Community Equipment, Aids Adaptations and Telecare

What we said we would do:

Community equipment, aids adaptations and Telecare - to integrate and consolidate health and social care approaches to the provision of community equipment to maximise the number of people who can access and use independent living equipment in their own home.

Desired outcome:

A person is able to access and use assistive technology, community equipment, aids and adaptations which enables them to continue to live within their home and perform daily tasks irrespective of the limitations of their impairments resulting from their frailty or disability.

- maximise the efficiency, effectiveness and best value of commissioning arrangements administered by the Council and Health partners for integrating community equipment services.
- operate an integrated health social care and education, demonstration and teaching facility for Community Equipment and Telecare.
- operate integrated therapeutic health and social care teams with responsibility for prescribing and requisitioning Community Equipment, aids, adaptations and Telecare.
- maximise the potential of Telecare and develop in partnership with Health agencies opportunities for extending the use of TELE-HEALTH technology through integrated working with people with long-term conditions.

What we have done

- Telecare and the Mobile Response Team have developed substantially over time. This service, sits within the Community Resource Team and provides a comprehensive 24-hour service as part of a telecare package, responding to calls for assistance either via a lifeline activated by the service user or by the proactive use of telecare sensors. The service provides direct assistance including personal care where appropriate and also co-ordinates and supports an emergency response when required. The service also supports the assessment, installation and maintenance of the

telecare equipment and can carry out proactive calling to support service users when required.

- At 31st March 2019 there were 2640 users of Telecare in Bridgend.
- The service has created a post dedicated to developing specialist knowledge of assistive technology as well as identifying opportunities to further the use of assistive technology in Bridgend.
- As part of the service's collaboration with Care & Repair it is trialling an "Assess & Install" function, where Trusted Assessors based in Care & Repair can improve the timeliness of assessment and installation of assistive technology. This is especially useful in instances such as facilitating earlier hospital discharge.
- The successful Transformation bid for Bridgend includes building further on the already established Bridgeline service by developing another 24/7 team. This aims to increase even further the availability of MRT to respond to Telecare alerts, avoiding inappropriate ambulance call out and transfer to hospital. This new model of service will have sufficient capacity to link with WAST and respond to fallers outside of the Telecare service within the context of a criteria. This has the potential to reduce the number of ambulance callouts to fallers over the age of 65 years and transfers to hospital.
- We have worked with housing providers to adopt the principles in the Royal College of Occupational Therapists publication 'Minor Adaptations without Delay'. This enables housing associations tenants to go directly to their housing provider for a defined range of minor adaptations rather than waiting for an assessment by a Community Occupational Therapist. Tenants can be signposted to this service at the point of contact with us and allows the Community Occupational Therapists to focus on the most complex cases.
- We have extended the above arrangement to owner-occupiers and those in the privately rented sector by setting up an agreement with our local Care & Repair agency to assess and provide a defined range of minor adaptations on our behalf. Callers to our single point of access can be signposted directly to Care & Repair at that

point or at the point of triage by the Occupational Therapy Manager.

- We have established an Occupational Therapy post in our Housing Department to expedite requests for rehousing to more accessible properties under the Housing Options scheme. This reduces the demand on Disabled Facilities Grants by accurately identifying applicants needs and matching them to vacant adapted properties. The post also provides Occupational Therapy advice and expertise to Housing staff and releases capacity within the Community Occupational Therapy team. The creation of this post also allows a number of other developments which will improve flow and reduce waiting times for assessment.
- We have a dedicated Occupational Therapy post within HMP Parc Prison. The role is to replicate community services as far as is practicable with older, frail and disabled prisoners. The role involves supporting prisoners to maintain their independence, enable the delivery of care and identifying housing needs prior to release. We are in discussions regarding an expansion of the 'Occupational' element of the role to include preparing prisoners for release by focussing on activities of daily living, meal preparation, money management, etc.
- We have strengthened the Occupational Therapy contribution to our 'BridgeWay' service enabling Domiciliary Care service for people with dementia and cognitive impairment by doubling the establishment of Occupational Therapists, upgrading one of the posts to a Senior Practitioner/Clinical Lead post and developing strong links with the Memory Team of Cwm Taf Morgannwg Health Board. This ensures that our assessment are more robust and focussed on maintaining people in their own homes and that we are able to meet the increasing demand within dementia services.
- We have integrated our Community Occupational Therapy service into the Community Resource Team. This has provided a critical mass of Occupational Therapists with the associated access to management and peer support, improved the equity of service across the authority and improved communication between all the short-term community-based enabling and Re-abling services, which includes Community Occupational Therapy.

What else we need to do

- Explore expanding the access to assistive technology and Bridgelink Mobile Response Team to individuals who do not have a Care & Support i.e. a Private Pay option.
- Explore the use of assistive technology and how it can support Adult Social Care's ambition of supporting people to stay at home for longer.

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4.4.4 Short Breaks

What we said we would do

Short breaks – to increase the range of appropriate, accessible short break options in the community for service users and carers, which offer flexible and outcome-focussed breaks from usual care routines.

Desired outcome:

A person can continue to have choice and control about the setting in which they receive support, by enabling them and people who care for them, to continue to receive the support they require to live in the community.

We propose to:

- shift away from traditional short break models based on temporary breaks at long-stay residential units, towards the development of specialist short stay resources and community based services which offer support for people in their own home.
- develop innovative arrangements for people and/or their carers to engage in themed activities using mainstream facilities, groups and artists.
- consider how facilities in the ownership of the Local Authority might be used to provide respite to carers.
- increase the range and variety of appropriately equipped specialist break services available to people with complex needs and promoting equity and consistency across the sector.
- work in partnership with NHS partners, local voluntary groups and independent providers to improve and extend the model of provision.
- administer seamless care pathways for people between day hospital, rehabilitative and social community support services.
- develop appropriately equipped person-centred bespoke short breaks that can address and take account of the individual needs of both the carer and the person they care for.

What we have Done

- During 2017-18 a series of engagement activities were held around unpaid carers that focussed on a specific commissioning activity that provides respite to unpaid carers. As a consequence of these events, the Council moved from holding two block contracts with specific providers supporting specific cohorts of Individuals, to a Short Breaks Framework which includes 11 local Providers able to support all client groups and which was fully commissioned in May 2019.
- Following stakeholder input, the new Short Breaks Framework offers a 4-weekly window in which carers can 'bank' their weekly assessed hours and use them more flexibly at times and in lengths that better suit their individual needs. The Framework has allowed an expansion and diversification of the market and should improve the Council's ability to measure and monitor services that directly benefit carers.
- In addition to the Short Breaks Framework, the Council has entered into a new regional arrangement with the Vale of Glamorgan Council to operate an Adult Placement Scheme which also offers Short Breaks opportunities, and the aim is to develop this as an alternative service to people using traditional residential care homes for respite.

What else we need to do

- Increasing respite provision, group support and other support services for carers
- Increase the availability and uptake of short break/respite services considering alternative models that ensure flexibility of provision

4.5 Specialist Preventative Approaches

Specialist preventative approaches. *We will provide alternative options of support for those adults and young people who are at high risk of requiring long term care and support and/or face unnecessarily prolonged hospital stays, inappropriate admission to acute in-patient care, long term residential care or continuing NHS in-patient care.*

The approach will embrace an intermediate care model of assistance and support that focuses on multi-disciplinary assessments and a process of reablement and rehabilitation at the interface or crossover between the hospital, long term care and the community.

What we said we would do

Providing a rapid response and supporting people at a time of personal crisis - to increase the range of specialist support arrangements for people in crisis that prevent unnecessary admission to a residential care or nursing care home or hospital and the need for 'total care', i.e. a joined up approach, as part of the range of responses to unscheduled care and the delivery of support.

Desired outcome:

A person with a substantial long-term and adverse condition who has experienced a sudden, serious, or acute health event which could lead to a health crisis can access an alternative to being admitted to and/or retained in an acute ward or a residential or nursing care placement.

We propose to:

- extend crisis resolution approaches developed in partnership with NHS partners to provide an increased range of alternatives to admission to hospital or residential setting in a crisis
- strengthen the profile and access arrangements of crisis resolution approaches to support and rehabilitate people with complex and challenging needs and to take account of the changing needs of the service user population.
- develop timely social care mobile responses 24 /7 in order to respond to a crisis at home and thus prevent unnecessary admission to hospital or care home.
- develop a wider range of integrated health and social care mobile responses which can provide appropriate support for people experiencing a crisis until a planned response to their ongoing needs can be arranged
- explore, with partners, the flexible use of emergency units and step-up step-down facilities, such as residential reablement in social care settings.

What we said we would do

Intermediate care and reablement approaches - to develop a range of early and mobile response services, reablement and rehabilitation approaches that offer short term intensive support to enable people to either regain or maintain their level of functioning for living independently.

Desired outcome:

A person can live independently have a better quality of life in terms of functional improvements as that maximises the independence through intensive support over a specific period of time, which is determined by need and minimising risks to independence.

We propose to:

- continue with the development an Early and Mobile Response Service (ERS) which is designed to prevent avoidable admissions to hospital by providing rapid health and social care assessments, diagnosis and if appropriate is immediate access to short-term nursing therapy and social care support.
- integrate the management and support functions of the ERS community reablement and community disability rehabilitation approaches; to deliver a single secondary point of referral for health and social care agencies and explore options for formalising these arrangements with Health Partners under section 33 agreements.
- ensure planning mechanisms for developing reablement and rehabilitation approaches encompass all user groups with particular emphasis on people with dementia, older people with mental health problems and younger adults with complex physical needs such as acquired impairments and degenerative neurological conditions and learning disabilities.
- develop multi-disciplinary, multi-skilled community-based teams of health and adult social care staff who can co-ordinate health and social care responses effectively across a range of different settings community-based settings.
- target people who would otherwise face unnecessarily prolonged hospital stays or inappropriate admission to acute in patient care, long term residential care or continuing NHS in-patient care to access specialist residential placements in health and social care resource.
- provide opportunities for the emotional and psychological aspects of disability to be addressed with people and/or their families through interventions with Social Work and Psychology.

What we said we would do

Specialist community support – to remodel community support facilities into integrated specialist community support resources that can deliver specialist and intensive support packages for people on a time limited basis.

Desired outcome:

Adults with complex and challenging needs are able to improve their level of social interaction, communication skills and coping mechanisms for managing change in order to live a better quality of life in the community.

We propose to:

- develop an integrated model of health and social care which involves the establishment of multi disciplinary move-on projects for adults with complex and challenging needs who: -
 - are at risk of becoming dependent on institutional forms of care.
 - return from institutional care to appropriate community settings unless there is a justifiable reason for their not doing so.
- increase the scope and accessibility of community based responses for adults with complex and challenging needs.
- make appropriate arrangements for the early identification of people with complex and challenging needs to ensure that specialist approaches are targeted for those in greatest need.
- develop a variety of specialist integrated models of support which are inclusive and accessible to people with a range of conditions.
- develop, with partners as appropriate, seamless integrated specialist outreach end of life and palliative care teams that can provide the appropriate support for people who would prefer to die in their own home
- support NHS partners in developing integrated teams to care for people at home to provide appropriate support for people who are living with chronic deteriorating conditions and who potentially may be receiving or go on to receive specialist palliative care services.

What We Have Done

4.5.1 Community Resource Team

The Community Resource Team has been developed as an Integrated Health and Social Care service that is able to respond with essential services that support the prevention of emergency admissions into Hospital in addition to supporting early hospital discharge. This confirms the importance of effective services that are not only responsive but wide ranging so it can respond to a range of service needs. Consequently we have developed an integrated service that is regarded as a good example of integrated Health and Social Care working not just in Bridgend but across Wales.

The Community Resource Team has been developed to consist of a range of services that include:

Common Access Point (CAP): Supported by a Multi-Disciplinary Team that consists of Nurses, Occupational Therapist and Social Workers. The CAP provides the sole point of access to all of the CRT services. CAP also has a clear link to each of the different community teams and professionals, and manages all referrals and patient enquiries coming into the CRT. CAP will therefore ensure all citizen/patient needs are met by directing patients to the most appropriate resource or team, and also provide Information and Advice as required.

Better at Home: Is led by CRT Social Workers and supported by CRT coordinators and carers. The Better at Home service is a bridging team that is designed to get patients home from hospital while awaiting other services for which there may be waiting periods. The service can also support patients with mild to moderate frailty such as arm fractures who are usually independent but may benefit from Better at Home to enable them to achieve full functionality.

Bridgelink (Telecare) and Mobile Response Team: Bridgelink is a home and personal alarm service which in the event of an emergency can automatically contact a 24/7 control centre who will summon appropriate assistance. A Mobile Response Team has also been developed as part of their service that can attend a property to render assistance with emergencies including falls.

Reablement Team: The Reablement Team provides a service for up to six weeks that is goal focussed to assist patients be re-enabled by working to clear and realistic goals that assist the patient to regain or improve their independence following acute illness and de-conditioning. The goals are agreed with the

patient and their achievement are used as a means of defining any level of support that is required following the initial six week intervention.

Bryn Y Care Reablement Unit: Bryn Y Cae is a six bedded residential reablement unit for patients with clear re-enabling goals who are not quite ready for discharge home but would benefit from discharge from the hospital environment. The service is led by Reablement Therapists and supported by Acute Clinical Team (ACT) Nurses, Therapy Technicians and staff at Bryn Y Cae.

Bridgestart Team: The Bridgestart Team is an Occupational Therapy led service that is supported by Therapy Technicians and CRT Coordinators and Carers. The service is suitable for patients who require care to remain at home or to be discharged from hospital and there are agreed goals to improve the person's independence. The service will undertake a short term assessment and following intervention, evaluate of the patient has ongoing care needs.

Bridgeway: Bridgeway is a similar service to Bridgestart and includes Occupational Therapists to provide assessment services for Dementia/cognitively impaired patients with similar functional needs.

Acute Clinical Team (ACT): The ACT manage community patients in acute crisis at risk of unnecessary admission and also undertake domiciliary falls assessment. They also manage an array of IV therapy, clinical reviews and undertake clinical workup on patients where normal hospital/clinic services are not suitable for that patient's circumstances. ACT is a team of multi-professionals which whilst is led by Clinical Practitioners, are supported by Consultant Physicians, Nurses, Physiotherapists, Occupational Therapists and CRT Social Workers. The service is able to access to a range of other professionals that include the Community Dementia Team, Speech and Language Therapists and Dieticians, Pharmacy Technicians and the CRT Equipment store.

Sensory Team: The sensory team provides both specialist rehabilitative and social work support to patients with visual, hearing and or dual sensory loss according to their individual need and circumstances. The service is open to all ages and disabilities.

Community Dementia Team (CDT): Led by CRT Mental Health Link Practitioner (MHL) and supported by Dementia Practitioners (Social Working Nursing and OT Backgrounds) and Dementia Support Workers. The CDT provides support for patients living with dementia or their carers and also assist other community healthcare colleagues supporting and caring for them. The CDT practitioners

also provide expert advice, signposting and education of practical skills to support those with dementia and their families and carers.

What else we need to do

- We need to further develop our working relationships with Cwm Taf Morgannwg Health Board to ensure integrated services are continually improved and better support Hospital Discharge and unplanned admissions and other critical services.
- Further modernise our in-house provision of assistance and support for people in their own home to promote independence and to maximise their potential.
- Provide a common access point open seven days a week for extended hours for access to coordinated community health and social care and Third Sector support
- Provide a non-selective reablement/enabling services accessible over seven days,
- An expansion of the better at home bridging service, learning from the Cwm Taf regions Stay Well At Home project accessible over seven days
- Increased the capacity of the Mobile Response Team and introduce capacity to deliver care at night
- Expanded Acute Clinical Team supporting admission avoidance from the community
- Step Up Step Down facility focusing on reablement, recovery and enabling respite, with the potential of delivering further alternatives to post-acute stays in secondary care, for example out of hospital assessment for long term care assist people to have their own

4.6 Integrated living

Integrated living options will enable people with complex needs (for example people with a Learning Disability) who have become socially isolated to access some form of flexible social care housing- related support, and in some circumstances, to access integrated community based housing schemes where there is access to higher levels of social care support e.g. intensive 'extra care'.

Targeted and coordinated social care housing support arrangements will enable people to maintain their independence, functioning and quality of life in the community. As part of the approach we will replicate a 'family model' of assistance and support for those people who may need additional support to develop social and networking skills in a protected environment.

We have identified a range of Integrated living approaches being:-

4.6.1 Supported Independent Housing (including *Core and Cluster*)

4.6.2 Extra Care Housing

4.6.3 Adult Placement (*Shared Lives*)

What we have done

- We have created a variety of accommodation that is designed to assist people to have their own meet a range of needs
- A needs analysis has been undertaken that has identified accommodation needs of the following groups of people in Bridgend:
 - People known to the Community Mental Health Teams
 - People with a Learning Disability known to the Community Learning Disability Team
 - People known to the Community Drug and Alcohol Team
 - Young people in Transition from children's to adult services

4.6.1 Supported independent housing (including *Core and Cluster*)-

What we said we would do

Supported independent housing (including *Core and Cluster*)- to consolidate and increase the number of supported independent housing schemes based on a hub and spoke model of assistance and support for people with more complex and challenging needs.

Desired outcome:

People with complex social care needs are assisted to access suitable accommodation and support services within a recovery and rehabilitation model of services which will help to improve their quality of life and their ability to maximize their independence in their community.

We propose to:

- ❖ implement the strategic objectives of the Local Housing Strategies, Local Homelessness Strategies and Supporting People Operational Plans and to forge more effective partnership working arrangements between, health, housing and social care agencies.
- ❖ prioritise developments that meet the needs of people with mental health problems and streamline referral and contact arrangements for accessing accommodation within both the statutory and independent sector.
- ❖ develop peripatetic rehabilitation services focussing at maintaining people in their own homes in the community.
- ❖ engage with the independent and voluntary sector to further develop the range of supported accommodation locally for people in their own homes or in other local settings.

Whilst this detail needs to be updated, it provides important context for the availability of Residential/Nursing Care Homes in the Bridgend Locality.

What we have done

The majority of individual tenancies are provided in properties, which are owned by Registered Social Landlords. A tenancy agreement is put in place, which enables the individual to have his or her own home. Previously, the Council has adopted Tenancy Agreements to provide optional residential

services to People with a Learning Disability and Mental Health, but with the introduction of Extra Care accommodation, this practice has now been extended to other service areas.

If the individual requires support to live in their own home, this can be provided either by a Specialist Care provider, a domiciliary provider, or through a Core and Cluster network or a Direct Payment as described above.

Most support service providers are registered with the Care Inspectorate for Wales and have to comply with the relevant regulations.

Closer to home refers to a specialist supported living service for individuals with a Learning Disability and or Mental Health Difficulty and Complex Challenging Behaviour including Autistic Spectrum Conditions.

The aim of the Closer to Home project is to avoid the need for Out of County placements by providing local, specialised supported living services for people who have both health and social care needs and whose condition may be considered complex and challenging.

The Closer to Home project was a Western Bay collaboration and we are now working with Cwm Taf Morgannwg University Health Board to take it forward

There are currently two Closer to Home schemes in Bridgend and one in development.

What else we need to do

- We need to continue to develop a range of housing accommodation that supports independence for those with complex and challenging needs.

4.6.2 Extra Care housing

What we said we would do

Extra Care housing – to build on the experiences of developing an extra care scheme and to enhance the range of support options for people living in different housing models.

Desired outcome:

People with complex needs are supported to remain in their own communities, living as independently as is possible, with support packages tailored to their needs.

We propose to:

- ❖ continue developing the extra care housing model within the County Borough subject to the continued availability of funding from the Welsh Assembly Government .
- ❖ explore opportunities for developing business cases for converting Council buildings that become surplus to requirement to extra care housing to prolong their relevance to changing pattern of needs amongst vulnerable adults.
- ❖ identify sustainable internal and external funding streams for financing extra care housing schemes. Options for progressing proposals are based either on releasing monies from decommissioning services, securing external funding or encouraging these developments within the third and private sectors.

What we have done

Extra Care housing enables older people to live in their own homes and maintain their independence in a safe and secure environment with an onsite care service that is specifically tailored to meet individual needs. Extra Care services can act as a community hub and can meet the needs of the wider community. It is possible to offer day services with activities and respite. It can also offer employment opportunities to the local community.

The ongoing challenge to Older People Services has been how the service can continue to get more for less. The introduction of the council's first Extra Care service in 2012 evidenced how a dated Council Owned Residential Home could be converted into a modern fit for purpose Extra Care scheme that delivers cost effective benefits that deliver better outcomes for individuals. The success of the early model and the financial challenges has led to the Council to work in

partnership with a care provider (Linc-Cymru) to develop 2 new Extra Care Schemes (Ty Ynysawdre and Ty Llynderw) that replaced two of its previous owned Residential Homes (Glanyrafon and Hyfrydol). This development and closure programme was based in recognition that the previous Residential Homes were not sustainable and there was a need for the council to modernise its residential care services with the creation of two new Extra Care Schemes that provide a total of 25 Residential beds and 45 Extra Care beds.

This extension of service provides a very cost effective alternative to the traditional Residential Service and is another example of how Bridgend has made difficult decisions to transform its delivery of Adult Social Care Services. Furthermore, Bridgend has also converted parts of another of its Residential Home (Bryn Y Cae) to deliver a Residential Reablement service that provides a “Step Up” and “Step Down” model that enables people to be discharged from hospital, and be provided intense reablement services that assists them to return home, rather than be admitted into Residential Care

What else we need to do:

- To evaluate and learn from what has been achieved to date and to identify opportunities to develop the future Model
- Ensure arrangements in extra care are responsive to the wishes of tenants and allow them to meet their personal outcomes.

4.6.3 Adult Placement

What we said we would do

Adult Placement - to broaden the model of shared lives, where an adult carers share their home with an adult needing support, to include a greater number of people who are at risk of being isolated and/or losing their independence.

Desired outcome:

People are given a choice of opportunities for community living, community integration and independence in a family setting. People receive the support they need to become valued members of their local community and achieve their potential in all aspects of their lives.

We propose to:

- ❖ Increase the coverage and remit of Shared Lives to ensure the scheme is recognised as a flexible, naturalistic and responsive, value for money solution to addressing individual need.
- ❖ Prioritise and respond to issues of difficulty such as support when leaving care for young people and the delayed discharge from hospital of older people.
- ❖ Explore options for forming local and regional partnerships with health and other local authorities to widen the remit of the service to support people with more complex needs.
- ❖ Continue to offer this service to other authorities as appropriate and to utilise the skills of the scheme in offering specialist placements to people with complex needs.
- ❖ Continue to diversify the scheme in response to the needs for skill development, combating social isolation, supporting families to care as well as offering periods of support to enable development of the skills for independent living.

What we have done

- The Council has undertaken an independent review of its Shared Lives/Adult Placement service for people with a Learning Disability to inform the development of an internal options paper that set out options that allowed the service to continue and be developed further in a cost effective way.
- The council made a decision that allowed Bridgend to make an agreement with the Vale of Glamorgan Council to provide a collaborative Adult Placement Scheme that includes Bridgend and Vale of Glamorgan Councils.
- The collaborative scheme commenced in May 2019

What else we need to do

- The quality and outcomes of the new collaborative service that are being monitored to ensure that the service “beds in”.
- The service will be developed and expanded to ensure that the benefits of the new Adult Placement Scheme are continually extended to meet other service needs including Dementia.

4.7 Interventionist approaches

Interventionist approaches will be necessary to protect and support people in circumstances where support networks in the community are unable to maintain their independence without the need in some cases for the provision of care packages of intensive support. The model of residential reablement will provide a critical stage of interventionist approaches involving both specialist inputs from the NHS and social care to help adults regain their ability to look after themselves and continue to live in the community. For those for whom independence is no longer an option e.g. people with progressive life-limiting conditions in the latter stages of their life, more specialist inputs will be required which can offer a choice of quality support in a residential care home and or nursing care home.

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4.7.1 Integrated specialist health and social care resources

What we said we would do

Integrated specialist health and social care resources – to develop integrated NHS and social care resources based on the reablement model of assistance and support tailored to ‘individual needs’ rather than ‘specific conditions’.

Desired outcome:

A person with complex and challenging needs which cannot be met in their own home, is able to live in the least restrictive environment possible and is able to access, as appropriate, flexible care and support in residential care and nursing care home settings.

We propose to:

- ❖ explore options for de-commissioning models of non specialist residential care provision in order to develop alternative, specialist health and social care resource(s), supported living schemes and extra care housing.
- ❖ develop with partners specialist integrated health and social care resources to meet higher level of needs such as traumatic injury, dementia, mental health conditions or profound and multiple disabilities.
- ❖ develop short-term residential rehabilitation and reablement placements with a coherent set of step up and step down facilities following hospital discharge or deterioration at home.
- ❖ commission supported living or a ‘Shared Lives’ placement for people with complex and challenging needs who want to move on from the more traditional model of residential care.
- ❖ develop more diversified models of care in the last year(s) of life in residential and nursing care homes in partnership with the third and private sectors.
- ❖ continue administering a mechanism for determining a fair price for care home fees, that will promote quality and consistency of care within a sustainable financial framework.

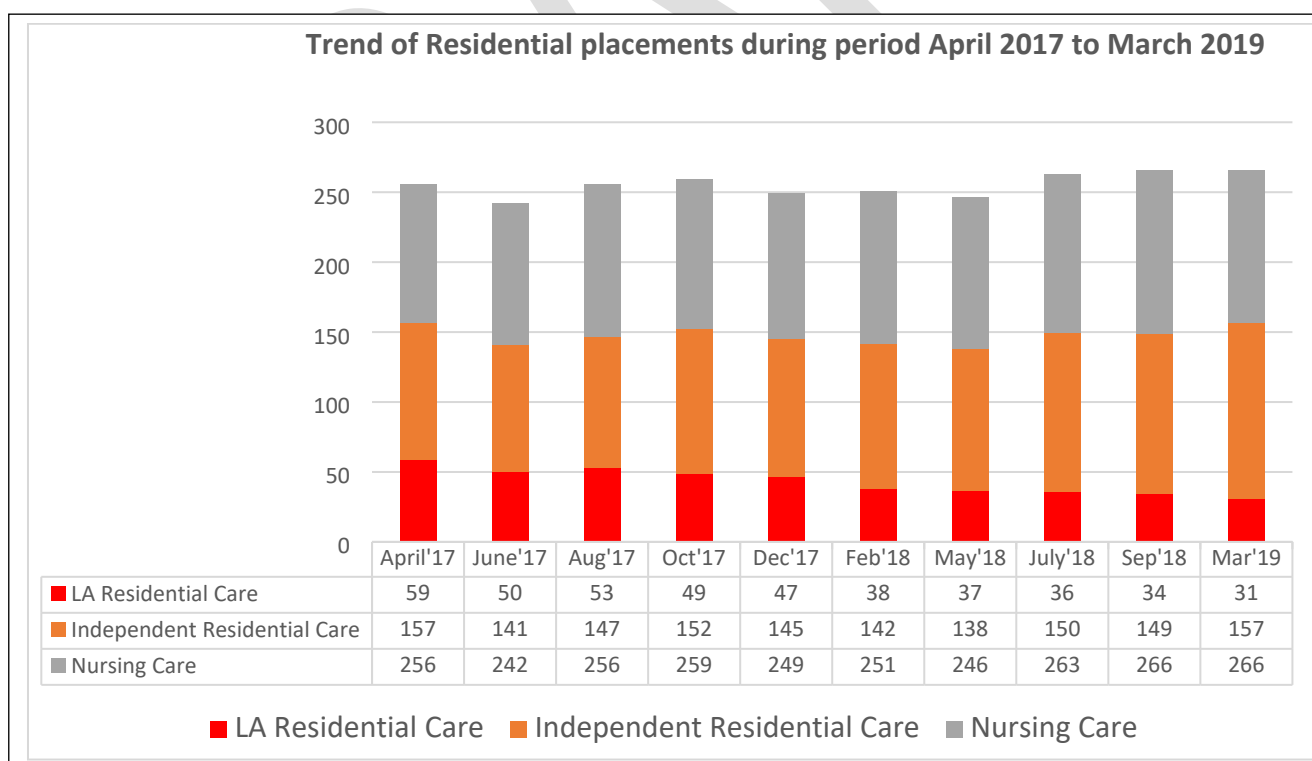
Residential Placements

The Remodelling of Adult Social Care programme has seen significant changes to the commissioning of Residential and Nursing placements which continues to contribute a major cost to Older People Services.

Figure 6 below shows that during the two year period April 2017 to March 2019, the total number of residential placements increased from 256 to 266 and in particular there has been the decrease in LA provision due to the closures of Glanyrafon and Hyfrydol Residential Homes. These planned closures were to accommodate the development of Extra Care Housing in the County Borough, which is regarded as being a much more sustainable model that better fits with the ethos of services that support Independence.

Figure 6: Number of Placements to Residential Care during Period April 2017 and March 2019

Despite reshaping of services, the increases in the ageing population ensures that the demand for Residential placements continues



In June 2017, Bridgend produced a Market Position Statement (MPS) for Residential and Nursing Care Homes that was designed to assist current and potential service providers to make informal decisions about if and how to invest and develop services. This document fed into the former Western Bay Regional MPS. The key messages from the Bridgend MPS identified that:

- The number of placements into residential care is falling. This situation conflicts with the projections of an ever increasing Older Persons population profile.
- The availability of alternative forms of care which enable people to remain independent for longer are resulting in admissions to residential care increasingly being those individuals with complex or multiple care needs.
- The level of vacancies in those homes providing specialist and/or Dementia nursing care is minimal (with these homes stating that a waiting list is in place) and hence the current level of supply may not be sufficient to the current level of demand. This tends to support the preceding comment i.e. that increasingly, admissions are for people with more complex care needs.
- The development of the new model of intermediate care will further impact on the preceding point, in that the enhanced multi-disciplinary support to be provided in the community will result in a reduced level of placements to care homes, with those people with complex needs that cannot be met in a community based setting.

It was concluded that:

- The need for more specialist care will continue increasing, as service users needs become more complex and demanding, and this will require the market to respond by providing differing types of care that meet service users changing needs.
- With the incidence of dementia increasing rapidly in the 85+ population, and with others in the same population group having multiple and complex needs, the focus will need to be on providing services that meet such needs.
- Given the alternative support mechanisms in place and being developed, the need for residential care facilities for frail Older People will continue to reduce which could have a significant impact on demand for the residential care beds currently available in the Borough.

Whilst this detail needs to be updated, it provides important context for the availability of Residential/Nursing Care Homes in the Bridgend Locality.

What else we need to do

- We need to continue to work with Cwm Taf Morgannwg Health Board and providers to develop more provision for Dementia care
- To work with providers to develop more Extra Care Accommodation options
- Working closely with the Cwm Taf Morgannwg Health Board, we need to increase the numbers of community based Reablement “Step Up, Step Down” beds in the County Borough so that we have the flexibility to meet current needs.
- Ensure services can meet the growing number of older people with LD who may have additional age related needs such as dementia or physical frailty
- In summary we need to identify and commission different accommodation options.

SECTION 5.0 Wellbeing Services

The introduction of the Social Services and Wellbeing (Wales) Act in 2015 challenged the Council to understand how its Wellbeing services could respond to the increasing challenges being presented by key legislation (including the Wellbeing of Future Generations (Wales) Act). Consequently in 2017 the previous roles of Sport, Play and Active Wellbeing services was reviewed and the opportunity was recognised for the service to focus more fully on prevention and wellbeing. This approach has enabled prevention and wellbeing to be strategically aligned more closely to Social Services which has seen a progressive growth in prevention and wellbeing work across the Social Services and Wellbeing Directorate and this focus is becoming embedded in teams.

This was confirmed by the Care Inspectorate Wales Report published in January 2020 which was positive about Bridgend's "*relatively advanced focus on early intervention and community services to relevant escalation of need*" which was confirmed as benefitting Older People in the County Borough. The Inspectorate recognised how the Council is able to evidence at an operational and strategic level, examples of good practice that confirmed the positive contribution that well-being services are making to communities and individuals on the edge of social care.

Much of this success has been achieved by working in partnership with BAVO and broader third sector, communities, including delivery partners Awen Cultural Trust and GLL/Halo Leisure to identify areas of need. This has resulted in an extensive range of targeted activity programmes for Adults and Children being delivered.

The strength of partnership with BAVO, has enabled the development of a successful bid for Welsh Government Transformation Funding, an "Ambition" of which was to develop and deliver "Resilient and Coordinated Communities". Some of the operational elements of this "Ambition" include:

- With the CVC develop a third sector brokerage service that will operate alongside core services providing support for service deliverers as well as information to individuals
- The brokerage would support a single information access point approach, on what is available in local communities in relation to community activities, groups, services and facilities. This includes public, third sector and private provision.

- Create a long-term and sustainable approach to Resilient Coordinated Communities by developing effective information that enables a service that ensures “every contact counts” which is recognised as being essential to promoting wellbeing and resilience and is founded on good connections between local services and accessibility of support.

Many of the achievements of Wellbeing services are set out below.

What has been achieved

- Bridgend has invested in a targeted phase of local community coordination that has evidenced some achievement but also served to identify some areas for review and opportunity. This programme connects to the objectives of the Social Services and Wellbeing Act (2014).
 - Supporting and enabling people to make their own choices and to be more independent.
 - Making sure that people are given voice and control to achieve what they want in life and that they are able to express the outcomes that they want for themselves.
 - Recognising that carers also have support needs and that these should be given equal importance.
 - Finding different ways to support people that will involve local communities.
- The ‘Olympage’ programmes have been developed to support older adults to live more active and healthier lives. Such programmes have grown from day care and residential care settings to programmes linked to the community hubs, programmes for people with learning disabilities, activities in community centres and leisure / cultural venues and independent care settings also.
- By working in partnership with Awen Cultural Trust, the Olympage theme has been extended in the creation of ‘Cultural Olympage’, which has focussed on enabling cultural and creative activities to be integrated and potentially linked to social prescribing. This has highlighted the value of creative and cultural activity to improving mental wellbeing in addition to physical activity opportunities.
- Engagement with primary and secondary schools is increasing and the ability of schools to contribute to Ageing Well in Bridgend intergenerational working and the development of age friendly communities, is being progressed. Consequently projects have been developed that include:

- Dementia friends and champions training in secondary schools (Archbishop McGrath School, Pencoed Comprehensive School). This has involved strong partnership working with BAVO;
- Inter-generational activities between primary schools and older adults (Local Community Coordinator programme – Ogmore Valley, nursery school visits to Bryn Y Cae etc.);
- Facility projects that help to bring people together (Bryn Y Cae dementia garden).
- Other activities to support Older Adults have been developed and include:
 - Park Lives Programme regional programme has been working with older adults to access doorstep opportunities in the natural environment
 - The Community Chest Scheme is managed by the Council on behalf of Sport Wales and has supported local projects with funding.
 - The Love to Walk programme supports volunteer led community walking opportunities that are inclusive and contribute to mental wellbeing.
- A website (Ageing Well in Bridgend) has been developed to provide information about available activities and related information
- Three Local Community Coordinator (LCC) roles have been developed, one for each of the Ogmore, Garw and Llynfi valleys. The objective is to help local communities to be inclusive, self-supporting places that help people to stay strong, preventing or reducing the need for services in their lives
- In partnership with BAVO, the council is introducing five “community Navigator roles that have been designed to complement the role of the LCC to develop “Resilient and Coordinated Communities” and with a pathway that avoids duplication.
- The partnership between the council and GLL/Halo Leisure (Healthy Living partnership) is responding to the prevention and wellbeing challenge and supporting local people and carers to be healthy and resilient. For example:
 - Participation by the over 60’s in the National Free Swimming programme is consistently amongst the highest in Wales
 - The Healthy Living Partnership successfully delivers the National Exercise Referral Scheme providing access to tailored and supervised activity for those who are inactive or at risk of or currently experiencing a long term or chronic health condition

- Halo have developed a mobile falls prevention programme in the Ogmore Valley linked to sheltered accommodation and community venues
- There is a growing focus on the importance of carer wellbeing and Halo are consulting with carers to identify activities and opportunities that could improve lives and wellbeing.
- In 2015 the Council established a twenty year partnership with the Awen Cultural Trust to assist in the provision of facilities for culture and to jointly increase participation in cultural activities. The following provide some examples of how this partnership has enabled a range of targeted activities to be developed:
 - Awen support the Hynt scheme which is a national access scheme that works with theatres and arts centres to support visitors with an impairment or specific access requirement (and carers or personal assistants)
 - Awen support the Social Services and Wellbeing Directorate by operating the B-Leaf and Wood B supported training and employability programmes
 - The Council has been supported by Awen to develop a carers' choir project as a pilot social prescribing opportunity with support by Bridgend Carers' Centre
 - Bridgend libraries have integrated a range of social prescribing opportunities including dementia supportive activities and community cafes in partnership with community groups
 - Awen have also introduced the 'Live and Loud' programme providing affordable access to the arts in library settings
- The Wellbeing Hub at Bridgend Life Centre has been supported by Welsh Governments Integrated Care Funding and Halo Leisure and was completed in October 2019. The facilities will support employability, community and workforce development, Third Sector engagement space and group activity rooms. The outcomes will focus on dementia support, falls prevention, combatting loneliness and isolation and physical and mental wellbeing.

What else we need to do

- We need to develop our resilient communities so that they are able to contribute to the objectives of the Council and partner organisation such as:

- Develop links with the voluntary sector to promote and support self-care and independence (includes communication and integration).
 - Increase wellbeing, resilience and early intervention to support the health and wellbeing of the population.
 - Increase integration with other sectors to provide a key focus on wellbeing and prevention through engagement and active promotion of social prescribing.
 - Use a 'make every contact count' approach to advise and educate citizens how to manage self-care.
 - Reduce obesity in clusters through education and the promotion of wellbeing and prevention messages.
 - Proactive identification and signposting of people living with dementia to community based wellbeing and support opportunities.
 - Increase integration with the third sector and focus on prevention and wellbeing via promotion and engagement.
 - To expand the number of opportunities that are available for Older People to remain active and to encourage their contribution to communities and feel a sense of purpose and value in their lives
 - Promote Choose Well and health and wellbeing approaches across clusters/primary prevention programmes.
 - Develop local cluster counselling services to maintain access to mental health and wellbeing support.
 - Improve access to weight management interventions for overweight and obese patients within the cluster.
 - Early identification and proactive management of respiratory patients (e.g. pulmonary rehabilitation in the community).
- We want to increase some of the programmes such as falls prevention to maximise their benefits to the wider population
 - To continue to seek opportunities to work in partnership to continue to expand Prevention and Wellbeing services for the benefit of the population of Bridgend.
 - Further work is required to continually develop alternative community models including social enterprises and cooperatives that contribute to the ambition of developing resilient communities.

SECTION 6: SUMMARY

Bridgend has been able to progress some significant service delivery transformation despite the challenges of increasing demand and budget pressures. There is still more to do to make sure that new service delivery models are fully bedded in and it is important that the momentum of change does not suffer as result of budget pressures. Since 2014/15 the Social Services and Well-being Directorate budget has been reduced by nearly 14 million pounds (20%). It is of note that such significant reductions in budget have resulted in the Directorate becoming more dependent on grant funding such as the Integrated Care Fund. Since 2015/16, grant funding has increased from 2.04 million to 5.14 million in 2018/19 which is an increase of more than 250% and whilst this presents a notable and needed increase, it does not replace the overall 14 million reduction that has been consumed since 2014/15. Even so, grant funding has become a critical source of funding to not only assist the transformation of service delivery, but also sustain services such as the Community Resource Team which remains largely dependent on ongoing Integrated Care Fund. The benefits of Integrated Care Fund would not have been achieved without successful collaborative working in the Western Bay Region that Bridgend is committed to achieving in the new region of Cwm Taf Morgannwg.

The changes in budget to the Social Services and Well-being Directorate has required the Directorate to make informed decisions including the careful targeting of resources. This has enabled Adults and Children services to pursue their commitment to service transformation. The transformation has been overseen by the Remodelling Programme Boards which have prioritised and managed the service change projects that have ensured that services and support are more preventative, person centred and cost effective. Examples of service changes achieved to date include:

- ✓ The Council has developed a range of “Early Years” services that are designed to deliver preventative services to families and children with the intention of preventing escalation of problems that previously would have resulted in reaching crisis before they were dealt with.
- ✓ To retain staff in Children Services, a Recruitment and Retention strategy has been developed.

- ✓ The Council has developed a Multi-Agency Safeguarding Hub (MASH) that brings together a range of partners to collectively respond to “vulnerable” children and ensure that each referral is dealt with appropriately.
- ✓ Advocacy Services for Adults and children services have been developed and improved.
- ✓ A range of preventative services that include IFSS (Integrated Family Support Services), and Connecting Families have been developed to work with families to take positive steps to change and improves their lives.
- ✓ The transformation of previous Children’s accommodation into new models such as Sunnybank and Maple Tree House has enabled the implementation of new services that are designed to provide support to the most vulnerable of children looked after in a time effective way.
- ✓ Bridgend has also expanded its in-house Foster Care service by recruiting and supporting a wide range of carers and reduce the previous need to commission similar services from more costly Independent Foster Carers. In addition other services such as Reunification Support workers have been introduced to support Foster Carers and children to reduce the number of Foster Care Placements.
- ✓ A Transition Team has been created that will better support Children with Disabilities into Adult Services. This Transition Team will better plan the transition of children by sharing and combining assessments to ensure that information is shared between Adults and Children Services.
- ✓ An Accommodation Plan has been developed that identifies the need to have effective transition planning for “Looked After Children” accommodation needs as they approach Adulthood. This includes the development of a range of Supported Accommodation options for care leavers that support “Step Down” accommodation for Care Leavers
- ✓ The Council has introduced Local Community Coordinator roles to the three valleys of Ogmere, Garw and Llynfi. The focus of developing community resilience with vulnerable individuals and connecting them into supportive community based opportunities continues to be progressed by working closely with Bridgend Association of Voluntary Organisations, to continue the growth of the Third Sector in supporting communities.

- ✓ The Council will continue to increase the use of Direct Payments as a means of delivering increased choice and control, and also as a means to better support carers.
- ✓ To better support carers, Bridgend has commissioned services from the Third Sector to provide welfare benefit advice and other advice and support.
- ✓ By “mainstreaming” carers so they are considered a service user in their own right means that carer’s assessments are offered and provided more consistently.
- ✓ Whilst commissioning of domiciliary care from the independent sector has increased, Bridgend has ensured that it has retained a necessary balance of in-house domiciliary care services.
- ✓ The Council has developed preventative and wellbeing approaches by establishing a “Well-being” project workstream that is aligned to the contribution of wellbeing services to the delivery of social care.
- ✓ Programmes have been developed that increase services that support dementia
- ✓ Traditional models of Learning Disability Day Services have been replaced by Community Hubs that is based on the principle of localised support services.
- ✓ The use of Telecare and assistive technology services have increased and wrap around services such as “Bridgelink” Mobile Response Team have developed to provide services that keep people safe in their own homes.
- ✓ Occupational Therapy Services have been developed and are targeted so that the service is responsive to needs in different settings.
- ✓ Following a consultation approach with carers, the short break service has been improved and now includes an Adult Placement Scheme which also offers Short Break services.
- ✓ The development and expansion of a range of integrated services provided by the Community Resource Team has resulted in the Council increasing its success in keeping people at home for longer and supporting earlier hospital discharge.

- ✓ The Council has also developed and expanded a range of accommodation services that include Extra Care services, “Closer to Home” and “Core and Cluster”. Such services whilst adding more choice, have also reduced the dependency on traditional models such as Residential Care, but also enabled people to be provided suitable care settings closer to home, thereby reducing the need for out of county specialist placements.

The above evidence the transformation of services that have resulted in a shift in culture and a re-balance towards increasing preventative services that where possible target those situation that would have previously been subject to more expensive Long Term Care. However as services become leaner this shift of resource from Long Term services is becoming increasingly more difficult as whilst Preventative Services can slow down the need for Long Term Care, the need for Long Term services will continue, particularly with changes in the ageing population and socio economic circumstances that impact upon children.

The Directorate budget is also at constant risk of volatile cases especially in Learning Disability and Children’s Services that can result in unavoidable costs that can exceed 400k per annum. This plus the ongoing expectation that the council will be required to reduce their budget by a further £30 million over the next three financial years. This will inevitably impact on the Social Services and Well-being Directorate budget which could be expected to be reduced by a further £10 million over the same period. This additional challenge will require even more careful consideration as to how it can be achieved. Services are now “less fat” and therefore there is a real risk that to make service changes incoherently, will result in the balance of services becoming destabilised and the delivery of care becoming more costly.

6.1 Delivery Action Plan

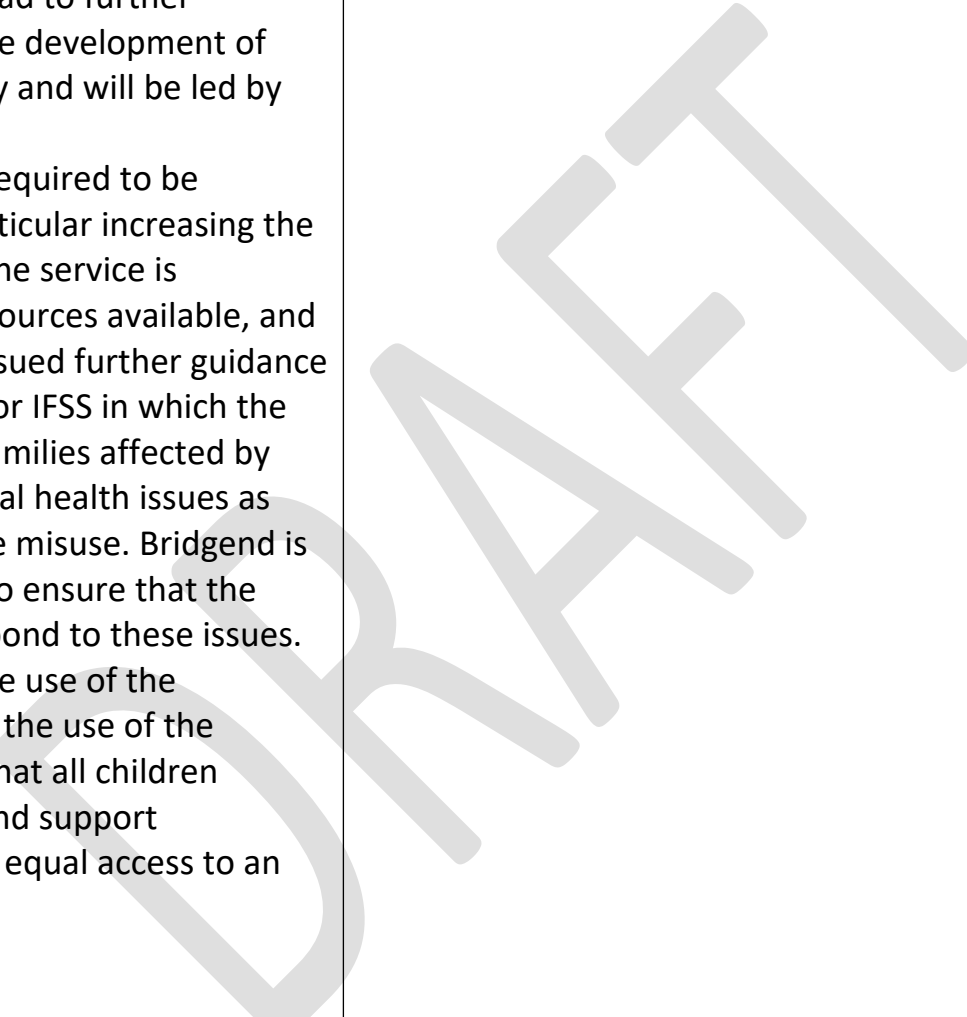
The table below presents a summary of the identified actions for each service area that are described as “What else we need to do”, and also includes a description as to how this will be achieved

Children Services

What else we need to do	How will this be achieved	Desired Outcome
<p>Universal Services</p> <ul style="list-style-type: none"> • Continue to increase children and young people physical, emotional and educational development • Continue to work with schools so that they increase their contribution to Ageing Well in Bridgend intergenerational working and the development of age friendly communities. 	<p>The design of universal services is that we provide services to a wide range of children to provide support and where necessary early intervention services, that prevent unnecessary deterioration that can result in the need for higher level services. Closer working with schools is critical to develop knowledge of teachers and how to refer and access appropriate services as required.</p>	<ul style="list-style-type: none"> • The provision of Universal Services which support children and families • Schools understand the range of services on offer and how they can be accessed appropriately.
<p>Additional Services</p> <ul style="list-style-type: none"> • To continually develop the service so that it better supports Information, Advice and Assistance. This will ensure that contacts and referrals to Children Services will be dealt with appropriately by the right level of service at the right time. In addition the service will continue to deliver its strategic plan that includes: <ul style="list-style-type: none"> ○ High quality universal and additional services are the building blocks of effective early help. 	<p>To continue to work closely with other professionals to advise on how services can be accessed appropriately. In addition to develop available information by continually improving content to provide information that is clear, concise and provides confidence.</p>	<ul style="list-style-type: none"> • Maximisation of the benefits that can be achieved from the provision of good quality information that is timely and accessible and

<ul style="list-style-type: none"> ○ Childrens workforce is able to identify additional needs at an early stage. ○ To review the service directory to ensure that it assists the children’s workforce to have a clear understanding of how services are designed to support levels of need, and how all services, including those provided by partners, can be accessed. ○ There is a clear process in place to support effective multi- agency co-ordination of targeted support. ○ There is a clear Step Up and Step Down process in place. ○ A co-ordinated delivery programme of early help services and support across all ages and stages of a child’s development. 	<p>The streamlining of pathways between services is also important in order that different levels of services are widely understood and reduces inappropriate referrals and contacts.</p>	<ul style="list-style-type: none"> ● Reduction in inappropriate contacts and referrals.
<p>Vulnerable Services</p> <ul style="list-style-type: none"> ● Reunification Support Workers: A service has recently been introduced that is targeting a reduction in the number of breakdowns of Foster Care Placements. Following review of support services for children and young people in March 2018 which identified gaps in service delivery. This included a need for support for 	<p>The creation and development of a range of “vulnerable services” has</p>	<p>Increased capacity in a wide range of support services for</p>

<p>children in the care system whose foster placements are at risk of placement breakdown or require support to Step Down in terms of placement provision or to be reunified into the care of their birth family. Historically our edge of care Rapid Response Team (RRT) has been called upon to work on these type of cases, this had meant that the RRT had less opportunity to prevent children from coming into the care system. Therefore to increase capacity the Reunification Support Workers are being introduced and needs to be developed further.</p> <ul style="list-style-type: none"> • Family Support Workers: The introduction of the Early Help service and associated “Hubs” has seen a significant increase in service demand. Therefore in order that more cases are prevented from escalating, additional Family Support Workers are being introduced to work with families. • Bridgend is also currently working with Rhondda Cynon Taf and Merthyr CBCs to develop a service linked to setting up a regional Reflect project. This project will aim to work with mothers who have had children removed from their care to prevent any further 	<p>resulted in the availability of new services that have successfully delivered intended benefits. However the range of available services that have been developed means that some are better resourced and in some cases more mature than others. The intention therefore is to continue to seek opportunities to increase capacity of those services that have the potential to deliver additional benefits. This will require the performance management of these services so that their capacity is fully utilised and service shortfalls identified.</p>	<p>those deemed ‘vulnerable’ that will meet a variety of needs and keep people out of statutory services.</p>
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<p>pregnancies which may lead to further statutory intervention. The development of this project is in its infancy and will be led by Barnardos</p> <ul style="list-style-type: none"> • IFSS Service: The IFSS is required to be developed further. In particular increasing the number of referrals into the service is stretching the existing resources available, and Welsh Government has issued further guidance in respect of the criteria for IFSS in which the service could work with families affected by domestic abuse and mental health issues as well as parental substance misuse. Bridgend is evaluating this guidance to ensure that the service is upskilled to respond to these issues. • To continue to develop the use of the Advocacy service through the use of the “Active Offer” to ensure that all children receiving statutory care and support intervention are provided equal access to an Advocacy service. 		
<p>Complex and Acute Services</p> <ul style="list-style-type: none"> • Establish a new model of residential provision for “Looked After Children” and young people 	<p>The very nature of Complex and Acute services is that they are available to</p>	

<p>and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation</p> <ul style="list-style-type: none"> • We are working with partners in the new Cwm Taf Morgannwg Region to develop and introduce a MAPPS service to the benefit of the Region, whilst ensuring all services commissioned under the current arrangement with our former MAPPS partner, (which ends march 2020) continue. • To develop closer working with other Council services and in particular Housing services in order that Housing needs are identified and housing strategies are developed. • Fully Implement the Supported Accommodation solutions and ensure the service delivers the intended outcomes. • Further develop accommodation and placement opportunities for children and young people by greater collaboration with partners such as health and housing • Consider how children’s therapeutic needs can be met through further commissioning of services within placement services and within reunification team. Continue to have discussions with current therapeutic providers with a view 	<p>support and assist children that are either Looked After or Children in Need. Therefore to better support the most vulnerable of children we will continue to work with others to develop new and expand existing services to ensure that the needs of the most vulnerable are supported.</p> <p>This will require us to work closely with other Council services such as Housing in order that Housing strategies are better informed and a better range of accommodation is commissioned.</p> <p>In addition we will work in collaboration with the Cwm Taf Morgannwg Health Board and Local Authorities in the region to develop new regional services and to continually improve existing service provision.</p>	<ul style="list-style-type: none"> • A range of cost effective services that better support our most vulnerable children will be available
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to 'securing a menu' of bespoke options, which meet the individual needs of children within a common model or framework, to be phased in by the end of the current financial year.

- Review of Brain based attachment trauma and reliance training programme (BBAART) which will continue to be rolled out during 2019/2020 to social worker and foster carers and residential workers. The training department will lead this review to ensure that the programme is revised, maximising learning and development for all social care staff.
- We will meet and reflect on a quarterly basis, to ensure that all models of therapeutic intervention and learning will work in a complimentary way, and that each will have mechanism for reviewing and measuring outcomes
- Establish a new model of residential provision for "Looked After Children" and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation
- We are working with partners in the new Cwm Taf Morgannwg Region to develop and introduce a MAPPS service to the benefit of the

<p>Region, whilst ensuring all services commissioned under the current arrangement with our former MAPPs partner, (which ends march 2020) continue.</p> <ul style="list-style-type: none">• To develop closer working with other Council services and in particular Housing services in order that Housing needs are identified and housing strategies are developed.• Fully Implement the Supported Accommodation solutions and ensure the service delivers the intended outcomes.• Further develop accommodation and placement opportunities for children and young people by greater collaboration with partners such as health and housing.• Consider how children's therapeutic needs can be met through further commissioning of services within placement services and within reunification team. Continue to have discussions with current therapeutic providers with a view to 'securing a menu' of bespoke options, which meet the individual needs of children within a common model or framework, to be phased in by the end of the current financial year.• Review of Brain based attachment trauma and reliance training programme (BBAART) which		
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<p>will continue to be rolled out during 2019/2020 to social worker and foster carers and residential workers. The training department will lead this review to ensure that the programme is revised, maximising learning and development for all social care staff.</p> <ul style="list-style-type: none">• We will meet and reflect on a quarterly basis, to ensure that all models of therapeutic intervention and learning will work in a complimentary way, and that each will have mechanism for reviewing and measuring outcomes.		
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Transition Services

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • The Directorate Transition Project Board will continue to oversee the implementation of the Transition Team and ensure that its creation delivers the anticipated benefits. • Establish ways to engage with Education and Early Help services with the long-term goal of them being virtual members of the transition team. This engagement will attempt to ensure that transition is not seen as a social services only issue, but to ensure that services are better joined up and delivered holistically. • Discuss and agree with Cwm Taf Morgannwg Health Board to identify how they can be engaged as appropriate to jointly work cases in transition and ensure that children and adults are provided effective and equitable specialist health services. This also includes children access to appropriate mental health services as required. 	<p>The service strategy to improve Transformation arrangements is based on the creation of a Transition Team that is already under development. This team will create the essential bridge between Children’s and Adult’s services and ensure that the care arrangements for young people in transition will be planned for from 14 years of age.</p> <p>The Transition Team will also be provided with a “pooled budget” that will consist of funding provided by Children and Adult services</p>	<ul style="list-style-type: none"> • The planning arrangements for young people in transition into adulthood will be effectively managed from 14 years of age.

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • To develop a Commissioning Model that is supported by the development of a “pooled budget” made up of budget from Adults and Children services in order that services are better designed to meet the needs of young people in transition. • To continue the previous regional vision that was developing in Western Bay with Cwm Taf Morgannwg region to ensure that potential benefits to support transition services that could be achieved by a collaborative approach are identified and implemented as appropriate. 		

Adult Social Care

What else we need to do	How will this be achieved	Desired Outcome
<p>INFORMATION AND ADVICE</p> <ul style="list-style-type: none"> • Give people more choice and control over what support they receive by providing early access to advice and information; • Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community co-ordinators; • To develop long term sustainability by working with the Third Sector to: <ul style="list-style-type: none"> ○ Connect local people with their communities, develop the use social prescribing opportunities to signpost people to support networks ○ Increase the use of Local Community Coordinators beyond the “valleys” to other areas in the County Borough ○ Introduce “Community Navigator” roles that support people to meet 	<p>Adult Social Care is already working in collaboration with Bridgend Association of Voluntary Organisations to expand the use of community resources that can build “Resilient Communities”. The expansion of community resources such as “Navigators” and Coordinators will provide an accessible service that understands available local services and provide information and advice as appropriate.</p> <p>Such developments will be underpinned by the development of the Common Access Point and closer working with the Corporate Contact Centre in order that the services are coordinated and better support the public to receive the right level of service when needed. This will require the ongoing development of quality service information that can be easily accessed in a timely manner.</p>	<ul style="list-style-type: none"> • Effective maximisation of the benefits that can be achieved from the provision of good quality information that is timely and accessible and reduces inappropriate contacts and referrals.

What else we need to do	How will this be achieved	Desired Outcome
<p>their needs in community settings and reduce the need for managed care</p> <ul style="list-style-type: none"> ○ To ensure that the roles and responsibilities of all services are understood so that cases are appropriately managed by the correct service. This will require the development of criteria and pathways that enable people to be escalated and de-escalated between services as necessary. ● To make better use of available resources such as DEWIS and Info engine so that citizens will increase their use of such services before contacting Common Access Point ● Develop a culture within Adult Social Care so that all staff make better use of available information resources. ● To continually develop information and how it is used for community resources in order that practitioners are able to consider the potential of community 		

What else we need to do	How will this be achieved	Desired Outcome
<p>groups as a mainstream service to provide additional care and choice.</p>		
<p>ADVOCACY</p> <ul style="list-style-type: none"> • Develop our Advocacy service further so that it supports local knowledge exchange via a Bridgend advocacy network • Link the Advocacy Network to wider Information, Advice & Assistance services offered by the Council and others, and will help those involved in the referral process to provide a more collaborative approach to supporting individuals. • Enable access via the Advocacy Hub to experienced specialist advocacy providers able to support specific needs, and to also link to other services including informal community support services, peer advocacy and referrals into IMCA/IMHA (mental capacity and mental health advocates) as required. • Continue to work strategically with Golden Thread Advocacy Programme to 	<p>Whilst Bridgend has made considerable progress with improving available and accessible Advocacy services, there is more to be done. Therefore Bridgend will continue to work closely with others such as the Golden Thread Advocacy Programme and expand the Advocacy services available</p>	<ul style="list-style-type: none"> • Individuals will be better supported as they seek assistance from Adult Social Care in Bridgend and will also ensure that service users have access to Advocacy services when needed.

What else we need to do	How will this be achieved	Desired Outcome
<p>help refine and to continually improve the Bridgend Voice & Choice service.</p>		
<p>DIRECT PAYMENTS</p> <ul style="list-style-type: none"> • To continue to increase the use of Direct Payments • To broaden the use of Direct Payments beyond the traditional additional groups of Learning Disabilities and Physical Disabilities • Develop the use of “pooling” Direct Payments to ensure that they are used in a cost effective way and available “personal assistant” resources are used effectively. 	<p>The use of Direct Payments has been increased considerably over recent years. This has resulted in providing better choice to individuals and reduced individuals dependency on traditional services such as Domiciliary Care and Day services. Direct Payments therefore enable service users to live more independently and therefore we will continue to offer Direct Payments appropriately</p>	<ul style="list-style-type: none"> • Individuals who access a Direct Payments will benefit from greater flexibility, independence and choice
<p>CARER SUPPORT</p> <ul style="list-style-type: none"> • Support carers in maintaining their roles; • Bridgend will continue to work collaboratively within the new region arrangements to improve support and services for carers • Improved identification of carers of all ages 	<p>Bridgend remain committed to ensuring that services for Carers are well informed and are developed to ensure that there are a range of services available.</p> <p>Therefore we will continue to ensure that carers are identified and we will work closely with regional partners to develop</p>	<ul style="list-style-type: none"> • Carers will be better supported to provide essential care and support to those that they care for.

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • The mainstreaming of carers services to make it 'common practice' as opposed to a separate provision/consideration • Increasing access to support from an early stage in the caring role, making carers aware that there is help and where to access it • Ensuring a single point of contact for carers where they can access information, advice (including financial advice) and signposting • Increasing the awareness and uptake of carers assessments • Increasing the use of direct payments and being more creative with the use of direct payments • Engaging the Third Sector in the provision of services for carers • Increasing respite provision, group support and other support services for carers 	<p>collaborative services that are aligned to services that are commissioned locally.</p>	
<p>COMMUNITY OPPORTUNITIES</p>		

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • Ensure that stakeholders and our teams have knowledge and understanding of the support that the local community co-ordination resource and the navigators can provide which will relate to the geographical populations and locations supported and the roles and capabilities of the staff to support various levels of need and complexity. • Support the development of a new generation of community health and wellbeing centres for our residents with health partners; • Reshape the current model of Older People Day Services so that people are supported to access a wider range of day time opportunities. • Work in partnership with the Third Sector, town and community councils and community groups to meet local needs; 	<p>We will develop community opportunities that are local by design and supported of targeted groups such as Mental Health and Dementia. This will be achieved by the ongoing seeking of opportunities to identify suitable facilities or potential services that can be developed to meet the needs of local communities. This will require close working with partners including the Third Sector and ensure that where available, community resources are maximised by co-productive design ad delivery of services where appropriate.</p>	<ul style="list-style-type: none"> • A greater range of community services continues to be developed that will deliver targeted services and support the development of Resilient Communities.

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • Work with partners and the Third Sector to strengthen communities and identify the best way of providing services locally; • Enable community groups and the Third Sector to have more choice and control over community assets; • To develop a means of measuring and monitoring impact of preventative interventions • To continue to increase the contribution of schools to the “Age Friendly” communities • Invest into community based services that provide a wider range of mental health services including the expansion of more community based help and support. • The Council needs to develop and align transport links that better support people to access and benefit from the range of wellbeing services that have and continue to be developed. This will 		

What else we need to do	How will this be achieved	Desired Outcome
<p>require a corporate approach to resolving this critical issue.</p> <ul style="list-style-type: none"> • Develop the multi-agency model to create a brokerage type service in the community areas that recognise the broader range of opportunities to connect people to. • Ensure that there are clear pathways in place for individuals to self-refer or for professionals to connect people into community support opportunities. This will include establishing clarity on the need for people to be able to be connected into community based opportunities sustainably including those run by volunteers and the Third Sector. • Development of a communication plan that ensures the range of stakeholders are aware of the objectives of the transformation investment and its objective of accelerating the pace of change for a defined period of time. • In partnership with BAVO and the Third Sector, to work with navigators to 		

What else we need to do	How will this be achieved	Desired Outcome
<p>identify gaps that exist within communities and to utilize the transformation related grant schemes to build Third Sector capacity.</p> <ul style="list-style-type: none"> • To ensure that there is a focus on medium term sustainability and to ensure that investment into the Third Sector and volunteer effort builds a resilient model for when funding might no longer be available for roles identified. • In discussion with health colleagues to identify the development of a specialist dementia model. This will be progressed as part of the development of localised services and in particular the unlocking of specialist capacity at Bridgend Resource Centre 		
<p>COMMUNITY EQUIPMENT, AIDS, ADPATATIONS AND TELECARE</p> <ul style="list-style-type: none"> • Explore expanding the access to assistive technology and Bridgelinek Mobile Response Team to individuals who do 	<p>The use of assistive technology is still developing. Advancements in this technology is increasing at speed and we will therefore ensure that such advancements</p>	<ul style="list-style-type: none"> • More people will be supported to live at home for longer.

What else we need to do	How will this be achieved	Desired Outcome
<p>not have a Care & Support i.e. a Private Pay option.</p> <ul style="list-style-type: none"> Explore the use of assistive technology and how it can support Adult Social Care's ambition of supporting people to stay at home for longer. 	<p>inform our future use of such technology that is becoming increasingly important to support people to live safely and independently in their own homes.</p>	
<p>SHORT BREAKS</p> <ul style="list-style-type: none"> Increasing respite provision, group support and other support services for carers Increase the availability and uptake of short break/respice services considering alternative models that ensure flexibility of provision 	<p>As the numbers of carers increase, the availability of short breaks needs to increase. This will be achieved by commissioning more respite beds and services that are flexible to provide respite at home</p>	<ul style="list-style-type: none"> Carers will have access to essential breaks which will enable them to continue in their caring role.
<p>COMMUNITY RESOURCE TEAM</p> <ul style="list-style-type: none"> We need to further develop our working relationships with Cwm Taf Morgannwg Health Board to ensure integrated services are continually improved and better support Hospital Discharge and unplanned admissions and other critical processes. 	<p>The Community Resource Team plays a critical role in supporting Early Hospital Discharge and preventing unnecessary Hospital Admission, but its restriction to five day working is recognised as being a constraint on the service potential. The</p>	

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • Further modernise our in-house provision of assistance and support for people in their own home to promote independence and to maximise their potential. • Provide 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 • Provide a non-selective reablement/enabling services accessible over seven days, • An expansion of the better at home bridging service, learning from the Cwm Taf regions Stay Well At Home project accessible over seven days • Increased the capacity of the Mobile Response Team and introduce capacity to deliver care at night • Expanded Acute Clinical Team supporting admission avoidance from the community • Step Up Step Down facility focusing on reablement, recovery and enabling respite, with the potential of delivering 	<p>ambition therefore to extend the service over 7 days and from 8:00am until 8:00pm will be piloted through the “Healthier Wales” Transformation Funding that is available until March 2021. The evaluation of the effectiveness of the outcomes from the Transformation Funding will identify if the extended hours are delivering the intended benefits, which if are proven, it is expected that Cwm Taf Morgannwg Health Board will continue the investment as a means of saving hospital bed days and freeing up essential inpatient capacity.</p>	<ul style="list-style-type: none"> • There will be greater ability to prevent unplanned Hospital Admissions and support earlier discharge from Hospital to home.

What else we need to do	How will this be achieved	Desired Outcome
<p>further alternatives to post-acute stays in secondary care, for example out of hospital assessment for long term care assist people to have their own</p>		
<p>INTEGRATED LIVING</p> <ul style="list-style-type: none"> We need to continue to develop a range of housing accommodation that supports independence for those with complex and challenging needs. 	<p>We will continue to invest into a range of housing options such as “Core and cluster” to provide accommodation that promotes independence and choice. In the absence of Local Authority Capital Funding, we will continue to seek funding opportunities such as Integrated Care Fund to work in partnership with housing partners</p>	<ul style="list-style-type: none"> Increased number of people will have their needs met and will have greater opportunity to have choice and independence.
<p>EXTRA CARE HOUSING</p> <ul style="list-style-type: none"> To evaluate and learn from what has been achieved to date and to identify opportunities to develop the future Model Ensure arrangements in extra care are responsive to the wishes of tenants and allow them to meet their personal outcomes. 	<p>The development of additional Extra Care facilities will be explored with Housing providers.</p>	<ul style="list-style-type: none"> There will be a greater choice of alternative care settings to Residential Care.

What else we need to do	How will this be achieved	Desired Outcome
<p>ADULT PLACEMENT</p> <ul style="list-style-type: none"> • The quality and outcomes of the new collaborative service that are being monitored to ensure that the service “beds in”. • The service will be developed and expanded to ensure that the benefits of the new Adult Placement Scheme are continually extended to include other services including Dementia. 	<p>The Adult Placement Scheme will be developed in partnership with the Vale of Glamorgan Council (the contracted service provider) to provide cost effective alternative services to other service groups such as dementia, as a means of providing carer relief.</p>	<ul style="list-style-type: none"> • Greater choice of alternative family based care and support.
<p>RESIDENTIAL PLACEMENTS</p> <ul style="list-style-type: none"> • We need to continue to work with Cwm Taf Morgannwg Health Board and providers to develop more provision for Dementia • To work with providers to develop more Extra Care Accommodation • Working closely with the Cwm Taf Morgannwg Health Board, we need to increase the numbers of community based Reablement “Step Up, Step Down” beds in the County Borough so that we have the flexibility to meet current needs. 	<p>Working collaboratively with Cwm Taf Morgannwg Health Board and Housing partners will help us develop a range of improved cost effective alternatives to Residential Care that would deliver benefits to service users and partners</p>	<ul style="list-style-type: none"> • Greater availability of suitable accommodation that meets increasing demands and range of needs.

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none">• Ensure services can meet the growing number of older people with LD who may have additional age related needs such as dementia or physical frailty• In summary we need to identify and commission different accommodation options.		

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Wellbeing Services

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> • We need to develop our resilient communities so that they are able to contribute to the objectives of the Council and partner organisation such as: <ul style="list-style-type: none"> ○ Develop links with the voluntary sector to promote and support self-care and independence (includes communication and integration). ○ Increase wellbeing, resilience and early intervention to support the health and wellbeing of the population. ○ Increase integration with other sectors to provide a key focus on wellbeing and prevention through engagement and active promotion of social prescribing. ○ Use a ‘make every contact count’ approach to advise and educate citizens how to manage self-care. 		
<ul style="list-style-type: none"> • We need to develop our resilient communities so that they are able to 		

What else we need to do	How will this be achieved	Desired Outcome
<p>contribute to the objectives of the Council and partner organisation such as:</p> <ul style="list-style-type: none"> ○ Develop links with the voluntary sector to promote and support self-care and independence (includes communication and integration). ○ Increase wellbeing, resilience and early intervention to support the health and wellbeing of the population. ○ Increase integration with other sectors to provide a key focus on wellbeing and prevention through engagement and active promotion of social prescribing. ○ Use a 'make every contact count' approach to advise and educate citizens how to manage self-care. ○ Reduce obesity in clusters through education and the promotion of wellbeing and prevention messages. 		

What else we need to do	How will this be achieved	Desired Outcome
<ul style="list-style-type: none"> ○ Proactive identification and signposting of people living with dementia to community based wellbeing and support opportunities. ○ Increase integration with the third sector and focus on prevention and wellbeing via promotion and engagement. ○ To expand the number of opportunities that are available for Older People to remain active and to encourage their contribution to communities and feel a sense of purpose and value in their lives ○ Promote Choose Well and health and wellbeing approaches across clusters/primary prevention programmes. ○ Develop local cluster counselling services to maintain access to mental health and wellbeing support. ○ Improve access to weight management interventions for 		

What else we need to do	How will this be achieved	Desired Outcome
<p>overweight and obese patients within the cluster.</p> <ul style="list-style-type: none"> ○ Early identification and proactive management of respiratory patients (e.g. pulmonary rehabilitation in the community). ● We want to increase some of the programmes such as falls prevention to maximise their benefits to the wider population ● To continue to seek opportunities to work in partnership to continue to expand Prevention and Wellbeing services for the benefit of the population of Bridgend. ● Further work is required to continually develop alternative community models including social enterprises and cooperatives that contribute to the ambition of developing resilient communities. 		

6.2 Consulting on the Service Delivery Plan

This Service Delivery Plan has attempted to capture the range of service transformations that have occurred over the last decade for Adult Social Care and more recently for other service areas. Many of these changes have been guided either by legislative changes such as the Social Services and Well-being (Wales) Act and or, in the case of Adult Social Care, intended as a result of the 10 year Commissioning Plan that was developed in 2010.

However the real purpose of this document is to provide strategic direction that identifies future service change for Social Care and Well-being services that will continue to provide transformational change. These ambitions cannot be developed in isolation, and any future changes will be underpinned by our commitment to engage and consulting with service users, citizens and partners to ensure that services are developed in a co-productive manner.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

13 FEBRUARY 2020

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

FORWARD WORK PROGRAMME UPDATE

1. Purpose of Report.

1.1 To present:

- a) the items due to be considered at the Committee's meeting scheduled to be held on 23 March 2020 and seek confirmation of the information required for the subsequent meeting, scheduled to be held on 30 April 2020.
- b) a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

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

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

3. Background.

3.1 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.

3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").

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 Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next meeting which is set to

be held on the 23 March 2020. It is for the Committee to determine any further detail to request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.

- 4.2 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.3 Attached at **Appendix B** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.
- 4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

Corporate Parenting

- 4.5 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend. ¹
- 4.6 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.
- 4.7 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

Identification of Further Items

- 4.8 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

5. Effect upon Policy Framework & Procedure Rules.

- 5.1 The work of the Corporate Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or

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

improve economic, social or environmental wellbeing in the County Borough of Bridgend.

6. Equality Impact Assessment

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

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

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

- Long-term - The approval of this report will assist in the Planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet
- Integration - The report supports all the wellbeing objectives
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service, Elected Members and members of the public
- Involvement - Advanced publication of the Forward Work Programme ensures that the public and stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

8. Financial Implications.

8.1 The delivery of the Forward Work Programme will be met from within existing resources for Overview and Scrutiny support.

9. Recommendation.

9.1 The Committee is recommended to:

- a) Identify any additional information the Committee wish to receive in relation to their items scheduled for 23 March 2020 and their subsequent meeting including invitees they wish to attend within **Appendix A**;
- b) Confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for contained within **Appendix B**;
- c) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programme.

DATE OF MEETING	COMMITTEE	SUBJECT
9 March 2020	SOSC1 & 2	Learner Travel/Post 16 Education
16 March 2020	SOSC2	Transformation Grant
18 March 2020	SOSC3	Working Towards Plastic Free Bridgend
20 April 2020	SOSC2	Remodeling Children's Residential Services Project
23 April 2020	SOSC1	Youth Offending
27 April 2020	SOSC3	Waste Management/Refuse Centre

K Watson
Chief Officer - Legal, HR & Regulatory Services

Contact Officer: Tracy Watson
Scrutiny Officer

Telephone: (01656) 643263

E-mail: scrutiny@bridgend.gov.uk

Postal Address Bridgend County Borough Council,
Civic Offices,
Angel Street,
Bridgend,
CF31 4WB

Date	Item	Specific Information to request	Invitees	
Page 259	23-Mar-20	SRS Scrutiny	Full breakdown of the various services currently provided. The number of individuals employed and the range of work covered. Any performance statistics or benchmarking. How are decisions made about how much resource is allocated to BCBC, etc.	Cllr Dhanisha Patel, Cabinet Member - Future Generations and Wellbeing Kelly Watson, Head of Legal and Regulatory Services Dave Holland, Head of Shared Regulatory Services
	30-Apr-20	Replacement LDP	Members asked to receive the Bridgend Replacement Local Development Plan at the next stage - following consultation in October.	

Items for the future

	Collaboration - Internal and with Third Sector	Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services. Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates; Third Sector - eg. BAVO - how much do we provide to them and what do they do with it. How are the LA benefiting from collaborative work - value for money and contribution to budget savings	Representative from BAVO; Cross Council.
	Procurement and Contracts	Members have asked to receive information on homecare contracts and employment contracts with BCBC; How do we ensure ethical procurement is carried out? An update on the outcomes of the Procurement business review What monitoring process is in place with contractors to ensure compliance? Who is obligated to guarantee compliance? How can public accountability be assured if information within a contract is restricted to Members? Have any financial penalties been issued as a result of a breach of contract? End dates for all major contracts	
	Wellbeing and Future Generations Act - Self Evaluation	To receive the Authority's Self Evaluation on the WFG Act to monitor progress on how the Authority is working towards meeting the requirements of the Act. <i>Is proposed that this be followed up with a workshop for all Scrutiny Members as to how Scrutiny needs to take forward their own requirements under the Act. Response coming from Commissioner in June (ish) so best Scrutiny receive after this.</i>	Mark Shephard, Chief Executive Gill Lewis, Interim Head of Finance; Wanda Kirby, Corporate Performance Manager
	Potential item for Scrutiny Chairs Research Group/REP Collaboration Work with the Police	Feedback from BREP on subject of Collaboration with the Police - The Panel highlighted the need to work more closely with the Police and therefore proposed that an item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered: a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained by the LA to inform all Members, members of the public, Inspectors and PCSOs; b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities; c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities. d) The need for a joint plan between Police and the LA; Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement; Update on valleys Task Force How are the LA benefiting from collaborative work - value for money and contribution to budget savings To gain input from SC - Social Services engagement with Police, with regard to Mental health, substance misuse, ACEs - Adverse Childhood Experiences. <i>Scrutiny to confirm what they are looking for in terms of communities input e.g. Fleet Depot.</i>	Mark Shephard, Chief Executive (Lead) Corporate Director Communities; Chief Constable SWP Police and Crime Commissioner Cllr Richard Young, Cabinet Member - Communities; Susan Cooper, Corporate Director - Social Services and Wellbeing;
	Partnerships and Joint Working	<i>Item proposed by SOSC 2.</i> The Committee agreed that the subject of Partnerships and Joint Working in relation to Prevention and Wellbeing, such as in respect of the Police and Fire Service, be put forward for the CORP FWP. <i>(Does this not fit with the above?)</i>	

	<p>Supporting Communities in Bridgend to be Safe and Cohesive</p>	<p>At it's meeting in April 2019, the Committee noted the Head of Performance and Partnerships comments in relation to the early positive engagement with the Cwm Taf Health Board on the work of the Community Safety Partnership. The Committee requested that a future update be provided to ascertain whether this engagement was ongoing and successful.</p> <p>Also made recommendation: The Committee recommend that Cabinet write to Welsh Government to highlight to the Minister for Health and Social Services the issues that have previously been experienced by the Local Authority, the Police and other partner agencies in relation to engagement with the Health Authority and that going forward this needs to be a priority as meaningful, active engagement is vital in order to succeed in providing future services, particularly in relation to Mental Health.</p> <p>Has been informally agreed that the recommendation hold off being sent to Cabinet until the future update received to see if engagement with Cwm Taf continues to be positive. (Cabinet report drafted in folder)</p>	
	<p>Scrutiny Chairs Research Group</p> <p>Strategic Review of Health & Safety Responsibilities</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>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.</p> <p>School H&S Audits</p> <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>Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Health and Safety rep</p>
	<p>Incident and Near Misses Reporting Procedure</p>	<p>To scrutinise new policy and how the Authority is taking it forward. How the Authority has implemented lessons learnt. for comments and possible recommendations</p> <p><i>(Is a slight link to Strategic Review of Health and Safety Responsibilities but is wider than this so proposal to wait until after Research Project - if it is held in near future)</i></p>	

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
09-Mar-20	SOSC 1	Learner Travel	Pre-decision item. For scrutiny to act as a consultee on the proposals on the review of Learner Travel before they are submitted to Cabinet.			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	
16-Mar-20	SOSC 2	Transformation Grant	To provide an update on progress made on 'Accelerating the Pace of Change' for integrated services.		Corporate Director proposed for March 2020	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 Heidi Bennett, Chief Executive - BAVO Kay Harries, Health and Social Care Facilitator and Operation Manager; Carmel Donovan, Group Manager - Integrated Community Services Michelle King, Group Manager - Integrated Community Services Anthony Hughes, Cwm Taf LHB - Strategic and Operational Planning	
18-Mar-20	SOSC 3	Plastic Free Bridgend	<ul style="list-style-type: none"> • 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	SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating 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;	

TABLE B

For prioritisation				
Item		Rationale for prioritisation	Proposed date	Suggested invitees
<p>Member and School Engagement Panel - Annual Report (For Information Only)</p>	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel		Report after March 2020	Spring term 2019 - Plasnewydd Primary School; Summer term 2019 - Ogmere Vale Primary School; Autumn term 2019 - Tynyrheol Primary School.
<p>Post 16 Education - Post Consultation</p>	Back to Scrutiny - Post Consultation		Corporate Director suggested Summer Term	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; Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Managing Director CSC Youth Mayor? Andrew Slade, Association of Secondary Heads
<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. 		Proposed for Dec 2020 following Cabinet Approval in Dec 2019.	Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Cllr Hywel Williams, Deputy Leader Helen Rodgers - Revenues Manager Lynne Berry - Group Manager Housing & Community Jonathan Flower - Senior Strategic Officer
<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. 		Corporate Director proposed that these items should be presented at the same time. Emergency Accommodation, Homelessness Strategy and Supporting People Grant.	Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Cllr Hywel Williams, Deputy Leader Helen Rodgers - Revenues Manager Lynne Berry - Group Manager Housing & Community Jonathan Flower - Senior Strategic Officer
<p>Homelessness Strategy</p>	<p>Members requested that the report include:</p> <ul style="list-style-type: none"> - Progress on implementation of the strategy; - Report to include information on vulnerable groups such as ex-offenders and care leavers. <p>Members raised questions in that Bridgend have 8 people sleeping rough but have 13 empty beds?</p>			Mark Shephard, Chief Executive; 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.
<p>Supporting People Grant</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.			Mark Shephard, Chief Executive Sue Cooper, Corporate Director Social Services and Wellbeing Martin Morgans Lynne Berry Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Ryan Jones, Supporting People Strategy Planning and Commissioning Officer
<p>Welsh Community Care Information Systems (Information Report)</p>	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
<p>Early Help and Family Support/Looked After Children and Reducing Strategy</p>	<p>Presentation provided to Corporate Parenting on the below issues.</p> <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. <p><i>A report to be provided detailing position statement one year on. (May 2020)</i></p>		Corporate Director suggested 01/06/2020	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; Mark Lewis, Group Manager Integrated Working and Family Support; Sue Cooper, Corporate Director Social Services and Wellbeing; Laura Kinsey, Head of Children's Social Care;

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<p style="text-align: center;">ALN Reform</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 263</p>	<p>To receive an update on implementation on the act.</p> <p><i>Bill delayed by 1 year - update report only</i></p>		<p>September 2020 SOSC2 (Previously went to SOSC2 18/10/18)</p>	<p>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 Specialist Officer Post 16 Education & Training.</p>	
<p style="text-align: center;">Empty Commercial Property</p>	<p>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.</p>			<p>Mark Shephard, Chief Executive; Zak Shell, Head of Operations - Community Services</p>	
<p style="text-align: center;">Mental Health Strategy</p>	<p>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. - Provide details on Section 136 <i>CAMHS to lead</i></p>			<p>Cllr Phil White, Cabinet Member – Social Services and Early Help; Lindsay Harvey, Corporate Director - Education and Family Support; Susan Cooper, Corporate Director, Social Services and Wellbeing; Representatives from CSP?</p>	
<p style="text-align: center;">Dementia Care</p>	<p>Members requested that this remain on the FWP to see what progress has been made since this last camee to Committee in April 2019</p> <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. 		<p>Corporate Director suggested 01/04/2020</p>	<p>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;</p>	
<p style="text-align: center;">School Governing Bodies</p>	<p>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: • 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></p>		<p>Corporate Director suggested Summer/Autumn Term</p>	<p>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; Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Managing Director CSC Robin Davies, Group Manager Business Strategy and Performance; Dawn Davies, Principal Officer Knowledge Management and Learners Cllr T Beedle, Chair of BGA</p>	
<p style="text-align: center;">Post Inspection Action Plan</p>	<p>Post Inspection Action Plan - recommendations * Termly Report on PIAP <i>From MSEP Plasnewydd</i> Include movement of pupils 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>		<p>Corporate Director proposed late September 2020</p>	<p>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 Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Assistant Director CSC</p>	
<p style="text-align: center;">Strategic Review of Health & Safety Responsibilities</p>	<p>Practice , Policy and review of reported "near misses". - How many near misses have been reported? - How did we respond? - What lessons have been learnt? 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 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>Wait until after scrutiny research group completed</p>	<p>Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Gary Squire, Health and Safety Manager Mark Shephard, Interim Chief Executive Hannah Castle - Secondary School Head Teacher representative Mr Jeremy Thomson - Primary school headteacher Representative</p>	
<p style="text-align: center;">Waste Management / Refuse Centres</p>			<p>Proposed by SOSC3 ?</p>	<p>Mark Shephard, Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services;</p>	

Youth Offending Service	Report to come to scrutiny to address inspection action plan		Proposed by ?	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 Representatives from Heath Service and SWP	
Corporate Landlord - Schools	Take up by schools of the Corporate Landlord service.		Proposed by Corporate Director Education 24/1	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Mark Shephard, Chief Executive; Cllr Hywel Williams; Deputy Leader; Zak Shell, Head Of Operations - Community Services; Tim Washington, Temporary Head of Corporate Landlord; Mike Butler, Managing Director, Peopletoo;	
The following items for briefing sessions or pre-Council briefing					
Item	Specific Information to request				
Ford Engine Plant	The Committee discussed the possible job losses from the Ford engine plant in Bridgend and were pleased to know that the Council were readily available to support the employer and employees. Members request to revisit this topic at a future meeting when a decision has been confirmed to explore the wider implications of the closure of Ford engine plant.	Nov-19			
Cwm Taf Regional Working	Provide a overview of working relationships with Cwm Taf. How are we undertaking regional working?	Apr-20			
Changes to Education Outcomes	Update on how education outcomes are now being reported based on new WG legislation				