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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr  
Bridgend County Borough Council



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

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Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

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**Cyfarwyddiaeth y Prif Weithredwr / Chief  
Executive's Directorate**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
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Gofynnwch am / Ask for: Mark Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 19 September 2019

Dear Councillor,

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Corporate Overview and Scrutiny Committee will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Wednesday, 25 September 2019 at 09:30.**

**AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 6  
To receive for approval the minutes of 17/07/19
4. Budget Monitoring 2019/20 - Quarter 1 Revenue Forecast 7 - 34  
**Invitees:**  
All Cabinet Members and Corporate Management Board
5. Digital Transformation 35 - 50  
**Invitees:**  
Mark Shephard, Chief Executive  
Martin Morgans, Head of Performance and Partnerships  
Phil O'Brien, Group Manager - Transformation and Customer Services  
Councillor Hywel Williams, Deputy Leader
6. Overview and Scrutiny - Feedback from Meetings 51 - 58
7. Forward Work Programme Update 59 - 70

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8. Urgent Items

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

Yours faithfully

**K Watson**

Head of Legal and Regulatory Services

Councillors:

JPD Blundell  
NA Burnett  
N Clarke  
J Gebbie

Councillors

T Giffard  
CA Green  
M Jones  
RL Penhale-Thomas

Councillors

RMI Shaw  
JC Spanswick  
T Thomas  
CA Webster

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 17 JULY 2019 AT 09:30

Present

Councillor CA Green – Chairperson

JPD Blundell  
RL Penhale-  
Thomas

NA Burnett  
T Thomas

N Clarke

T Giffard

Apologies for Absence

J Gebbie, M Jones, RMI Shaw, JC Spanswick and CA Webster

Officers:

Susan Cooper  
Councillor Huw  
David

Corporate Director - Social Services & Wellbeing  
Leader

Nicola Echanis  
Gail Jewell

Head of Education & Family Support  
Democratic Services Officer - Scrutiny

Councillor Dhanisha  
Patel

Cabinet Member for Wellbeing and Future Generations

Mark Shephard  
Councillor Charles  
Smith

Chief Executive  
Cabinet Member for Education and Regeneration

Councillor Philip  
White

Cabinet Member for Social Services and Early Help

Councillor Richard  
Young

Cabinet Member Communities

127. APOLOGIES FOR ABSENCE

Cllr J Gebbie; Cllr M Jones; Cllr R Shaw; Cllr JC Spanswick;

128. DECLARATIONS OF INTEREST

None

129. FINANCIAL PERFORMANCE 2018-19

The Chief Executive presented the Financial Performance 2018-19 report to committee, the purpose of which was to provide an update on the Council's financial performance for the year ended 31<sup>st</sup> March 2019. He explained that there are over 600 services provided by the Council, all of which face different challenges along with variances of overspends and underspends. He finished his presentation by thanking fellow colleagues and Members for bringing in a balanced budget in 2018-19.

The Committee thanked Officers for the detailed report and noted that throughout the document there was frequent use of 'staff vacancies' and queried whether the Council was working to its full potential and if the Council were struggling to recruit to vacancies. The Chief Executive explained that some Directorates were having issues with recruiting to posts and provided the Corporate Landlord service as an example. He further advised Members that although staff vacancies assist with budget savings, it does have an impact on performance with services being provided slower and less efficiently. He concluded by advising that the Council has a stringent process in place for vacancy

management whereby vacancies are not recruited to without a business case to reappoint.

The Corporate Director Social Services and Wellbeing confirmed that her Directorate had also encountered a delay with recruiting to direct care roles within the Care at Home for Older People service and had several staff vacancies within the Assessment and Care Management service. The Corporate Director Social Services and Wellbeing then notified the Committee that both services are currently undertaking a structure review, which will resolve these issues.

The Committee discussed Welsh Government funding and the potential difficulties imposed on the Council's budget setting process from uncommitted funding, one-off grants and funds that are allocated too late in the year. To mitigate these factors, Members specified that there should be stringent procedures in place that Welsh Government must adhere to.

Members referenced the budget reduction proposals not achieved due to delays and queried whether the reasons for this was due to staff vacancies and staff sickness throughout the Council. The Deputy Head of Finance advised the Committee that each delay had its own reasoning, such as postponements with an approval process with Welsh Government.

The Committee questioned what impact staff sickness and staff vacancies had on work demands and morale of existing staff. In response the Cabinet Member Future Generations and Wellbeing quoted statistics derived from the Staff Wellbeing Survey, where 72% of respondents said they were comfortable with the demands placed on them all or most of the time as well as 71% being able to meet the demands of their job either all or most of the time'.

During discussions regarding the non-achievement of the Learner Transport budget reduction proposal, Members questioned whether the lack of a Learning Resource Centre (LRC) unit in Porthcawl effected the budget of transporting children from Porthcawl to the nearest unit. The Leader responded by explaining that the Council have looked to provide a LRC in Porthcawl in the past and have not ruled out for the future, although the provision would need backing from a school with space to accommodate a unit.

#### Conclusions

The Committee raised concerns with the lack of commitment for Welsh Government funding to cover the increase in employer's contribution to teachers' pensions. Therefore, Members recommend that the Corporate Overview and Scrutiny Committee draft a letter to the Welsh Government Minister with a copy sent to the Secretary of State for Wales outlining the devastating effects the lack of funding would endure on the Council.

During discussions regarding the Home to School Transport overspend, Members noted that Porthcawl has no Learning Resource Centre and highlighted the probable cost implications of transporting children from Porthcawl to the nearest unit. With that in mind, the Committee recommends that future thought is given to adding the provision to the Porthcawl area, which would also ensure children are close to family and other siblings.

Additional information:

- With reference to the data provided from the Staff Wellbeing Survey: '72% of respondents said they were comfortable with the demands placed on them all or most of the time as well as 71% being able to meet the demands of

their job either all or most of the time', Members questioned the response rate for the survey to determine a more accurate representation of the whole Council.

130. COUNCIL'S PERFORMANCE AGAINST ITS WELL-BEING OBJECTIVES FOR 2018-19

The Scrutiny Officer presented the information report, the purpose of which was to provide the Committee with an overview of the Council's performance in 2018-19, against its 2018-19 commitments to delivering the wellbeing objectives identified through its Corporate Plan 2018-22. The report covered the following work areas:

- Commitments;
- Corporate Performance Indicators;
- Corporate Plan Indicators;
- Public Accountability Measures;
- Social Services Well-being (SSWB) Performance Measurement; Framework Indicators;
- Sickness absence.

Conclusions

With reference to the Corporate Performance Indicators, Members were concerned by the increase in percentage of indicators 'Worse than last year' and similarly with the percentage of 'Better than last year' Performance Indicators decreasing year on year.

Additional information:

- 1 The Committee note that long-term sickness remains high and has increased in the last year, therefore, Members requested to receive detail of what options are available for people who are off work to aid an earlier return. For example:
  - Working from home;
  - Reduced working hours.
- 2 With reference to the Local Authority losing experienced people, the Committee request to receive details of Exit Interviews to ascertain why staff are choosing to end employment with the Council.

131. URGENT ITEMS

None

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 SEPTEMBER 2019

### REPORT OF THE INTERIM HEAD OF FINANCE

#### BUDGET MONITORING 2019-20 – QUARTER 1 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 30th June 2019 and virements over £100,000, which was approved by Council on the 24<sup>th</sup> July 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, along with a capital programme for the year of £36.157 million. Council also approved a new Capital Strategy, 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. Given the importance of this, and the level of investment the Council makes in capital schemes, from 2019-20 onwards a separate quarterly report to Cabinet will be provided on capital expenditure, including monitoring of spend, and performance indicators, to provide more detailed information on schemes and how the Council spends its capital funding. This report will therefore focus specifically on the revenue budget.

3.2 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 30th June 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 30th June 2019**

Directorate/Budget Area	Original Budget 2019-20 £'000	Revised Budget 2019-20 £'000	Projected Outturn Q1 2019-20 £'000	Projected Over / (Under) Spend 2019-20 £'000	Projected Over / (Under) Spend Q1 2018-19 £'000
<b>Directorate</b>					
Education and Family Support	116,208	113,858	114,406	548	(168)
Social Services and Wellbeing Communities	70,834	70,916	71,190	274	2,006
Chief Executive's	25,331	25,511	26,070	559	75
	18,609	18,579	17,961	(618)	(1,621)
<b>Total Directorate Budgets</b>	<b>230,982</b>	<b>228,864</b>	<b>229,627</b>	<b>763</b>	<b>292</b>
<b>Council Wide Budgets</b>					
Capital Financing	7,430	7,329	7,329	0	0
Levies	7,376	7,134	7,134	0	16
Apprenticeship Levy	700	700	620	(80)	(98)
Council Tax Reduction Scheme	14,854	14,854	14,692	(162)	(486)
Insurance Premiums	1,588	1,588	1,331	(257)	0
Repairs & Maintenance	870	870	870	0	0
Pension Related Costs	430	430	430	0	(826)
Other Corporate Budgets	6,579	9,040	9,040	0	(107)
<b>Total Council Wide Budgets</b>	<b>39,827</b>	<b>41,945</b>	<b>41,446</b>	<b>(499)</b>	<b>(1,501)</b>
<b>Total</b>	<b>270,809</b>	<b>270,809</b>	<b>271,073</b>	<b>264</b>	<b>(1,209)</b>

4.1.2 The overall projected position at 30th June 2019 is a net over spend of £264,000, comprising £763,000 net over spend on directorates and £499,000 net under spend on corporate budgets. A detailed analysis of the more significant projected under and over spends is set out in section 4.3.

4.1.3 Since the Medium Term Financial Strategy (MTFS) was approved in February, Welsh Government has advised Local Authorities that additional grant funding has now been made available during 2019-20 to meet the increased cost of teachers' pensions and fire service pensions, both of which were funded in full



through the MTFs, along with additional grant funding of £343,701 towards teachers' pay increases. The actual allocation for teachers' pensions is £2,006,096, which will enable us to release funding that was previously allocated for this purpose, for 2019-20 at least. In respect of the South Wales Fire and Rescue Authority, this means that the levy will now be reduced by £272,405, compared to the original budgeted provision. In the absence of any further information from Welsh Government on the recurrence of this funding in future years, the total funding released from these allocations of £2.622 million is available to meet the costs of one-off schemes, capital or revenue, in this financial year. Cabinet has proposed that the majority of this funding is used to undertake capital works as part of an 'Investing in Communities Fund', the details and criteria for which are to be determined. This proposal will be included in the next capital report to Council. The balance of funding will be held for unknown pay awards later in the year, including teachers' pay from September 2019.

- 4.1.4 There have been a number of budget virements and technical adjustments between budgets since the MTFs was approved by Council in February 2019. The budget position is reported on the assumption that these virements will be approved. The main virements and technical adjustments are outlined below:

#### Budget Virements

<b>Service vired from / to</b>	<b>Amount</b>
Transfer of funding out of the Schools budget following the announcement by Welsh Government of additional grant funding to meet the additional pension costs and teachers' pay increases in 2019-20. This funding has been returned to corporate budgets until such time as a decision is made on how it is to be utilised.	-£2,349,797
Increase in Coroner's contribution as a result of increased Pathologist fees, Forensic/Toxicology fees, undertaker fees, salaries and rent.	£30,100

#### Technical Adjustments

<b>Service vired from / to</b>	<b>Amount</b>
Transfer of funding out of the Fire Service budget due to budget pressure no longer being required following the announcement by Welsh Government that additional funding has been allocated to Fire and Rescue Authorities to meet the additional pension costs in 2019-20. This funding has been returned to corporate budgets.	-£272,405
Transfer of funding for prudential borrowing from corporate capital financing budgets to Communities directorate in line with the capital programme.	£100,878
Transfer of staff from Business Support (Chief Executive's) to the Communities Directorate	£87,549

- 4.1.5 There have been other technical adjustments for agreed inflationary increases, and recurrent funding for meeting Welsh Language Standards.
- 4.1.6 When the budget for 2019-20 was set, directorates were provided with funding for known pay and price inflation. The remaining provision was retained centrally within Council wide budgets, to be allocated as further information was known about specific contractual price increases e.g. for energy. We are currently in the process of gathering information about increased energy prices for 2019-20, and will amend budgets accordingly during the year.
- 4.1.7 Given the large scale reductions on Council wide budgets in previous years, and the significant pay and price pressures already placed on these budgets in 2019-20, coupled with the still unknown pay increase for teachers from September 2019, there is a risk that there may not be sufficient funding available within these budgets for any unexpected major price inflation increases. Inflation rates remain fairly steady (CPI was 1.9% in February 2019 and was 2% in May 2019), but, with the uncertainty around Brexit and possible financial implications arising from that, the budget will need to be monitored closely during the remainder of the year.
- 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 In February 2019 Council approved the Medium Term Financial Strategy for 2019-20 to 2022-23. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to around £35.2 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**

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

- 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 12 states that “Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFS and a MTFS Budget Reduction Contingency will be maintained”. 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. During the financial year, the Head of Finance will consider applications from Directorates to the MTFS Budget Reduction Contingency Reserve to mitigate some of the 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 £1.433 million, or 19% of the overall reduction target.

**Table 3 – Monitoring of Budget Reductions 2019-20**

	<b>Total Budget Reductions Required</b>	<b>Total Budget Reductions Likely to be Achieved</b>	<b>Shortfall</b>
<b>DIRECTORATE /BUDGET REDUCTION AREA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Education and Family Support	596	529	67
Schools	0	0	0
Social Services and Wellbeing	1,235	957	278
Communities	1,938	930	1,008
Chief Executive's	1,464	1,384	80
Council Wide Budgets	2,388	2,388	0
<b>TOTAL</b>	<b>7,621</b>	<b>6,188</b>	<b>1,433</b>

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)
- SSW23 – Further savings from library and cultural facilities (£60,000)
- SSW25 – Review of complex care accommodation across learning disabilities services (£150,000)
- COM52 – Reduction to the budget for the MREC (£1,300,000)

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 alternatives and this is reflected in the forecast outturn for the year. During the financial year the Head of Finance will also consider applications from directorates to the MTFS Budget Reduction Contingency Reserve to mitigate some of the shortfalls.

4.2.8 In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position. These will continue to be closely monitored and draw down from the MTFS Budget Reduction Contingency will be made as part of the overall review of earmarked reserves during Quarter 2.

### 4.3 Commentary on the financial position as at 30th June 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. Any draw down from earmarked reserves will be undertaken for the quarter 2 monitoring report. 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 £113.858 million. The Directorate (excluding Schools) contains savings targets of £596,000 for 2019-20. Current projections indicate an over spend of £548,000 at year end. The main variances are:

<b>EDUCATION &amp; FAMILY SUPPORT DIRECTORATE</b>	<b>Net Budget</b>	<b>Projected Outturn</b>	<b>Projected Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Health and Safety	384	314	(70)	-18.2%
Home to School Transport	5,145	5,906	761	14.8%
Inclusion	2,496	2,755	259	10.4%
Catering Services	939	864	(75)	-8.0%
Integrated Working	1,486	1,422	(64)	-4.3%
Strategic Management	1,494	1,365	(129)	-8.6%
Emotional Health & Behaviour	1,644	1,573	(71)	-4.3%

#### 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'. Total school balances increased by £254,000 during 2018-19, up to £614,000 at year end. However, without last minute additional funding from Welsh Government and the Central South Consortium, the overall schools balance would have been a negative figure, -£349,000. For 2019-20 currently there are 24 primary schools and 3 secondary schools (46% of all schools) that are projecting a deficit balance at year end. In total the Quarter 1 projections indicate an overall deficit balance for school delegated budgets of £1.129 million at year end.

## **Central Education and Family Support Budgets**

### Health and Safety

- The under spend of £70,000 relates to current staff vacancies within the service. The service area are currently going through a recruitment process to fill these vacancies.

### Home to School Transport

- There is a projected 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 £1.794 million and budget pressure of £427,000 has been applied to the learner transport budget to support the MTFS since 2014-15, the change of policy approved by Cabinet in September 2015 has not delivered significant enough savings to support this large budget reduction. 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 will tail lifts. The requirement for specialist transport provision for pupils with additional learning needs (ALN) is increasing costs in general.
- A report is also being considered by Cabinet on the 23<sup>rd</sup> July 2019 to approve a 12 week public consultation on a number of policy proposals to effect additional savings. This is proposed to start in September 2019.

### Inclusion

- The over spend of £259,000 primarily relates to the shortfall in recoupment income (£162,000) – there are currently 23 out of county placements at Heronsbridge School and Ysgol Bryn Castell compared with 30 in the Summer Term 2018.

### Catering Services

- The under spend of £75,000 has arisen as a result of a 2.86% 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.

### Integrated Working

- The under spend of £64,000 relates to current staff vacancies within the service. The vacant posts are expected to be filled in-year.

### Strategic Management

- The under spend of £129,000 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.

### Emotional Health & Behaviour

- The under spend of £71,000 is a combination of current staff vacancies, 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 outside of school

(EOTAS) provision, i.e recoupment of the pupil funding from the respective schools whilst they are receiving EOTAS.

#### 4.3.2 **Social Services and Wellbeing Directorate**

The Directorate's net budget for 2019-20 is £70.916 million. The Directorate budget contains savings targets of £1,235 million for 2019-20. Current projections indicate an over spend of £274,000 at year end. The main variances are:

<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>	<b>Net Budget</b>	<b>Projected Outturn</b>	<b>Projected Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Older People Residential Care	8,632	8,515	(117)	-1.4%
Care at Home for Older People	8,513	8,660	147	1.7%
Equipment and Adaptations	858	977	119	13.9%
Assessment and Care Management	5,022	4,729	(293)	-5.8%
Care at Home for Learning Disabilities	9,368	9,763	395	4.2%
Learning Disabilities Day Opportunities	2,780	2,913	133	4.8%
Mental Health Residential Care	1,412	1,308	(104)	-7.4%
Looked After Children	11,557	11,690	133	1.2%

##### Older People Residential Care

- There is a projected under spend of £117,000 mainly due to joint health funding being more than originally anticipated and forecast staff savings within the new extra care schemes as recruitment continues.

##### Care at Home for Older People

- Care at home includes domiciliary care services, local authority homecare services and the provision of direct payments. The over spend of £147,000 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 staffing vacancies due to a delay in implementing a staffing restructure.

##### Equipment and Adaptations

- There is a projected over spend of £119,000 as a result of increased usage 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 £293,000 on all assessment and care management budgets across the directorate. The directorate manages its staff vacancies stringently in order to achieve cost savings in-year.

##### Care at Home for People with Learning Disabilities

- There is a projected over spend of £395,000 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 £133,000 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 Residential Care

- A projected under spend of £104,000 is based on current placements. Forecasted health contributions to these placements are built in to the forecast under spend.

### Looked After Children (LAC)

- There is a projected over spend of £133,000 on LAC at Quarter 1. This only represents 1.2% of the overall budget for LAC which is favourable when it is considered that the budget has been reduced by around £1 million over the last four years.
- The over spend is partly as a result of the implementation of a new model for residential services which has taken some time to establish due to the need for significant research, consultation and options appraisals, and the slower than anticipated safe reduction of looked after children. Project plans for both of these areas are now in place and the required work has gathered momentum, with significant capital work taking place in 2019-20. The plan to place more children into in-house foster placements is now implemented and it is anticipated savings will continue to be realised.
- The average number of LAC this financial year is 379 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 60 compared to 61 in 2018-19. This can fluctuate month to month and again will require ongoing monitoring in-year.
- The budget is closely monitored to ensure that the current over spend is reduced and that the budget for 2019-20 is effectively managed.

### 4.3.3 Communities Directorate

The net budget for the Directorate for 2019-20 is £25.511 million. The Directorate budget contains savings targets of £1.938 million for 2019-20. The current projection is an anticipated over spend of £559,000. The main variances are:

<b>COMMUNITIES DIRECTORATE</b>	<b>Net Budget</b>	<b>Projected Outturn</b>	<b>Projected Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Waste Disposal	3,325	3,675	350	10.5%
Waste Collection	4,923	5,383	460	9.3%
Highways Services (DSO)	2,756	2,606	(150)	-5.4%
Fleet Services	27	205	178	659.3%
Engineering Services	49	(101)	(150)	-306.1%
Corporate Director - Communities	146	76	(70)	-47.9%



### Waste Disposal and Collection

- There is a combined over spend on the Waste Collection and Waste Disposal budget of £810,000. 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.

### Highways Services

- There is a projected under spend of £150,000 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 to new energy efficient LED units.

### Fleet Services

- Fleet is showing a projected over spend of £178,000. 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 before being able to confirm a change to the charge out rate. A report back to CMB will be presented in July. At the start of 2019, technicians moved onto a differing working pattern at the start of 2019, to improve productivity. This was alongside a management restructure remodel, that was finalised in April 2019, and 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.

### Engineering Services

- There is a projected under spend across the service of £150,000 due to a projected increase in the level of fee earning jobs (balance of EU/non EU funded projects and the differing chargeable rates allowed) based on income earned to date compared with 2018-19 outturn.

### Corporate Director - Communities

- There is a projected under spend of £76,000 mainly as a result of staff vacancy management 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 £18.579 million. The Directorate budget contains savings targets of £1.464 million for 2019-20. Current projections anticipate an under spend against this budget of £618,000. The main variances are:

CHIEF EXECUTIVE'S	Net Budget £'000	Projected Outturn £'000	Projected Variance Over/(under) budget £'000	% Variance
Supporting People	95	3	(92)	-96.8%
Housing Benefits – Admin	829	720	(109)	-13.1%
Housing Options & Homelessness	721	644	(77)	-10.7%
HR and Organisational Development	1,622	1,524	(98)	-6.0%
ICT	3,504	3,431	(73)	-2.1%
Legal	1,834	1,738	(96)	-5.2%
Communication & Engagement	1,598	1,454	(144)	-9.0%

##### Supporting People

- The under spend of £92,000 on Supporting People has mainly arisen from staffing vacancies. Housing is currently undergoing restructures which could result in this forecast changing through the year.

##### Housing Benefits - Admin

- There is an under spend of £109,000 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.

##### Housing Options & Homelessness

- The under spend of £77,000 is mainly due to staffing vacancies and additional annual leave purchases. Housing is currently undergoing restructures which could result in this forecast changing through the year.

##### HR & Organisational Development

- The under spend of £98,000 mainly relates to staffing vacancies 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 £73,000 is mainly due to staffing vacancies, additional annual leave purchases and a projected under spend on training budgets. Vacancies will be managed throughout the year and could be subject to MTFS savings in 2020-21.

##### Legal

- The under spend of £96,000 is mainly due to staffing vacancies and additional annual leave purchases. Vacancies will be managed throughout the year and could be subject to MTFS savings in 2020-21.

### Communication & Engagement

- The under spend of £144,000 mainly relates to staff vacancy management. Vacancies will be managed throughout the year and 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 £41.945 million. The Directorate budget contains savings targets of £2.388 million for 2019-20. The projected outturn is £41.446 million, resulting in a projected under spend of £499,000. The main variances are detailed below:

<b>COUNCIL WIDE BUDGETS</b>	<b>Net Budget</b>	<b>Projected Outturn</b>	<b>Projected Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Council Tax Reduction Scheme	14,854	14,692	(162)	-1.1%
Insurance Premiums	1,587	1,330	(257)	-16.2%
Apprenticeship Levy	700	620	(80)	-11.4%

#### Council Tax Reduction Scheme

- There is a projected under spend of £162,000 on the Council Tax Reduction Scheme based on spend to date and comparison against 2018-19 outturn. 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 will therefore require close monitoring during 2019-20.

#### Insurance Premiums

- The projected under spend of £257,000 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.

#### Apprenticeship Levy

- The under spend of £80,000 is based on the monthly charges to date and comparison against the 2018-19 outturn.

As indicated in 4.1.3, funding of £2.622 million has been returned to the central pay and price budget. Cabinet has proposed that the majority of this funding is used to undertake capital works as part of an 'Investing in Communities Fund', the details and criteria for which are to be determined, with the balance of funding being held for unknown pay awards later in the year. At this point in the financial year, it is prudent to assume that this and all other Council wide budgets will be fully spent by the year end.

## **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 Recommendation**

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

- note the projected revenue position for 2019-20.

**Gill Lewis**  
**Interim Head of Finance and Section 151 Officer**  
**July 2019**

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**Background documents:** Individual Directorate Monitoring Reports  
MTFS Report to Council – 20 February 2019  
Capital Programme Update – Quarter 1 2019-20 to  
Council – 24<sup>th</sup> July 2019

## PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2019-20

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

<b>RED</b>	Not likely to be achieved <b>at all</b> in this financial year or less than 25%.
<b>AMBER</b>	Reduction not likely to be achieved in full in financial year but greater than 25%
<b>GREEN</b>	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 is being requested to approve a 12 week public consultation on a number of policy proposals to effect additional savings. This is proposed to start in September 2019.
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 is currently out to mini-tender. This will report in Autumn term 2019-2020. 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 is being requested to approve a 12 week public consultation on a number of policy proposals to effect additional savings. This consultation is proposed to start in September 2019.
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

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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
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.	An external review of BCBC's transport arrangements is currently out to mini-tender. This will report in Autumn term 2019-2020. It is hoped this review will support changes to the current transport arrangements with a view to making the identified efficiency savings. Furthermore, Cabinet is being requested to approve a 12 week public consultation on a number of policy proposals to effect additional savings. This is proposed to start in September 2019.
<b>Total Education &amp; Family Support Directorate</b>			<b>222</b>		<b>20</b>		
<b><u>SOCIAL SERVICES &amp; WELLBEING</u></b>							
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
<b>Total Social Services &amp; Wellbeing Directorate</b>			<b>918</b>		<b>673</b>		
<b><u>COMMUNITIES</u></b>							
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

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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
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 2019-20
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
<b>Total Communities Directorate</b>			<b>1,202</b>		<b>1,102</b>		
<b>GRAND TOTAL OUTSTANDING REDUCTIONS</b>			<b>2,342</b>		<b>1,795</b>		
<b>REDUCTIONS SHORTFALL</b>					<b>547</b>		

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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"> <li>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.</li> <li>Risk of price increases from Contractors.</li> </ul>	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.
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
	<b>Total Education and Family Support</b>		<b>596</b>	<b>529</b>	

**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	277	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
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	0	Unable to identify any likely savings at Quarter 1. Complex care is currently under review.
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
<b>Total Social Services &amp; Wellbeing Directorate</b>			<b>1,235</b>	<b>957</b>	

**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	0	The level of service need is currently in excess of the available budget, hence full saving will not be 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	50	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	5	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
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 ongoing consultation on Parks & Playing Fields
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	20	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

**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
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
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	500	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.
<b>Total Communities Directorate</b>			<b>1,938</b>	<b>930</b>	

**CHIEF EXECUTIVE'S**

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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
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.
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 an 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.
	<b>Total Chief Executive's Directorate</b>		<b>1,464</b>	<b>1,384</b>	

**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
<b>Total Corporate / Council Wide</b>			<b>2,388</b>	<b>2,388</b>	

<b>GRAND TOTAL REDUCTIONS</b>		<b>7,621</b>	<b>6,188</b>
<b>TOTAL BUDGET REDUCTION REQUIREMENT</b>		<b>7,621</b>	<b>7,621</b>
<b>REDUCTION SHORTFALL</b>		<b>0</b>	<b>1,433</b>

<b>3,024</b>	<b>4,935</b>
<b>2,703</b>	<b>999</b>
<b>1,894</b>	<b>1,687</b>
<b>7,621</b>	<b>7,621</b>

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2019-20			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£000	£000	£000			
				£000	£000	
<b>EDUCATION AND FAMILY SUPPORT</b>						
School Delegated Budgets	114,006	(21,302)	92,704	92,704	(0)	0.0%
Learning	10,779	(3,931)	6,848	6,973	125	1.8%
Strategic Partnerships & Comm	24,844	(10,922)	13,922	14,415	493	3.5%
Health and Safety	386	(2)	384	314	(70)	-18.1%
<b>TOTAL EDUCATION AND FAMILY SUPPORT</b>	<b>150,015</b>	<b>(36,157)</b>	<b>113,858</b>	<b>114,406</b>	<b>548</b>	<b>0.5%</b>
<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>						
Adult Social Care	62,514	(15,549)	46,965	47,164	199	0.4%
Sport, Play and Active Wellbeing	5,893	(793)	5,100	5,075	(25)	-0.5%
Safeguarding & Family Support	19,765	(914)	18,851	18,951	100	0.5%
<b>TOTAL SOCIAL SERVICES AND WELLBEING</b>	<b>88,172</b>	<b>(17,256)</b>	<b>70,916</b>	<b>71,190</b>	<b>274</b>	<b>0.4%</b>
<b>COMMUNITIES DIRECTORATE</b>						
Regeneration & Development	4,543	(1,879)	2,664	2,641	(23)	-0.9%
Street Scene	32,709	(13,106)	19,603	20,244	641	3.3%
Director - Communities	146	-	146	76	(70)	-47.9%
Corporate Landlord	23,536	(20,438)	3,098	3,109	11	0.4%
<b>TOTAL COMMUNITIES</b>	<b>60,934</b>	<b>(35,423)</b>	<b>25,511</b>	<b>26,070</b>	<b>559</b>	<b>2.2%</b>
<b>CHIEF EXECUTIVE'S</b>						
Chief Executive	511	-	511	513	2	0.4%
Finance	54,414	(50,716)	3,698	3,621	(77)	-2.1%
HR/OD	1,928	(306)	1,622	1,524	(98)	-6.0%
Partnerships	2,646	(622)	2,024	1,838	(186)	-9.2%
Legal, Democratic & Regulatory	6,363	(1,260)	5,103	4,930	(173)	-3.4%
Elections	150	(11)	139	158	19	13.7%
ICT	4,723	(1,219)	3,504	3,431	(73)	-2.1%
Housing & Homelessness	6,825	(5,668)	1,157	1,057	(100)	-8.6%
Business Support	933	(112)	821	889	68	8.3%
<b>TOTAL CHIEF EXECUTIVE'S</b>	<b>78,493</b>	<b>(59,914)</b>	<b>18,579</b>	<b>17,961</b>	<b>(618)</b>	<b>-3.3%</b>
<b>TOTAL DIRECTORATE BUDGETS</b>	<b>377,614</b>	<b>(148,750)</b>	<b>228,864</b>	<b>229,627</b>	<b>763</b>	<b>0.3%</b>
Council Wide Budgets	42,892	(947)	41,945	41,446	(499)	-1.2%
<b>NET BRIDGEND CBC</b>	<b>420,506</b>	<b>(149,697)</b>	<b>270,809</b>	<b>271,073</b>	<b>264</b>	<b>0.1%</b>

NB: Differences due to rounding of £000's

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 SEPTEMBER 2019

#### DIGITAL TRANSFORMATION

##### 1. Purpose of report

1.1 The purpose of this report is to update the Corporate Overview and Scrutiny Committee on the progress on the corporate Digital Transformation programme.

##### 2. Connection to corporate improvement objectives/other corporate priorities

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

- Supporting a successful economy – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
- Helping people to be more self-reliant – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
- Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

##### 3. Background

1.1 The Digital Transformation Programme has a citizen-centric focus. Citizens were listened to from the feedback in the 2015 Budget Consultation, 87% of Bridgend citizens stated they wanted more Council services online. A digital channel also meets the demand of over 85% of Bridgend citizens who have access to internet and prefer the convenience of online transactions (ONS).

1.2 In September 2016, the Council initiated a Digital Transformation Programme, with the digital provider Agilisys. This was initially supported by an external Digital Consultant, the aim was to introduce a single digital platform (My Account) to allow citizens to interact online for key Council services.

1.3 The Corporate Plan had a target to digitise five services by April 2019, this 2019 target was achieved.

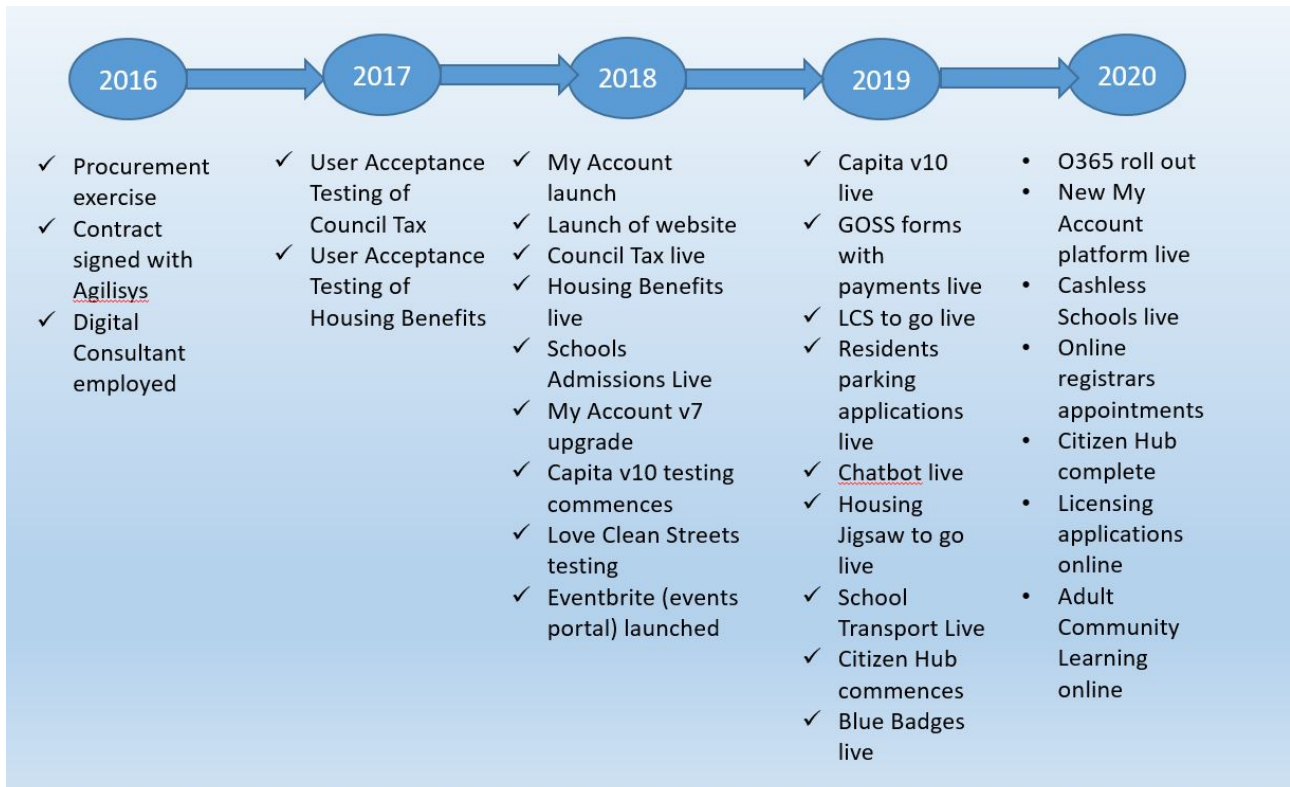
1.4 Prior to the launch of My Account in April 2018, training was provided to all front line staff in customer services and council tax to raise their awareness and to support citizens online. A robust communications and marketing strategy was put in place to promote the new online channels.

3.5 The initial three year term of the Agilisys “My Account” contract expired on the 31<sup>st</sup> August 2019. The procurement built in a facility to continue the contract indefinitely after the three year period for the provision of support and maintenance services for the My Account platform. This has been reviewed on an annual basis and has been continued for the 2019 / 2020 period.

#### 4. Current situation/proposal

##### 4.1 My Account Platform

The below timeline demonstrates the progress made from 2016 to the present day.



Since My Account launched in April 2018, the following services have been made available online via the My Account self-serve portal:

1. Council Tax,
2. Housing Benefits,
3. School Admissions,
4. Blue Badges
5. Residential Parking Permissions

Key online activity to 8<sup>th</sup> August 2019 is as follows:

- 24,738 My Account registrations \*\*
- 22,187 council tax payments totalling £3,230,948.62
- 11,862 council tax registrations \*\*\*

- 8,647 council tax registrations subscribing to e-billing
- 1,610 new direct debits created
- 994 updated names on council tax accounts
- 439 housing benefit registrations
- 263 updating direct debit details
- 1,002 single person discounts
- 925 “move in/move out” applications
- 338 free school meals/distinctive school uniform applications
- 1,051 housing benefit new claim applications
- 326 home to school transport applications

\*\* based on population of 143,000, however My Account registrations is not limited to BCBC residents

\*\*\* based on 64,187 council tax accounts and not potential liable parties

The key workstreams associated with the My Account platform are detailed below:

#### 4.2 Council Tax

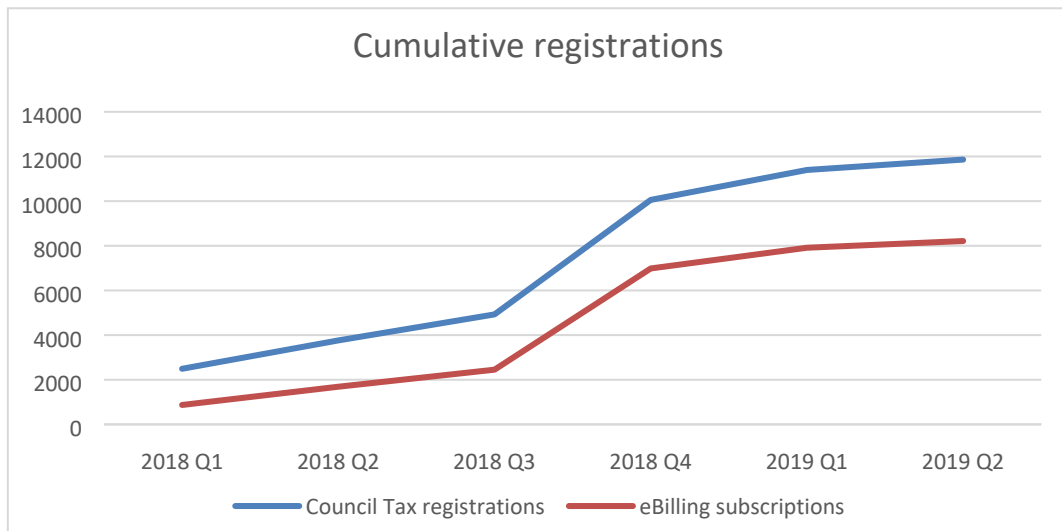
The Council Tax portal provides a self-service end-to-end experience that requires no manual intervention. Citizens have the options to:

- pay your council tax
- view your council tax bill
- set up a direct debit
- let us know if they move home
- apply for discounts and exemptions
- change the date of the direct debit
- change the bank account that direct debit comes from
- sign up for council tax e-billing so you can view and print your bill any time

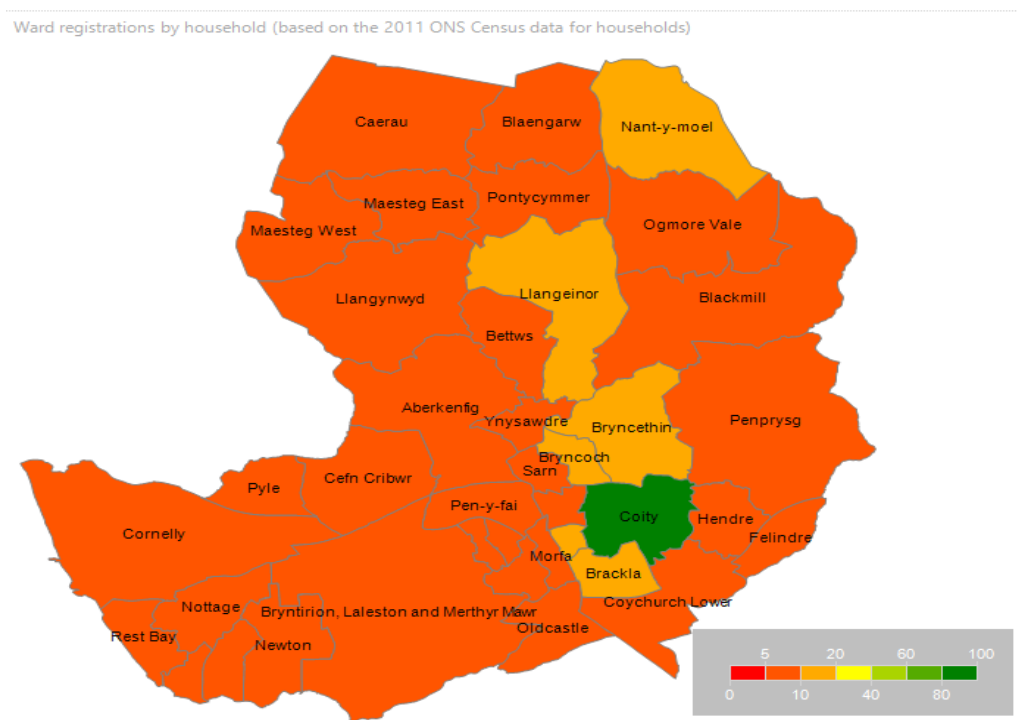
#### 4.3 E-Billing Incentive

An incentive offer to encourage take up of E-billing was reviewed and paused as it was felt there would be a difficulty to retrospectively offer an incentive to the Citizens that had already subscribed.

The graph demonstrates the cumulative trend of council tax registrations and eBilling subscriptions based on quarterly counts from go-live in Q1 2018 to 8<sup>th</sup> August 2019. The rise between Q4 in 2018 and Q1 in 2019 is due to a letter drop promotional campaign to all households that hadn't yet registered for council tax and the launch of online schools admissions that signposted citizens to register for council tax.



The ward data below demonstrates how much of the population in each ward (%) has subscribed to online council tax. This data will allow us to target communications to those wards with subscriptions currently between 5% to 20%.



#### 4.4 Housing Benefits

Citizens can use the online system for the following:

- view your housing benefit claim
- apply for housing benefit
- let us know about a change in circumstances
- apply for discretionary housing payments
- apply for free school meals

Citizens can submit supporting documents to aid their claim as part of the online application.

#### 4.5 Schools Admissions

Launched in September 2018 through a phased approach, parents and guardians were provided with the option of a digital channel to apply for their child's school place for secondary schools, infant, junior, primary plus nursery places. A robust marketing campaign through the schools and via online channels promoted the service. Awareness was raised across social media channels and the website; the online channel was promoted at Bridgend's Headteacher's meeting which in turn was disseminated to all parents, schools were asked to tweet and share via their communication platforms.

The schools admissions digital channel represents a true channel shift. A total of 5,364 school applications were made during the 2018/2019 school year. The table below outlines the online versus the paper applications received by the Council since go-live.

<b>Application</b>	<b>Applications expected</b>	<b>Applications received online (No. &amp; %)</b>	<b>Applications received by paper form (No. &amp; %)</b>
Secondary School Admissions 22.10.18 to 11.01.19	1683	1523 96.4%	57 3.6%
Infant, Junior or Primary class 26.11.18 to 15.02.19	1546	1670 92.9%	128 7.1%
Full time nursery	Not possible to evaluate.	1384 96.5%	50 3.5%
Part time nursery	Not possible to evaluate.	599 98.7%	8 1.3%

#### 4.6 Registrars Appointments System

The Registrars appointment system is currently on hold.

The online appointments system for both registrars and pest control is provided by a 3<sup>rd</sup> party supplier Zipporah. A kick off meeting took place in November 2018 and work ensued to build the platform required for the two appointments systems.

For registrars, user acceptance testing commenced in late December 2018 to early March 2019. Acceptance testing was successfully completed however in April 2019 the project was put on-hold. The interdependency was the scheduled move of the main registrar's offices as part of the disposal of land at Ty A'rdd.

It was agreed that the online appointment system was postponed until the registrar's offices are in situ at the Civic Building and the wider registrars estate confirmed. This would provide clarity and ensure public confidence in the system when it goes live.

#### 4.7 Pest Control Online Appointments system

The Pest Control appointment system is currently on hold.

The current pest control contract is due to expire in March 2020, discussions are underway regarding options for the future of the pest control provision at Bridgend Council, in line with statutory responsibilities. The system will therefore be introduced at a time when the decision over the provision has been made in line with the new contract.

#### 4.8 Love Clean Streets (BBITS) Environmental reporting – “Report It”

The “Report It” (Love Clean Streets - LCS) functionality is supplied by a third party supplier BBITS. The implementation commenced in March 2018 with the ambition to go live in March 2019. Issues arose with the application program interfaces (API's) required to integrate with the LCS system into the Mayrise Highways and Streetlighting systems. This integration required configuration and testing between three stakeholders; Council ICT service unit, BBITS and the Mayrise owners Yotta. Due to the complexities, the APIs were not fully integrated until September 2018.

An further issue was identified in October 2018 with the Mayrise test system as the version could not support the LCS specification requirements. This was resolved in January 2019.

A final issue was discovered with the mapping due to LCS utilising the Bing mapping system and Mayrise utilising the Local Land and Property Gazetteer (LLPG). This would have caused an issue for the citizen as streets and locations weren't aligning through the integration. In May 2019, BBITS and Agilisys acknowledged what the issue was and suggested implementing an add-on integration (OS Places) to resolve the issue. The add-on implemented and tested in July 2019.

Testing is currently being undertaken in conjunction with weekly conference calls with Agilisys and BBITS to ensure that there is complete confidence that the citizen will receive an end to end service.

“Report It” has an initial go-live in October 2019 with the highways and streetlighting categories only. A phased approach has been deemed the best way forward as work is still ongoing to introduce cleaner streets and parks categories on the Mayrise system. Once the categories are configured and tested, these services can also be rolled out.

As an interim step to direct citizens to use the My Account as a reporting tool for environmental issues, the link to “Fix My Street” will be disabled and an e-form published to allow citizens to continue to report other cleaning issues online such as fly-tipping and graffiti etc. The e-form will be removed once all categories are on the “Report It” LCS environment.

#### 4.9 Customer Services – First Point of Contact

Customer services advisors are being empowered as the first point of contact for citizens to reach Council advice and services. There is a need to maintain the front-facing role to offer a wider range of services in one place to provide a more joined-up service to citizens.

To improve capacity, a review of the market has been undertaken for technology and online solutions that meet the Council's priority of 'helping people be more self-reliant'



whilst simultaneously removing those daily mundane tasks from the customer advisors, freeing their capacity to focus on more complex tasks.

A live example of this business process redesign is the the development of a single customer management process for Council Tax, it was developed to empower the Customer Contact Service to become the first point of contact for all low level complex council tax calls; thereby providing a consistent customer experience across all the channels, Face to Face and Telephony. This required the upskilling of advisors to deal with low complex calls to create capacity to enable Council tax officers to deal with the more complex issues.

As of 3<sup>rd</sup> September 2018, Customer Services became the first point of contact for all low complex council tax calls. In the first 7 days Customer Services received 1290 calls and successfully dealt with 761 (59%). These statistics have remained consistent.

Below is an overview of the online solutions currently in place or being tested for suitability and feasibility:

#### 4.10 Citizen Hub

To ensure our online services are accessible to all our citizens, a Citizen Hub will be established in the foyer area of the Civic Offices. Hardware will be available for citizens to support availability to those digitally excluded. Citizens will be aided by 'floor walking' customer services advisors to mitigate queuing times and encourage use of the self-serve technology. Feasibility has already commenced with an expectation that "The Hub" will be fully operational in April 2020.

##### 4.10.1 Scan Station

Council tax and housing benefits are major reasons for citizen contact with customer services as they are required to attend Council offices to present identification documentation and supporting evidence. Therefore, the investment in fit-for-purpose document capture technology that allows citizens to scan documentation themselves will save time and create capacity.

In 2018, customer services advisors scanned 78,211 documents to aid citizens in their housing benefit and council tax applications. With each scan taking approximately 10 minutes this equates to 13,035 hours taken to scan documents over the year. A Business Case has been finalised with the procurement process due to commence in October 2019.

##### 4.10.2 Cash Machine

A self-serve cash machine will also be available in the foyer to allow citizens pay their bills directly without the need for a customer advisor. This negates the current requirement for Advisors to deal with cash transactions improving security and the administration associated with cash handling. A Business Case is currently in progress.

#### 4.10.3 Chatbot

The Bridgend chatbot has been named 'Oggie' as a result of an internal and public survey. Oggie went live in August 2019 on BCBC's website.

Many calls taken by our customer service advisors are answered and closed at the first point of call, mainly topics covered within our web pages – they are simple, repetitive queries that can be quickly automated due to their nature. The areas of high demand that will benefit the chatbot's input include:

- Council Tax
- Benefits
- Highways
- Waste Management
- Housing
- Schools (meals, admissions, transport, closures, locations and catchment areas)
- Blue badges.

Oggie is programmed with the appropriate narrative based on analysis and allows bi-lingual communication, to answer commonly asked questions. Oggie can also interface with the Council's internal systems. Oggie offers the opportunity to directly capture the questions and queries of the citizen with any complex issues passed seamlessly to an advisor.

With calls to an advisor averaging 3 minutes 9 seconds, a projected deflection rate via Oggie of 10% of calls will create over 13 hours per week capacity within customer services.

#### 4.11 Blue Badges

In February 2019, the blue badge online application system went live in Bridgend. Customer services has been monitoring the uptake and demand of the online service for those eligible to apply. By the end of July 2019, 498 online applications were received from Bridgend residents. Face to face applications and interactions (proof of eligibility) at customer services desks has dropped by almost half when comparing July 2018 (482) with July 2019 (217) demonstrating citizens eligible for a blue badge have embraced the online digital channel.

All customer services advisors have been trained to use the Blue Badge System. The Council website provides a prominent link to the blue badge system, applications are processed within 48 hours.

#### 4.12 Housing Register Self Service - Housing Jigsaw

Bridgend Council's Homelessness Strategy has recorded an 18% increase for presentations between 2015 – 2018 and this trend is set to increase. The increase combined with a growing complexity of cases related to the vulnerability of clients and their housing related support needs, and the changes brought in under the Housing Act (Wales) 2014 have changed the type of service that needs to be

delivered against a backdrop of MTFS efficiencies. To re-model the service and meet those needs, requires a more automated system which would allow the housing team to focus on homelessness prevention and relief as required by the Act.

The introduction of this new operational system will bring with it a number of benefits – it automates many administration functions, it supports a more streamlined nominations process, and the on-line portal will allow applicants to apply for social housing at their own convenience. It will also replace the need for the current paper based re-registration process. Alongside this digital channel the Customer Services function will represent the first point of contact for all housing queries freeing up capacity for Housing Officers to support the complex and vulnerable cases.

The system will be fully bilingual to meet the needs of the Welsh Language Standards. The on-line portal will go-live in November 2019. The new system will provide the necessary capacity to deal with the increased presentations that housing is experiencing with the existing current team resources.

#### 4.13 Open Data

The Council deals with approximately 1201 Freedom of Information (FOI) requests per year. The open data project will provide an online channel (open data) for citizens to access non-personal data held by the Council via the website. An additional aim of the project is to publish a FOI disclosure log on the website so that citizens can view the latest FOI requests and the responses to them.

The desired outcome is to create resource capacity by publishing datasets on the Council's website therefore decreasing the FOI demand. These datasets will reflect the type of information most frequently requested. The open data webpage will be available by November 2019. An overview of the data sets are listed below.

<b>Directorate/ Service Area</b>	<b>Dataset Description</b>
Education: Elective Home Education	Total No.s of EHE young people. Gender Reasons by category Ethnicity
Education/Finance	School Agency Supply Costs: School name, Agency Name, Amount Paid
Finance: Council Tax	NNDR: Property Ref, Rateable value, Account Holder Name, Property Address, Billing Address, Liability Start Date, Occupied/Empty, Relief/Exemption start and end date, Relief Type
Finance: Council Tax	New NNDR
Licensing	Hackney Carriage Licences: Proprietor, Licence No. Reg, Vehicle Type
Licensing	Private Hire Operators
Licensing	Pet Boarding: Name, Address, Type (Day Care or Boarding)
Licensing	Dangerous Wild Animal Licences: No. Licences, Species, No. of animals
CCTV	CCTV Camera Locations: Location, Area Covered, Camera Type, Height, Mount, Functionality

Social Services/Finance	Looked After Children: Total No., No. in children's homes, No. of out of county placements, Expenditure both total and out of county, No. at risk of Child Sexual Exploitation.
Social Services	Unaccompanied Asylum Seeking children, Total No. annually.
Social Services: Adult Social Care/Finance	Care Home Fees: Council payments to independent domiciliary care agencies, amount of payments and name of agency

#### 4.14 Members Referrals Process

In February 2019, a SWOT (strengths, weaknesses, opportunities, threats) analysis was sent to all services and elected members (those that are aligned to the project) giving an opportunity to raise the issues encountered with the current members referrals process. The feedback was themed and as a result 17 recommendations were formulated.

The final report, with the recommendations was circulated to stakeholders, in conjunction with the first Board meeting held in May 2019. A team meeting was held in June whereby ownership was assigned to each of the 17 recommendations.

Democratic services are currently creating training and guidance documents for both services and members to ensure a consistent approach to referrals. These will be presented to the Democratic Services Committee in October 2019.

#### 4.15 Cashless Schools

Significant work has been carried out to explore a holistic approach to delivering a "Cashless" schools offering. A cross service team is assessing the feasibility of a system that allows parents to pay for their children's school trips, uniform, etc. alongside school meals online. The intention is to directly link to the existing Council's finance system therefore reducing the administration burden plus providing a quick, traceable and convenient payment process for parents. Consultation has included the schools to ensure buy-in and feasibility. The key challenge for this project is around the transaction costs, and system integration methods. A cost benefit analysis is currently being assessed.

#### 4.16 Corporate Energy Portal

A new portal has gone live for all core Council buildings with a go-live scheduled for schools in April 2020. This will provide consolidated invoicing online, that will be visible to schools and core Council building Premises Responsible Persons (PRP) to own, monitor and track energy spend per building helping to streamline the current inefficient process of energy bill payments.

The system will give yearly comparators for usage and flag any anomalies in consumption, payments and usage. The portal and related new processes are a part of the Business Support restructure captured within the Corporate Plan. A business benefits analysis will commence in September when the portal is fully embedded to test and recognise cashable savings due to reductions in paper and postage, reduction in late payment penalties and streamlining of the overall payment process.

## 4.17 Communications and Marketing

### 4.17.1 Corporate Website

The new responsive bi-lingual website was launched in April 2018 in conjunction with My Account. It offers a user friendly, Digital Accessibility Centre (DAC) accredited website that is easy to navigate. It allows citizens to seamlessly interact with the My Account functionality.

In June 2019, SocITM (Society of Information Technology Management) rated Bridgend Council's website 11<sup>th</sup> out of 350 local authority websites that participated in the assessment, it scored 9/10 for accessibility. In the second quarter of 2019, it was the UK's second most improved website.

Work has been ongoing by the Communication team to transfer all content from the old website. Phase One and Phase Two are complete - they dealt with statutory required information and important content. Phase Three is now under way with a scheduled completion date of October 2019, to date 82% of content has been completed.

### 4.17.2 Microsite Transition

The process of transferring microsites onto the main website is ongoing. Work has started on some of the information, and it will continue over the coming months. Twelve microsites have been deleted so far as follows:

- Bridgend Heritage (project concluded)
- Bridgend Town on the River (project not developed)
- Porthcawl, Town by the Sea (project not developed)
- Maesteg, Town in the Hills (project not developed)
- Local Community Coordinators (removed at request of service)
- Bridgend Housing (replaced by housing Jigsaw solution)
- Housing Advice Bridgend (replaced by housing Jigsaw solution)
- Bees Bridgend (obsolete)
- Glamorgan Heritage Coast (not Welsh language compliant plus accessibility errors)
- Communities First (no longer funded)
- BridgendFostering.co.uk (campaign concluded)
- Social Work Bridgend (alternate marketing campaign)

Discussions with the Tourism team has seen key information and links incorporated within the "visit us" tab of the main website e.g. beaches, historical places etc.

### 4.17.3 Communications Strategy

A communications strategy has been continuous since the launch of "My Account" to encourage residents to sign up. "My Account" has been promoted via the Council website, free posts and paid-for adverts on social media, posters, leaflets, sending press releases to the local media, and mail drops to all households. As thousands of BCBC employees are local residents, a large focus of the promotional activity has also been on publicising it via internal emails, intranet and the staff magazine. Future

plans include emailing My Account subscribers directly to encourage them to sign up to e-billing.

Customer Services and Council Tax staff have been given the mandate to continuously drive and promote the “My Account” platform to citizens who contact the service. Details of the platform are also printed onto Council tax envelopes as another way of promoting the service.

In order to ascertain citizen thoughts on current digital channels and to gain further knowledge on what citizens expect from Council services, a new survey was issued to the Citizen Survey Panel in June 2019.

Questions have been targeted to ascertain further information about citizen’s digital preferences and suggestions about how the Council can improve or introduce online services and communication channels. These results are expected in October 2019 where feedback will be evaluated to ensure current strategies are working well, plus consideration of ideas and improvements put forward by the public.

#### 4.17.4 Welsh Translations

All of the Council’s front-facing online services, are required to be bi-lingual. Several issues have been encountered whilst fulfilling our obligations associated with the My Account deployment and digital services.

For example, there are numerous ways to answer “yes” or “no” in Welsh therefore the translators need to fully understand the narrative of the question being asked. This has caused delays as the suppliers have to work through multiple scenarios to ensure that the correct translations are in place.

The use of automated translation tools for converting English to Welsh has caused significant issues with regards supporting multiple dialect’s. Alongside this the major software suppliers of the translation tools have gone through a process of withdrawing and decommissioning their tools and migrating to newer platforms, both Microsoft and Google have retired specific translation tools over the last 12 months. The implication is then the suppliers that My Account uses, have to reprogramme their systems to support the new translation tool. This has had an impact with regards the roll out of the Welsh language offering for the “My Account” – Benefits provision.

#### 4.18 i-Trent – internal HR Solution

Expanding the use of i-Trent is important for promoting a culture of self-service and digital delivery within the Council.

The staff appraisal period for 2019-20 went live in April 2019. The new online, self-serve facility, in i-Trent People Manager, records the appraisal discussion between manager and employee. This does not change the need for face to face appraisal meetings however it supports the process.

The system ensures consistency by offering pre-populated core employee information with clear version control. This has negated the need to manually complete the appraisal form as all information is submitted within the system. Training

was given to designated superusers throughout the organisation who in turn continue to provide support to staff during roll out. Training sessions were held by HR and the Trent team for all managers to attend at appropriate times, 'mop up' sessions are continuing to ensure all managers have had the appropriate training. Guidance documents are available online to further support staff and managers with this module.

#### 4.19 Digital Strategy

The Digital Strategy is currently in draft format; it is underpinned by the Government's Digital Services principles ensuring services and platforms meet the needs of citizens. The Strategy has been supported by the work Microsoft carried out via the free system "Navigator" process review with the finding re-enforcing the opportunities around mobile working and automation.

The formalisation of the strategy has been paused due to the change in CEO and the desire to consolidate the Council's current position with the existing Digital Programme elements, therefore not exposing the Council to initiative overload. This period of reflection offers the opportunity for leadership to promote the required culture for change.

#### 4.20 Digital First - Channel Capacity

Digital first is not purely about technology, albeit technology is a key component. It is about shifting the whole organisation from traditional models of delivery (i.e. face-to-face, phone calls, letters etc.) to a model where significant portions of engagement are conducted online.

Digital services offer benefits to both residents, the Council and its staff. The provision of online services increasingly reflects the way citizens live their lives, offering convenience and a more personalised experience.

The provision of digital services fundamentally changes the relationship between services and the citizens as well as altering the way that staff work. Digital technologies offer the opportunity to reshape service delivery and reduce costs at a time when the Council is facing severe financial constraints.

The Council has taken the position to maintain all channels i.e. face to face, telephony and paper alongside the implementation of a new digital channel. The Council's approach while offering multiple channels is to take an active role in engaging with the citizens, understanding their perspectives and steering them towards digital services. Having an open multi-channel offering provides a challenge with regards driving citizens to use the new digital channel.

To deliver efficiencies through the digital channel there needs to be an appropriate volume in terms of citizen take up, this then allows the service areas to adjust their back office operations through business process reviews. With the right volume in the digital channel, service areas can take advantage of this and align their back office operations to drive efficiencies whether they be capacity or financial.

### **5. Effect upon policy framework and procedure rules**

5.1 This report has no direct effect upon the policy framework or procedure rules.

## 6. Equality Impact Assessment

6.1 Equality Impact Assessments are undertaken for each workstream of the programme.

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

7.1 All Business Cases that support and enhance digital transformation includes details of how the proposed objectives align to one or more of the 7 Well-being of Future Generations (Wales) Act goals as detailed below.

Long term	Recognising that our population is aging and becoming more diverse, digital services mean more focus can be given to supporting those more in need of support Recognising the threat of climate change, more flexible working practices mean less journeys impacting on Co2 emissions and air quality
Preventative	Easy access to information and ability to easily manage day to day tasks digitally can help people to be self-reliant and prevent loss of independence.
Involvement	Consultation results have underpinned the introduction of new digital channels and ongoing programme of learning from feedback from citizens and users inform future development
Integration	Benefits across the wellbeing goals from improved digital services e.g. a more equal Wales.
A prosperous Wales	Helping local people gaining relevant skills
A resilient Wales	Changing working practices and developing skills for more resilient services and communities as the population and climate changes in the long term
A healthier Wales	Timely access to information to ensure support can be provided promptly preventing further deterioration, supported by real time information
A more equal Wales	Flexible services, responsive to the needs of the most vulnerable
A Wales of Cohesive communities	Supporting superfast internet connectivity so that information is easily and reliably available to enable all communities to be well connected, informed and involved in decisions about their local area
A Wales of vibrant culture and thriving Welsh language	Ensuring all services and information are provided bilingually.
A globally responsive Wales	More digital services reduces the need for journeys and resources such as fuel and paper, reducing Co2 emissions and use of resources.

## 8. Financial implications

8.1 The original Digital Transformation programme funding of £2.5million was split into £1million for capital expenditure and £1.5million revenue expenditure. The current position is that as of the 1 April 2019, there is £520,000 of capital funding and £899,722 of revenue funding remaining.

The table below summarises the expenditure to date incurred on the Digital Transformation programme. The costs of Agilisys include the initial platform cost. Website Development includes specialist consultancy and the salary costs of web content editors. Integration and consultancy costs include specialist digital consultancy and integration into existing systems including on-line payments. As at 31 March 2019 £1,080,278 had been funded via the programme funding. Costs shown for 2019-20 are costs incurred to 19 September 2019, which will be met from the Digital Transformation programme funding in the current year.



	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>TOTAL</b>
Agilisys Digital	535,000	195,000	125,000	101,250	956,250
Website Development	27,000	98,250	140,962	38,514	304,726
Integration/Consultancy	64,272	10,050	11,175	-	85,497
Marketing & Translation	-	-	18,995	1,968	20,962
<b>TOTAL</b>	<b>626,272</b>	<b>303,300</b>	<b>296,132</b>	<b>141,732</b>	<b>1,367,435</b>

## **9. Recommendation**

- 9.1 That the committee notes and provides comments and any recommendations regarding the content of this report.

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**Date:** 19 September 2019

### **Background Documents**

None

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 SEPTEMBER 2019

#### REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

##### OVERVIEW AND SCRUTINY – FEEDBACK FROM MEETINGS

#### 1. Purpose of report

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

#### 2. Connection to corporate improvement objectives/other corporate priorities

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

- **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
- **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
- **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

#### 3. Background

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

#### 4. Current situation/proposal

- 4.1. Members will recognise that capturing and assessing the impact of Scrutiny is not

an easy task as the outcomes of Scrutiny activity are not always tangible and able to be measured in a systematic way.

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

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

## **5. Effect upon policy framework and procedure rules**

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

## **6. Equality Impact Assessment**

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

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

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

## **8. Financial implications**

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

## **9. Recommendation**

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

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

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**Background Documents:** None

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Date	Item	Members wished to make the following comments and conclusions:	Response/Comments	RAG Status		
Page 55      26 06 2019	Social Services Annual Report 2018/19	The Committee commended the Corporate Director on the production of the Social Services Annual Report 2018/19 for the reason that the report is written in plain English which will enable the public to easily recognise how social services in Bridgend have been delivered over the past year and will be in the future.	Accepted			
		The Committee congratulated the Directorate on the change management undertaken within Social Services and recommend that the Directorate share best practice with other Directorates with changing mind-sets on working cultures.	Will seek to do this through the Council SMT			
		Members noted that Directorate sickness levels are increasing and that the Directorate are encountering delayed transfers of care for social care reasons and therefore recommended that both these areas are referenced within the Social Services Annual Report, along with what mitigating factors will be put in place to increase future performance.	Completed			
	Bridgend Replacement Local Development Plan 2018-2033 Draft Vision & Objectives, Growth & Spatial Options	The Committee highlighted the importance of effective engagement with members of the public and stated that all communities should be educated regarding the Local Development Plan processes and are then encouraged to contribute to the document. Therefore Members recommended the following opportunities are explored to assist with promoting the processes and Plan:	Members will be consulted and it is hoped that they will act as ambassadors within their communities  Agreed. Press release on all media platforms  Agreed. Planning Aid Wales engaged to carry out consultation events during October to coincide with strategy consultation			
		<ul style="list-style-type: none"> <li>- To utilise elected Members;</li> <li>- To involve Communications, Marketing and Engagement;</li> <li>- To specifically seek to engage with Town and Community Councils where development is likely to take place;</li> </ul>				
		- To allocate additional resource for a consultant to facilitate engagement with Elected Members and members of the public.			Agreed, additional resource allocated	
		Members recommend that small scale, community based initiatives, such as place plans should be detailed within the Local Development Plan, to help communities have input into schemes that they feel would benefit the whole community.			Could be included as a policy within the LDP	
Members request to receive and consider Bridgend Replacement Local Development Plan 2018-2033 Draft Vision & Objectives, Growth & Spatial Options at an appropriate time during the consultation process to be kept up to date on progress made.	Planning team available to provide updates when requested.					

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Date	Item	Members wished to make the following comments and conclusions:	Response/Comments	RAG Status
17/07/2019	Financial Performance 2018-19	<p>The Committee raised concerns with the lack of commitment for Welsh Government funding to cover the increase in employer's contribution to teachers' pensions. Therefore, Members recommend that the Corporate Overview and Scrutiny Committee draft a letter to the Welsh Government Minister with a copy sent to the Secretary of State for Wales outlining the devastating effects the lack of funding would endure on the Council.</p>	<p>Letter drafted.</p>	
		<p>During discussions regarding the Home to School Transport overspend, Members noted that Porthcawl has no Learning Resource Centre and highlighted the probable cost implications of transporting children from Porthcawl to the nearest unit. With that in mind, the Committee recommends that future thought is given to adding the provision to the Porthcawl area, which would also ensure children are close to family and other siblings.</p>	<p>Establishing a learning resource centre (LRC) for autistic spectrum disorder (ASD) in the Porthcawl area has been explored previously. The need was greater in the East of Bridgend at that time. As a result a LRC has been opened in Pencoed Primary School. This will be reviewed during 2019-2020 academic school year to ascertain which are of Bridgend has the greatest need.</p>	
		<p><b>Additional information</b>            With reference to the data provided from the Staff Wellbeing Survey:            '72% of respondents said they were comfortable with the demands placed on them all or most of the time as well as 71% being able to meet the demands of their job either all or most of the time', Members questioned the response rate for the survey to determine a more accurate representation of the whole Council.</p>	<p>The survey was made available to 3109 staff (non-schools). Paper copies were made available for staff who were unable to access the survey online. In total, 1365 paper copies were delivered to managers of staff in remote sites and to main reception areas.</p> <p>The survey was conducted over a six week period in which a range of methods were used to raise awareness and encourage staff to complete the survey.</p> <p>In total 1291 members of staff completed the survey; 492 paper copies were completed and 799 surveys were completed online.</p> <p>The survey was made available to 3109 staff (non-schools). Paper copies were made available for staff who were unable to access the survey online. In total, 1365 paper copies were delivered to managers of staff in remote sites and to main reception areas.</p> <p>The survey was conducted over a six week period in which a range of methods were used to raise awareness and encourage staff to complete the survey.</p> <p>In total 1291 members of staff completed the survey; 492 paper copies were completed and 799 surveys were completed online.</p>	
	<p>Council's Performance against its Well-being objectives for 2018-19</p>	<p>With reference to the Corporate Performance Indicators, Members were concerned by the increase in percentage of indicators 'Worse than last year' and similarly with the percentage of 'Better than last year' Performance Indicators decreasing year on year.</p>	<p>Directors provide an overall comment on the dashboard to set out performance and the challenges faced. It is recognised that this is challenging in an environment where further MTFS savings are required which can sometimes impact on the ability to maintain or improve on performance. Where indicators are shown as off target or are worse than last year, there is a commentary box alongside which provides detailed explanations as to why this is the case and what actions are being taken to mitigate against this going forward, where required. There can be a number of reasons for worse performance, including staffing vacancies, external providers influencing performance, the inability to influence an indicator. For example, there were 14 residential units approved in Bridgend Town Centre in 17-18. In 2018-19, there were 0, but that is because there were no applications received. Equally some indicators have reached a peak, for example less managers undertook absence management training in 2018-19 than they did in 2017-18, but that is because as most managers had already undertaken training in 2017-18, there was less that needed to do the training the following year.</p>	

<p>17/07/2019</p>	<p>Council's Performance against its Well-being objectives for 2018-19</p>	<p><b>Additional information</b></p> <p>The Committee note that long-term sickness remains high and has increased in the last year, therefore, Members requested to receive detail of what options are available for people who are off work to aid an earlier return. For example:</p> <ul style="list-style-type: none"> <li>• Working from home;</li> <li>• Reduced working hours.</li> </ul>	<p>Managers able to consider a range of options to assist employees to remain in work and to facilitate an early return to work. The options available will depend upon the nature of the role and other service related matters as well as the nature of the absence.</p> <p>In cases of long term absence:</p> <ul style="list-style-type: none"> <li>• Regular welfare meetings are arranged which will include discussions about plans and options for the employee to return to work.</li> <li>• A phased return to work may assist an early return and this is planned on an individual basis to meet individual circumstances.</li> <li>• Reasonable adjustments in the workplace are considered, whilst this can include a temporary variation to the working hours/pattern or in the nature of duties</li> <li>• For employees who have a disability the government's Access to Work employment support programme could also help employees return to work through practical and financial help</li> <li>• Employees are entitled to accrue their annual leave, so this can also be used to support a phased return.</li> <li>• Employees who have been approved for homeworking could work at home, depending on individual circumstances, providing this does not have an adverse impact on the service and they are fit to do so.</li> <li>• Advice is also sought from Occupational Health including supportive action to return to work and any adjustments needed</li> <li>• Employees can access the council's Employee Assistance programme for a range of counselling and information support</li> </ul>	
		<p>With reference to the Local Authority losing experienced people, the Committee request to receive details of Exit Interviews to ascertain why staff are choosing to end employment with the Council.</p>	<p>The council does not have a policy for routinely undertaking exit interviews for all leavers. Exit interviews are only held in some areas where there are recruitment and retention challenges.</p>	

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 SEPTEMBER 2019

#### REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of Report.

##### 1.1 To present:

- a) the items due to be considered at the Committee's meeting scheduled to be held on 7 November 2019 and seek confirmation of the information required for the subsequent meeting, scheduled to be held on 13 January 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 17 July 2019. It is for the Committee to determine any further detail to

request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.

- 4.2 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.3 Attached at **Appendix 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.<sup>1</sup>
- 4.6 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.
- 4.7 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### Identification of Further Items

- 4.8 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

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

- 5.1 The work of the Corporate Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or

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

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 7 November 2019 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.

<b>DATE OF MEETING</b>	<b>COMMITTEE</b>	<b>SUBJECT</b>
9 Oct 2019	SOSC 1	Plasnewydd – Escalation from MSEP
10 Oct 2019	SOSC 2	Prevention & Wellbeing Approaches and Day Time Opportunities
30 Oct 2019	SOSC 1	Post 16 Education - Consultation
14 November	SOSC 3	Enforcement
2 December	SOSC 1	Budget
9 December	SOSC 2	Budget
16 December	SOSC 3	Budget

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## Corporate Overview and Scrutiny Forward Work Programme 2019-20

Meeting Date	Item	Scrutiny Officer	Author	Further Information	Invitees
Page 63 07-Nov-19	Budget Monitoring 2019/20 - Q2 Forecast			To review and monitor financial performance for Q2	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
13-Jan-20	Q2 Performance 2019-20 Information Only			Quarter 2 performance report addressing how the Authority is meeting its corporate plan commitments, milestones and indicators - report for information along with written feedback from Scrutiny Chairs from CPA in order for the Committee to highlight any areas that need to be picked up on the FWP.	NA
	Medium Term Financial Strategy 2020-21 to 2023-24			To receive 2020-21 MTFS Proposals for Chief Executive Directorate.	Mark Shephard, Chief Executive; Deputy Leader; Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing; Gill Lewis, Interim Head of Finance and S151 officer.
	Capital Strategy 2019-20 Onwards			Scrutiny Chairs agreed to review this item annually prior to the report going to Cabinet 11 February 2020.	Leader/Deputy Leader; Gill Lewis, Interim Head of Finance and S151 officer; Debbie Exton
	Medium Term Financial Strategy 2020-21 to 2023-24 and Draft Budget Consultation Process			Collate all Subject Overview and Scrutiny Committee and BREP feedback and comments for approval.	NA
	Corporate Plan			To comment on the Council's draft Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators.	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
13-Feb-20	Budget Monitoring 2019-20 – Q3 Forecast			To review and monitor financial performance for Q3	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
23-Mar-20	Provisional LDP			Members asked to receive the Bridgend Replacement Local Development Plan at the next stage - following consultation in October. To possibly open invitation to all Members	

Items for the future

Page 64	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.
	Cardiff Capital Region City Deal		Members have asked to receive an annual report with a Bridgend County Borough focus.  Suggested date March 2020	Mark Shephard
	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
	<p>Potential item for Scrutiny Chairs Research Group/REP</p> <p>Collaboration Work with the Police</p>		<p>Feedback from BREP on subject of Collaboration with the Police - The Panel highlighted the need to work more closely with the Police and therefore proposed thatan item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered:</p> <p>a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained be the LA to inform all Members, members of the public, Inspectors and PCSOs;</p> <p>b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;</p> <p>c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.</p> <p>d) The need for a joint plan between Police and the LA;</p> <p>Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement; Update on valleys Task Force How are the LA benefiting from collaborative work - value for money and contribution to budget savings</p> <p>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></p>	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		<p><i>Item proposed by SOSC 2.</i></p> <p>The Committee agreed that the subject of Partnerships and Joint Working in relation to Prevention and Wellbeing, such as in respect of the Police and Fire Service, be put forward for the CORP FWP.</p> <p><i>(Does this not fit with the above?)</i></p>	



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p>	<p>Supporting Communities in Bridgend to be Safe and Cohesive</p>		<p>At its 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><b>Scrutiny Chairs Research Group</b></p> <p>Strategic Review of Health &amp; Safety Responsibilities</p>		<p>Practice , Policy and review of reported "near misses".</p> <ul style="list-style-type: none"> <li>- How many near misses have been reported?</li> <li>- How did we respond?</li> <li>- What lessons have been learnt?</li> </ul> <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&amp;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>	

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The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings:

Date	Subject Committee	Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested invitees	Prioritised by Committees
09-Oct-19	SOSC 1	Plasnewydd	MSEP Escalation to Committee			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, Link Officer Andy Rothwell, CSC Senior Challenge Advisor; Simon Phillips, CSC Challenge Advisor; Andrew Williams, Acting Managing Director CSC Head Teacher Chair of Governors	
10-Oct-19	SOSC 2	Prevention & Wellbeing Approaches and Day Time Opportunities	To provide Scrutiny the opportunity to add value to a possible delivery model for day opportunities.			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; Mark Wilkinson, Group Manager, Learning Disability, Mental Health and Substance Misuse; Andrew Thomas, Group Manager - Sports and Physical Activity; Denise Moultrie, Senior Manager – Local Authority Inspection; Kay Harries, Operations and Partnership Manager - BAVO	
TBC	SOSC 1	Post 16 Education - Consultation	Report scheduled to go to Cabinet in April 2019 incorporating comments from Scrutiny. This is a further report to receive hard options now going forward for Post-16 Education. Incorporate Penybont model- for discussion		Timings TBC with SIG - when go to Cabinet and Scrutiny etc around Oct 2019 approx	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; John Fabes, Specialist Officer Post 16 Education and Training Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Managing Director CSC Youth Mayor	
04-Nov-19	SOSC 3	Enforcement	Report on enforcement carried out by the Council including reasons for not enforcing fines. * Receive an update on the procurement of an external contractor to undertake enforcement action on littering in the Borough; * Statistics on number of tickets issued, broken down by time and by who * Clarity the role of PCSO's in respect of fixed penalties * Details on the process if fixed penalty isn't paid e.g. legal process  Report to include an update on the enforcement vehicle to enable Members to monitor performance: * Detailed feedback on vehicles use; * How are the recordings viewed? * Statistics in relation to letters and details of enforcement.	Prioritised by at FWP Workshop	Last received June 2018	Mark Shephard, Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services; Kevin Mulcahy, Group Manager - Highways & Green Spaces; Sian Hooper, Cleaner Streets & Waste Contract Manager; Rachel Jones, Corporate Procurement Manager; Representative from legal Representative from Enforcement Agency	
09-Mar-20	SOSC 1	Tynyrheol	MSEP Escalation to Committee			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; Head and COG and Challenge Adviser?	

TABLE B

For prioritisation							
Item				Rationale for prioritisation	Proposed date	Suggested invitees	
Transformation Grant	To provide an update on progress made with working with 3rd Sector to enhance 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;	
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. <i>A report is due to go to Corporate Parenting 6 March 2019. Do Members want to receive as information only or as a discussion item?</i>				Corporate Director proposed for later in the year, say Dec 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
Member and School Engagement Panel - Annual Report	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel					Spring term 2019 - Plasnewydd Primary School; Summer term 2019 - Ogmere Vale Primary School; Autumn term 2019 - Tynyrheol Primary School.	

<p>Strategic Review of Health &amp; Safety Responsibilities</p> <p>Page 68</p>	<p>Practice , Policy and review of reported "near misses".</p> <ul style="list-style-type: none"> <li>- How many near misses have been reported?</li> <li>- How did we respond?</li> <li>- What lessons have been learnt?</li> </ul> <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><b>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.</b></p> <p><b>Item to include information gathered from Scrutiny Chairs Research Group</b></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>Education Outcomes</p>	<p>See Feedback from 30 January 2019</p>		<p>Feb-20</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; Managing Director CSC Representative from School Budget Forum</p> <p>Headteacher Representation</p>	
<p>New Curriculum Changes</p>	<p>Report on changes to new curriculum and how this is impacting on schools</p> <p>Need to determine purpose of report - whether this needs scrutinising or presentation to Members outside of Committee</p>		<p>TBC - 2020</p>	<p>Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Managing Director CSC</p> <p>Headteacher representation</p>	
<p>Home to School Transport</p>	<p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings: Update on pilot that school transport team proposing to run in Spring and Summer terms 2017-2018 - to support the enforcement of bus passes on home to school transport contracts. As part of this pilot, the Authority is also investigating opportunities to track the use of our school bus services by individual pupils. Update on Recommendation from BREP: The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers. To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees to be scrutinised to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport Report to include Update on the current arrangements of how licensing and school transport operates within the County Borough since the change in 2015 to the Police National Policy for disclosing non-conviction information to the local authority. Information to include a report from South Wales Police on its approach to disclosing information it holds about licencees following arrests, charges and convictions. What is the current relationship between the local authority's licensing and school transport departments in relation to the disclosure of information from South Wales police? Is there sufficient oversight on behalf of the local authority and a risk of contractors withholding information which may prejudice the continuation of their contract? Further proposed that Communities be invited to add to report and attend meeting to update Committee on safe routes assessment to determine what work has been undertaken since funding was allocated to this over a year ago.</p>	<p>Receipt of the external review of transport report not due until end of August. Report not ready until November at the earliest.</p>	<p>SOSC 2 Prioritised January 2020</p>	<p>Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Phil White, Cabinet Member for Social Services &amp; Early Help (To stand in for Cllr Smith); Cllr Richard Young, Cabinet Member Communities Nicola Echanis, Head of Education and Early Help. Mark Shephard, Chief Executive; Zak Shell, Head Of Operations - Community Services; Robin Davies, Group Manager Business Strategy and Performance; Sue Cooper, Corporate Director Social Services and Wellbeing.</p>	
<p>Plastic Free Bridgend</p>	<p>During a OPM it was suggested that this topic should be a research item. What items we procure that uses single use plastic; what choices does that Authority have along with financial implications. To receive an update on the previous recommendations made on 23 July 2018: • Members suggest that the Authority should take the lead on reducing single use plastic and encourage local businesses to follow suit. Officers responded that this would be discussed at Cabinet/CMB; • Members recommend that the Authority use social media to communicate what can be recycled at kerbside and at Community Recycling Centres;</p>	<p>SOSC 1 Prioritised</p>		<p>Mark Shephard, Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services;</p>	
<p>Empty Properties</p>	<ul style="list-style-type: none"> <li>• To consider the impact of the removal of the 50% discount, after a suitable period of time to allow it to have an affect;</li> <li>• 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;</li> <li>• 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;</li> <li>• 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;</li> <li>• To consider how the Authority deals with property owners who persistently refuse to engage with the Council.</li> <li>• To consider any future alternative strategy that relates to Commercial properties.</li> </ul>			<p>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 &amp; Community Jonathan Flower - Senior Strategic Officer</p>	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 69</p> <p><b>Emergency Accommodation</b></p>	<ul style="list-style-type: none"> <li>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;</li> <li>To receive an update in relation to Members recommendation to explore the opportunity to utilise surplus Local Authority owned buildings;</li> <li>Members request a site visit to the Kerrigan Project direct access floor space facility that is managed by Gwalia.</li> </ul>		<p>Corporate Director proposed that these items should be presented at the same time.</p> <p>Emergency Accommodation, Homelessness Strategy and Supporting People Grant.</p>	<p>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 &amp; Community Jonathan Flower - Senior Strategic Officer</p>	
<p><b>Homelessness Strategy</b></p>	<p>Members requested that the report include:</p> <ul style="list-style-type: none"> <li>Progress on implementation of the strategy;</li> <li>Report to include information on vulnerable groups such as ex-offenders and care leavers.</li> </ul> <p>Members raised questions in that Bridgend have 8 people sleeping rough but have 13 empty beds?</p>			<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 &amp; Community Regeneration; Joanne Ginn, Housing Solutions Team Manager.</p>	
<p><b>Supporting People Grant</b></p>	<p>Following the implementation of the Homelessness Strategy, Members have requested to receive a further report on the Supporting People Grant and provide an update in relation to what steps have been implemented as recommended by the Independent Review undertaken.</p>			<p>Mark Shephard, 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>	
<p><b>Secure Estate</b></p>	<p>Possibly an information report to follow up on recommendations made on 31 May 2018. Are G4S a profit making organisation?</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; Laura Kinsey, Head of Children's Social Care;</p>	
<p><b>Welsh Community Care Information Systems (Information Report)</b></p>	<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</p>			<p>NA</p>	
<p><b>Early Help and Childrens Social Care</b></p>	<p>Presentation provided to Corporate Parenting on the below issues.</p> <ul style="list-style-type: none"> <li>Detail of the process for a child coming into care - From a referral being received to a decision being made;</li> <li>How is ongoing support established as well as any associated costs;</li> <li>How is the step down or step up process monitored?</li> <li>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?</li> <li>Historical data to enable Members to determine if there has been any progress made;</li> <li>Report to include clearer evidence of outcomes;</li> <li>More examples of case studies outlining processes, challenges and outcomes achieved;</li> <li>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.</li> </ul> <p><i>A report to be provided detailing position statement one year on. (May 2020)</i></p>		<p>Corporate Director suggested 01/05/2020</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;</p>	
<p><b>ALN Reform</b></p>	<p>To receive an update on implementation on the act.</p>		<p>September 2020 SOSC1</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 John Fabes, Specialist Officer Post 16 Education &amp; Training.</p>	
<p><b>Empty Commercial Property</b></p>	<p>Members requested that the report include:</p> <ul style="list-style-type: none"> <li>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.</li> </ul>			<p>Mark Shephard, Chief Executive; Zak Shell, Head of Operations - Community Services</p>	

<b>Mental Health Strategy</b>  <b>Page 70</b>	<p>Members requested that the report include:</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Provide details on Section 136</li> </ul>			<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>	
<b>Dementia Care</b>	<p>Members requested that this remain on the FWP to see what progress has been made since this last came to Committee in April 2019</p> <ul style="list-style-type: none"> <li>• An update on plans to enable alternative options for short break beds</li> <li>• Members have asked for an update in relation to carrying out dementia awareness training through Corporate Training;</li> <li>• Facts and figures on Dementia Care through Cwm Taf.</li> </ul>		<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>	
<b>School Governing Bodies</b>	<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.</p> <p>At SOSC 1 on 29 April 2019, Committee also concluded the following in relation to comments from MSEP:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• That the proposed School Governor job description also include the days of scheduled meetings to outline what commitment the post would necessitate;</li> <li>• Due to training sessions being cancelled due to non-attendance, Members request that the promotion of School Governor training sessions is explored;</li> <li>• That a selection of School Governor representatives are invited to attend the meeting to provide their views.</li> </ul> <p><i>(see responses to this feedback)</i></p>				
<b>Movement of Pupils</b>	<p><i>From MSEP Plasnewydd (raise at next OPM with Lindsay/Nicola)</i></p> <p>Based on evidence received, the Panel requested that a scoping exercise be carried out by Scrutiny Officers to determine whether there is an item suitable for Scrutiny in relation to the movement of pupils from Welsh Schools to English schools within the County Borough.</p>				

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
Social Services Commissioning Strategy	To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: <ul style="list-style-type: none"> <li>• Regional Annual Plan</li> <li>• Bridgend Social Services Commissioning Strategy</li> </ul>	
Cwm Taf Regional Working	Provide an 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	