

## Recommendations made by BREP 2017-2018

	<b>BREP Recommendation</b>	<b>Cabinet Response</b>	<b>Update as at May 2018</b>
<b>Rec 1</b>	The Panel recommend that Corporate Leadership is enhanced to bring Directorates together and ensure collaboration within and across all Directorates. Members further proposed that future quarterly reviews through Corporate Performance Assessments look to incorporate Scrutiny representation.	<p>Cabinet have agreed that scrutiny chairs attend CPA. This is to avoid duplication and to help scrutiny agenda planning complement the existing performance management regime.</p> <p>Collaboration within and between directorates is well developed as evidenced through things like the early help and safeguarding board (co-chaired by two directors and bringing services together), CPA (chaired by the Chief Executive and bringing all directors and heads of service together) and a number of corporate groupings that are populated with managers from across the organisation such as health and safety, web redesign etc. However this is something that we need to continue to develop further in order to keep supporting our goal of working as one council. The Chief Executive is reviewing the arrangements for senior management group development and is giving consideration to opportunities to strengthen corporate leadership through the senior management structure review.</p>	<p>On-going discussions to engage staff through a variety of channels.</p> <p>One Council working being strengthened at all levels through senior management structures and MTFS.</p>

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<p><b>Rec 2</b></p>	<p>The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.</p>	<p>Much of this has been explored already and it is evident that there are significant operational and policy problems in trying to progress this. However, Cabinet will consider extending any existing fleet review into a whole Council review with the view to fully utilise the resource we have. Furthermore the balance between effort and resource required to implement change in this area needs to be proportionate to the savings that may be made. Members should note that we have, and continue to, direct our change resource to bigger targets such as social services remodelling, post-16 review and the digital programme.</p> <p>Specifically, day services have been subject to a recent review which has included changes to transport arrangements. Further changes incorporating schools is very complex however every opportunity will be taken to continue to maximise transport resources in the future.</p>	<p>Further to discussion at Corporate Management Board, the Interim Director for Education and Family Support has been commissioned to establish a 'task and finish' group to scope an external review of transport arrangements, potentially across the organisation.</p> <p>The scoping exercise for the external review will conclude by the end of Q1 (i.e. 30 June 2018).</p> <p>If the external review is agreed, we would hope to receive a report by the end of Q3 (i.e. 31 December 2018).</p>
<p><b>Rec for Scrutiny 1</b></p>	<p>Whilst understanding the risks, Members welcomed the school transport pilot and suggested that the pilot and its outcomes are considered by Scrutiny as part of their Forward Work Programme.</p>	<p>Added to the Scrutiny FWP – to be allocated to a date</p>	

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<p><b>Rec 3</b></p>	<p>The Panel recommend that there needs to be a cultural shift in the way the LA works with TCC with clear strategic leadership backed by Cabinet Support. As part of achieving the Corporate Priority 'Supporting a Successful Economy', there needs to be emphasis on maintaining neighbourhood services to help ensure attractiveness for future investment.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>With regard to the way the Council works with Town and Community Councils moving forward please see answer provided to recommendation number 1.</p> <p>Maintaining neighbourhood services to their current level is obviously dependent on the relative allocation of budget to this service area as well , where possible, finding alternative ways of delivering services more cost effectively , for example in partnership with other organisations.</p>
<p><b>Rec 4</b></p>	<p>The Panel recommend that to ensure effective collaborative working between the LA and TCCs there needs to be a dedicated officer to drive it from the LA, similar to the role that is in place for CATs. The Panel propose also introducing Service Level Agreements between both parties to ensure the required support is in place.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>The current funding for the Community Asset Transfer Officer ends in Autumn 2018. It is proposed to make a case to the 'Change Fund' to extend but widen the remit of the current role to combine CAT with a liaison role with town and community councils to promote greater collaboration and joint working. However, for such a case to be compelling it will also require that the current CAT processes are reviewed to promote the likelihood of more transfers moving forward in order for the business case to 'stack up ' . If a dedicated officer is appointed they can work with Town and Community Councils to determine how best they can be supported, including consideration of service level agreements.</p>

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<p><b>Rec to TCC Forum and Charter Working Group 1</b></p>	<p>The Panel recommend that the TCCs agenda an item for their retrospective town or community council to pursue whether or not there is appetite for creating a role to act as a strategic co-ordinator between LA and TCC. The Panel propose that this role could be funded by top-slicing the individual TCC precept and match funded corporately by the LA. Members highlighted the need to include what the role would cover and what positive outcomes this post would create.</p>	<p>Agreed, an appropriate paper will be prepared for the town and community council forum in due course to promote a discussion about how best this can be achieved.</p> <p>A review will also need to be undertaken of the success of the current CAT Officer and potentially make a case for change management funding to extend the role with a widened remit that would include being the main TCC Collaboration and Liaison Officer.</p>	
<p><b>Rec 5</b></p>	<p>It is recommended that Cabinet support the proposal to provide match funding for a strategic co-ordinator role between TCCs and the LA, to take forward joint working following clarification of sufficient uptake by TCCs.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>The current funding for the Community Asset Transfer Officer ends in Autumn 2018. It is proposed to make a case to the 'Change Fund' to extend but widen the remit of the current role to combine CAT with a liaison role with town and community councils to promote greater collaboration and joint working. However, for such a case to be compelling it will also require that the current CAT processes are reviewed to promote the likelihood of more transfers moving forward in order for the business case to 'stack up'.</p>
<p><b>Rec 6</b></p>	<p>The Panel recommend that a scoping exercise be undertaken to explore the possibility of TCCs buying in various services from the LA. This exercise needs to take into account the cost of TCCs buying directly from the LA compared with TCCs employing their own staff which would incorporate on-costs including training and health and safety.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>This exercise would be a considerable undertaking at any scale. It is therefore dependent on having a dedicated officer to lead on the work. As such it relates directly to the response given to recommendation number 4 and 5.</p>

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<p><b>Rec to TCC Forum and Charter Working Group 2</b></p>	<p>Members highlighted the need to encourage TCCs to work more collaboratively with other TCCs and with the LA to enhance their viability to maintain services that otherwise may not continue to be funded by the LA. The Panel also suggested that procuring services jointly could ensure increased value for money for their residents. Members therefore recommended that these comments be presented to the TCC Forum and the Charter Working Group to assist with their ongoing review of the Charter.</p>		
<p><b>Rec 7</b></p>	<p>The Panel recommend that TCCs be provided with an accurate, up to date detailed list of available assets before their precepts are set in November/December and ensure the list is maintained regularly to illustrate when assets are no longer available.</p>	<p>This would need to be considered as part of an overall review and strategy moving forward aligned to policies such as community asset transfer, and consideration would also need to be given to ensuring that all relevant Council departments are resourced to respond to opportunities for joint working rather than just employing a coordinator, or in isolation such a post is likely to lead to increased expectations but potential frustration if they cannot be progressed. A review of roles and responsibilities of each party will be required.</p>	<p>Agreed, this can be provided in time to meet the deadlines stated.</p>

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<p><b>Rec 8</b></p>	<p>Members recommend that a definitive deadline be provided in relation to the Community Asset Transfer process outlining when the Council would no longer support the Asset or service.</p>	<p>Cabinet recognise that sometimes a more definitive deadline would be helpful in promoting Community Asset Transfer and are currently considering options with regard to a review of Parks and Playing Fields in particular.</p>	<p>With regard to parks and playing fields including parks pavilions, it is proposed that a strategy is brought to Cabinet for approval and then consultation this summer / autumn, which will be intended to stimulate the CAT process and provide clear timelines to sports clubs and town and community councils regarding when Council support for services is likely to diminish or go all together. Such a strategy is more complicated for some other assets but the principle suggested is accepted where appropriate.</p>
<p><b>Rec 9</b></p>	<p>The Panel recommend a review be undertaken to consider how other LAs within Wales work with the police in relation to community policing. Members propose that the LA look to adopt similar processes as the likes of Cardiff and Neath Port Talbot in relation to the roles and responsibilities between the Authority and the Police and also how they respond to instances such as lane clearance in un-adopted areas.</p>	<p>The Leader and Chief Executive will explore this suggestion through their existing and regular liaison with the Police and Crime Commissioner, Chief Constable and local BCU command structure.</p>	<p>On-going</p>

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<p><b>Rec for Scrutiny 2</b></p>	<p>The Panel highlighted the need to work more closely with the Police and therefore proposed that a Research and Evaluation Panel be established to look at Policing of the borough on a local level. Members proposed the following points and areas to go to the Research and Evaluation Panel for consideration as part of their ongoing investigative work:</p> <ul style="list-style-type: none"><li>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;</li><li>b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;</li><li>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.</li><li>d) The need for a joint plan between Police and the LA;</li><li>e) How the Police assist the LA in relation to safeguarding vulnerable adults and children.</li></ul>	<p>Added to the Scrutiny FWP. A report is scheduled to be presented to Corporate Overview and Scrutiny Committee on 26 July 2018.</p>	
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<p><b>Rec 10</b></p>	<p>The Panel recommend that the projected overspend for Social Services for 2017-18 that will roll over for 2018-19 should be made clearer in the final budget report to Council and Cabinet so that it is fully understood that their current projected budget savings for 2018-19 actually equate to around £2.2m, not the £350,000 it appears from the individual budget proposals.</p>	<p>The MTFS makes it clear that all overspending services need to make those savings to restore the budget to balance.</p>	<p>All MTFS proposals including previous years are monitored periodically and reported to cabinet.</p> <p>The service has developed a financial plan to meet the unachieved MTFS savings from previous years. The plan is in the process of being finalised and a corporate group, chaired by the Chief Executive and attended by the Section 151 Officer has been established as part of the governance arrangements. This will be monitored and reported in addition to the 2018-19 MTFS proposals of £350,000. The service recognises that this is a challenging figure to meet and that some difficult decisions will have to be made going forward.</p>
<p><b>Rec for Scrutiny 3</b></p>	<p>The Panel recommend that Scrutiny receive data relating to the Early Help and Safeguarding Board's joint dataset referred to by the Corporate Director – Social Services, which will evidence how the work being undertaken in relation to Early Help has impacted directly on social services.</p>	<p>Added to the Scrutiny FWP. A report detailing this information was presented to SOSC 1 on 16 April 2018.</p>	
<p><b>Rec for Scrutiny 4</b></p>	<p>The Panel recommend that Scrutiny receive the Social Services Q1 Financial Plan as soon as possible detailing the proposals for how the Directorate are going to make the savings over the forthcoming year. The Panel requested that the Chief Executive also attend this meeting to present a corporate perspective.</p>	<p>Added to the Scrutiny FWP. A report detailing this information was presented to Corporate on 29 March 2018.</p>	

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<b>Further Info for Scrutiny</b>	<p>Detail of where the Authority stands in terms of numbers of teenage pregnancies compared with the rest of Wales and what is being done to educate and support young people;</p>	<p>"Please see attached. This data has been taken from Stats Wales. This is the most up to date data. The attached has a column that shows ratings for each LA per 1,000 population.</p> <p>In respect of support services, parents residing in a Flying Start area receive an enhanced level of support from midwifery, Health Visitors, Early Years Advisors and Family/Parenting support workers. However, this only offered during pregnancy.</p> <p>In respect of prevention, ABMU have advised that a standard sexual health and relationship programme is offered within schools, generally facilitated by school nurse. The school nurse is able to offer advice, guidance and signpost for additional support if required. If there is a need for any additional support, the health board are able to consider and look into this.</p> <p>Within the LA, our Health and Wellbeing team deliver work to 11-25 year olds around sexual health, healthy relationships work. This is delivered within the community on a 1-1 or group basis. "</p>	
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<p><b>Further Info for Scrutiny</b></p>	<p>Detail of the FTE for the 51 employees that have left the authority in the last 12-18 months from the Social Services Directorate and where these have come from, i.e. what staffing level.</p>	<p>"Between 31/03/2016 and 31/12/2017 there has been an overall headcount reduction in Social Services and Wellbeing. Whilst the headcount reduction is 51, this does not simply equate to 51 leavers. The reduction will have been as a result of workforce movement in the Directorate which will have included;</p> <ul style="list-style-type: none"> <li>· Internal movement – employees transferring in to or out of SS&amp;WB from other council directorates</li> <li>· Organisational starters – new employees to the organisation. New starters may not directly replace leavers.</li> <li>· Organisational leavers – employees leaving the organisation altogether. Not all leavers will be directly replaced</li> <li>· Service review – departmental structures are constantly under review, which will impact on the number and type of positions in a department</li> </ul> <p>The net workforce reduction is therefore as a consequence of a far greater number of changes to the workforce."</p>	
<p><b>Rec to Corp Director Education and Family support 1</b></p>	<p>The Panel recommend introducing stronger support and Governor training that is streamlined to focus on priorities to assist Governors with effectively managing and scrutinising their school's budget.</p>	<p>The Government of Maintained Schools (Training Requirements for Governors) (Wales) Regulations 2013 sets out the mandatory training requirement for governors. While financial training for governors is not considered mandatory, the local authority offers training to all governors on financial matters.</p> <p>The responsibilities that governors have for supporting the management of school budgets are a specific focus of this training. This training is provided on an annual basis by the Council's Finance Department. Governors are also able to access cross-border training, in that they can attend training that is offered by the other four partner local authorities in the Central South Consortium.</p>	

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<p><b>Rec to Corp Director Education and Family support 2</b></p>	<p>Members raised concerns highlighting that the Education Directorate always seem to choose the smallest figure and further concluded that the LDP has a focus on primary school provision with less on secondary, Special and Welsh schools. The Panel therefore recommend that Education, Social Services and Health work more closely with the Planning department to develop the Local Development Plan to ensure involvement in the whole process and to provide more influence on its content. This is to include consideration of all ages and all types of education, for example, access to Welsh and Special schools.</p>	<p>The vast majority of the housing developments identified within the current Local Development Plan (LDP) impact most heavily on the availability of primary school places. Schemes which have been progressed as part of Band A and more recently, Band B, of the School Modernisation Programme have been identified to ensure that there sufficient school places, so that the Council can fulfil its statutory duty.</p> <p>The Development Planning Manager (Planning Department) is a member of the team that worked on the Strategic Review of Schools which helped inform Band B. She also sits on the School Modernisation Programme Board and is a member of the project team for all Band B schemes. She gives advice regarding LDP sites within the current plan, including size of site in terms of housing (type and number) and build out rates. This information is used to calculate pupil projections which help inform the planning of school places and s106 contributions.</p> <p>Notwithstanding the above, the Education and Family Support Directorate will work closely with planners in the development of the new LDP and help shape the next plan in respect of education provision across all sectors.</p>	
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<p><b>Rec 11</b></p>	<p>The Panel recommend that schools are encouraged to look at all aspects for savings and income generation such as halls and sports facilities etc, with detail of this included in their school plans. This will not only assist local communities but will also help minimise the impact of potential future budget savings possibly being introduced for schools in forthcoming years.</p>	<p>Cabinet recommend that BREP undertake a thorough review of all fees and charges to inform next year's MTFS.</p> <p>Schools are supported to exploit commercial opportunities wherever possible. That said, significant work has been undertaken by Bridgend and other local authorities in respect of income generation, and the outcomes have been variable. We will address this issue with Headteachers in future Bridgend Association of Secondary Headteacher and Primary Federation meetings.</p>	<p>Budget management is a fixed item on all Director's update at all Primary Federation Executive and Bridgend Association of Secondary Headteacher meetings.</p> <p>An update on activity to date has been provided to Corporate Management Board.</p> <p>An Education and Family Support Directorate Performance and Financial Monitoring Board has been established to consider individual school budgets on a monthly basis.</p>
<p><b>Rec 12</b></p>	<p>With reference to income generation from schools facilities, Members recommend that a standardised fee programme is introduced and provided to head teachers as a guideline to proposed fees. This needs to take into account the charges of other local facilities within the County Borough to ensure they are competitive.</p>	<p>See response to Recommendation 11. Officer will discuss this recommendation with Headteacher colleagues and will develop a summary report to assist further exploration of this issue.</p>	<p>This recommendation has not been progressed to date.</p> <p>This work will be initiated during Q3 (i.e. by 31 December 2018).</p>
<p><b>Rec to schools</b></p>	<p>It is recommended that schools take account of the ongoing maintenance costs of their facilities when considering income generation and that the two are linked in school maintenance plans. This will ensure schools are taking into account long term planning for future replacement of such things as pitch surfaces.</p>	<p>Cabinet accepts the recommendation. Officer will work with schools to ensure they are aware of this requirement and maintenance plans are updated accordingly. This is a feature of the new corporate landlord model. The long term considerations of school based assets remain a partnership activity between schools and the council as the owner of these assets.</p>	<p>The Corporate Health and Safety Unit is currently visiting all schools to complete individual audits of buildings and grounds.</p> <p>The resultant reports will inform school plans and enable PRPs (Premises Responsible Persons) to dispense their duties effectively.</p> <p>This recommendation is also part of the Corporate Landlord model and, as this facility matures, officers will provide further updates.</p>

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<p><b>Rec 13</b></p>	<p>Following discussion over the Schools Music Service and with reference to possible future budget pressures within schools, the Panel recommend that as the Music Service is a select service, that its allocated funding be removed in favour of retaining key school staff. The Panel further proposed that the funding be subsidised by the child's parents, by way of means testing. The Panel further recommend that when the above proposal is considered the following points are taken into account:</p> <ul style="list-style-type: none"><li>• What level of music service provision is mandatory;</li><li>• What service provision is each school providing;</li><li>• How many pupils are currently paying for music provision</li><li>• Equality Impact Assessment.</li></ul>	<p>The School Music Service has recently been reviewed and substantial savings have already been made. Parents currently subsidise through their "friends" organisation.</p> <p>Cabinet considers means testing to be detrimental to the children accessing the service from disadvantaged and lower-income backgrounds. Cabinet further considers that the administration of this testing would be significantly disproportionate to the cost of the service.</p>	<p>No further activity has been completed in respect of this recommendation to date.</p> <p>However, the Music Service will be providing an update in relation to performance to the Directorate's Senior Management Team on 22 May and will be engaged in strategic budget discussions in respect of the medium-term financial plan in a workshop on 29 May.</p>
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<b>Rec 14</b>	<p>The Panel recommend that in order for the Festival of Learning event to be funded, it must evidence clear measureable outcomes towards raising education standards. The Panel further recommend that Scrutiny receive detail of this for information as well as specifics of what the teachers will provide at the event to offer more of an understanding of the structure and content of the event.</p>	<p>Cabinet has already accepted this approach as part of the budget pressure submission. Officers will ensure a report is available for Scrutiny by Friday 2 March 2018. The report will provide a summary of activity to date and a suite of projected outcomes.</p>	<p>A full benefits realisation plan (which outlines anticipated outcomes) has been developed and submitted to Scrutiny. An update paper is currently being developed and will be submitted to Scrutiny/BREP by 31 May 2018 for further consideration.</p> <p>A comprehensive professional development workshop programme has been prepared which outlines, in detail, the contents of each of the 99 workshops on offer throughout the week.</p> <p>Outline information in respect of the other key events (i.e. the Symposium and Learners' Day) have already been provided to Scrutiny/BREP.</p>
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<p>Rec 15</p>	<p>The Panel recommend that the Directorate pursue sponsorship from local businesses and Bridgend College to fund the Festival of Learning. The Panel recommend that schools select a broad range of pupil representation to partake in the event to ensure there is a variety of views being incorporated.</p>	<p>The issues of inclusivity and sponsorship to mitigate the costs have already been accepted by Cabinet as part of the initial budget pressure proposal, and Cabinet would thank scrutiny for endorsing this approach. There is a commitment to a broad range of pupil representation. Officers are currently working with Central South Consortium and Bridgend College with a view to reducing the cost of the week-long event. Local businesses have not, as yet, been approached re financial support. We will ensure that the views of learners from all schools (and the pupil referral unit) are used to inform the event.</p>	<ul style="list-style-type: none"><li>• We anticipate that the Festival of Learning 2018 will cost in the region of £32k.</li><li>• Due to funding from Central South Consortium (CSC) and local businesses, <b>we anticipate that the total contribution from Bridgend County Borough Council in respect of the Festival of Learning 2018 will be in the region of £10k.</b></li><li>• Officers have liaised with the STEM Group, led by Bridgend Ford support and participate in the Festival of Learning 2018.</li><li>• Officers have issued a notification of the Festival of Learning 2018 and a request for support in the local business forum newsletter (which will be published on Monday 25 May).</li><li>• Several businesses have been approached to sponsor the event. While discussions are ongoing, we have already received agreement in principle from WHSmith and Asda to sponsor the event.</li><li>• Education and Family Support Directorate officers are currently working with officers from the Projects and Business Approach Team in the Communities Directorate to maximise local business engagement in the Festival of Learning 2018.</li></ul>
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			All school councils are involved in planning for the event. This means that c. 730 pupils are directly involved in the event (with, as previously advised, 120 pupils, representing every school and pupil referral unit in the county, attending the Learners' Day).
<b>Rec 16</b>	The Panel applaud the leadership approach and innovation being introduced within the OAPS Directorate but recognise and recommend the need to be vigilant to that fact that further cuts in this area can have a significant impact on frontline services across the LA.	Cabinet accepts the recommendation.	It is recognised that support services directly impact the ability to deliver front line services. The Directorate proposes to continue to challenge the method of delivery and costs of support services to ensure that they continue to provide services aligned to the needs of front line services but are also able to demonstrate cost and quality effectiveness.
<b>Rec 17</b>	The Panel recognise that it is sometimes more straight forward to introduce change in some Directorates than others, however recommend that there needs to be more Transformational Leadership and culture change across the LA, thus ensuring that long term, realistic planning and change is clearly conveyed and understood by staff at all levels and that future needs, both budgetary and service, can be met.	The Corporate Management Board oversees a change programme that encompasses changes within individual directorates (Such as social services remodelling) and those that stretch across all directorates (such as the digital programme).  The existing proposals for restructure within the Operational and Partnership Services Directorate are a component intended to bring together some of the key disciplines required to drive aspects of culture change such as communications and customer service. This direction of travel is to be built upon as part of the Chief Executive's review of senior management structure.	Senior management review currently underway.  MTFS discussions will drive further transformational change.

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<p><b>Rec to Corporate</b></p>	<p><b>Collaboration</b> The Panel recommend that the subject of Collaboration Working be put forward to the Corporate Overview and Scrutiny Committee for inclusion in their forward work programme to:</p> <ol style="list-style-type: none"><li>1. Establish an understanding of the collaboration work that is being undertaken within the LA, including projects such as City Deal and Valleys Task Force;</li><li>2. Receive an update on the accountability arrangements that is in place of collaboration work/joint services;</li><li>3. Consider how collaboration work has assisted in achieving value for money and contributed to the Authorities overall budget savings;</li><li>4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs;</li><li>5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC;</li></ol>	<p>This recommendation has been split and added to the Scrutiny FWP.</p> <ul style="list-style-type: none"><li>• Points 1 to 3 have been incorporated into each of the below reports</li><li>• Points 4 to 5 - Collaboration with TCC's – item on Corporate FWP – to be allocated to a date</li><li>• Point 6 – included in report Collaboration with Police – scheduled for 26 July 2018</li><li>• Points 7 to 8 - Collaboration Internal and Third Sector – item on Corporate FWP – to be allocated to a date</li></ul>	
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	<ol style="list-style-type: none"><li>6. 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;</li><li>7. Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.</li><li>8. Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates?</li></ol>		
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## Recommendations made by BREP 2017-2018

<p style="text-align: center;"><b>Rec to Democratic Services 1</b></p>	<p><b>Member Referrals</b> Following a discussion in relation to Member referrals, the Panel requested that the following queries and recommendations be referred to the Democratic Services Committee for consideration:</p> <ul style="list-style-type: none"> <li>• The Panel specified that Member responses to referrals differ between Directorates– some respond much quicker than others and also provide a written response outlining a timeframe for resolution. What Directorates are compliant with timelines?</li> <li>• Are Member referrals monitored for dissatisfaction?</li> <li>• How do other LAs deal with Member Referrals?</li> </ul> <p>With this in mind, the Panel recommend that all referrals are allocated a resolution timeline and detailing what action will be taken and that this be fed back to Members on completion. It is further recommended that an annual report be provided to Members detailing an analysis of the themes originating from Member Referrals to improve their knowledge and daily understanding</p>	<p>The last review of the Member Referral system was reported to the Democratic Services Committee at its meeting on 6 November 2013. The review identified that approximately 45% of referrals were completed within the 10 day target period with the overall percentage of completed referrals averaging between 90 - 95% at the end of a three month period. Monitoring of these statistics has continued and these figures have been used as a benchmark for the subsequent completion times of referrals. The completion data has remained consistent as identified in the 2013 review.</p> <p>As reported on 13 July 2017 the number of referrals made between 8 May 2017 and 30 June 2017 was 961 which compares to 258 for the same period in 2016 and to 518 in the last post-election period in 2012. The annual rate of member referrals is as follows:</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;">Year</th> <th style="text-align: left;">Number of referrals</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/> 2012-13</td> <td>3138</td> </tr> <tr> <td><input type="checkbox"/> 2013-14</td> <td>3012</td> </tr> <tr> <td><input type="checkbox"/> 2014-15</td> <td>2158</td> </tr> <tr> <td><input type="checkbox"/> 2015-16</td> <td>2052</td> </tr> <tr> <td><input type="checkbox"/> 2016-17</td> <td>2293</td> </tr> <tr> <td><input type="checkbox"/> 2017-18</td> <td>3885</td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>Average 2756.33</b></td> </tr> </tbody> </table> <p>The figures for 2017-18 are as logged on 12 March 2018. The data indicates that there is a 40% increase in the referrals made in 2017-18 compared to the average number of referrals received each year. Following the receipt of these Scrutiny recommendations and the concerns previously expressed by the Democratic Services Committee a review of the Member Referral system is planned to be undertaken and will consider the following matters:</p>	Year	Number of referrals	<input type="checkbox"/> 2012-13	3138	<input type="checkbox"/> 2013-14	3012	<input type="checkbox"/> 2014-15	2158	<input type="checkbox"/> 2015-16	2052	<input type="checkbox"/> 2016-17	2293	<input type="checkbox"/> 2017-18	3885	<b>Average 2756.33</b>		
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	<p>of the needs and priorities of the public including future budget setting needs.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Appropriate subjects for consideration as a Member Referral</li> <li><input type="checkbox"/> The timelines for responses to referrals to be made</li> <li><input type="checkbox"/> The escalation process when responses are not received with the agreed timescales</li> <li><input type="checkbox"/> How do other Local Authorities manage their Member Referrals</li> <li><input type="checkbox"/> Provision of training to Elected Members in the use of Member Referrals and Open-source Ticket Request System (OTRS.)</li> <li><input type="checkbox"/> Difficulties and barriers for officers dealing with Member Referrals</li> <li><input type="checkbox"/> Undertaking analysis of Member Referrals to identify trends or key topics</li> <li><input type="checkbox"/> Is OTRS the most suitable software package for Member Referrals?</li> <li><input type="checkbox"/> Is a Member Referrals system needed?</li> <li><input type="checkbox"/> Providing a suitable response to the scrutiny queries and recommendations</li> </ul> <p>The Democratic Services Committee was requested to identify any additional concerns in order to ensure that the full scope of the review is identified before being progressed.</p> <p>The Committee voiced their concerns about the speed and efficiency of some of the referrals as they are getting sent to customer cares that then send it out to the relevant department. The member says they would rather get straight through to the relevant person so that it can be dealt with quickly and bypass the 'middleman'. The Chairperson agreed with the statement and the Head of Democratic Services added this to the recommendations.</p> <p>It was agreed that the Review of the Member Referral Process would be added to its FWP and an update would be presented to the Committee in October 2018.</p>	
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## Recommendations made by BREP 2017-2018

<b>Rec 18</b>	The Panel recommend that a review be undertaken of how the budget is presented to ensure that Members and the public are able to fully understand the implications of the proposals being put forward. The Panel further propose that this review include the input of Members and consider how the budget is presented in other LAs.	Cabinet recommends that BREP undertake a review on the presentation of the budget in 2018/19	Discussion with BREP on what is being suggested
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