Ceredigion County Council

Overview and Scrutiny

Annual Report 2015/16

Introduction

What is Overview and Scrutiny?

The Local Government Act 2000 provided executive arrangements which replaced the old committee system of local government with a system in which a small, clearly identified executive (the Cabinet) is responsible for providing leadership and taking decisions within a framework agreed by the full council; and where new overview and scrutiny committees review the performance of the executive and seek continuous improvement and development.

Prior to the Local Elections in May 2012, Members of the Overview and Scrutiny Co-ordinating Committee reviewed the Overview and Scrutiny structure of the Council in the context of a number of factors which impact on the way in which the Council operates and provides services, including the recommendations contained in the Wales Audit Office Corporate Assessment Letter of August 2011. The old structure comprised one Co-ordinating and six subject Overview and Scrutiny Committees which mirrored the six Cabinet portfolios. The new structure comprises 5 thematic Overview and Scrutiny Committees, namely:

- Thriving Communities
- Healthier Communities
- Learning Communities
- Corporate Resources
- Co-ordinating.

The *Statutory Guidance for County and County Borough Councils in Wales on Executive and Alternative Arrangements* (2006) sets out that Overview and Scrutiny committees are an essential and integral part of executive arrangements. Under section 21 of the Local Government Act 2000, they are given wide-ranging powers of review and scrutiny, and the ability to make reports and recommendations on any matters relevant to the area and its inhabitants. The guidance sets out the role of Councillors exercising overview and scrutiny as being:

- to hold the executive to account for the efficient exercise of executive functions – especially the performance of the executive as measured against the standards, objectives and targets set out in the policies and plans which it is implementing;
- to assist in the improvement and development of the Council's policies by evaluating whether they are achieving their stated objectives, whether those policies and the way they are being implemented reflect the needs and priorities of local communities and by reporting and making recommendations to the executive or the full council;
- to review and make reports on issues which affect the authority's area or its residents; and
- to examine whether the systems the executive has in place to deliver its functions are robust and are being properly observed.

In addition, they are able to review the discharge of non-executive functions and to report on matters of more general local concern. This could link with the authority's power under Part 1 of the Act to promote economic, social and environmental well being, by identifying areas which the executive could address using this power.

The more recent Local Government (Wales) Measure 2009 sets out a clear role for an authority's scrutiny function in its improvement processes: as part of its role in holding local decision makers and policy makers to account, and in its policy development role. This should extend to:

- scrutiny of the processes that an authority has gone through in the discharge of the general duty to improve;
- scrutiny of the fitness of the organisation to discharge the general duty to improve;
- scrutiny of the processes that the authority has gone through in the selection of its improvement objectives, including a review of the level of engagement with stakeholders;

- scrutiny of the monitoring of the progress of the delivery of the authority's improvement objectives;
- promoting innovation by challenging the status quo and encourage different ways of thinking and options for delivery.

Overview and Scrutiny Co-ordinating Committee

The Overview and Scrutiny Co-ordinating Committee met on seven occasions during the municipal year 2015/2016.

Standard items that were considered at each Overview and Scrutiny Co-ordinating Committee included an update on developments in the Scrutiny field, and an update by the Chairmen on the work of their Committees.

Key Issues considered.

The Committee received regular updates on overview and scrutiny matters including updates from the Wales Overview and Scrutiny Officers Network meetings, updates on the Local Government (Wales) Measure 2011 and governance issues.

The Committee considered the development of the Overview and Scrutiny Forward Work Programmes for 2015/16. The role of the Co-ordinating Committee is to oversee the Forward Work Programmes and ensure that they are relevant to corporate priorities and focusing on the key areas, coordinated to avoid duplication, realistic and manageable within the resources available, and that they will add value. Each Committee agreed to consider their individual Forward Work Programmes in accordance with the guidance in the report.

The Improvement Plan Performance report for 2014/2015 was considered by the Committee. Russell Hughes-Pickering, Head of Performance and Improvement, presented the report explaining its contents and advised Members that the Performance Report looks back at performance against actions set for 2014/2015. It is an opportunity for the Council to assess how well, or otherwise, it has undertaken the ambitions set out in the Improvement Plan. The performance Report, therefore, provides information on how well the Council managed to meet the objectives, targets and actions listed in its Improvement Plan for 2014/2015. Members praised Officers for the report content and in-particular its layout.

Carys Lewis Morgan, Welsh Language and Equality Policy Officer, and Alun Williams, Head of Policy Support, were welcomed to the 1st October 2015 Committee meeting to present the Local Service Board (LSB) Bilingual Future Executive Group 2014/15 Annual update. Carys Lewis Morgan introduced the report content. Following questions from the floor, Committee Members agreed to note the annual report cards in relation to the work of the Executive Group Bilingual Futures.

Consideration was given to the 'Ceredigion for All' Report for 2014/2015. The following was outlined to Members by means of a power point presentation:

- Ceredigion Local Service Board (LSB) – Background
- Ceredigion Local Service Board (LSB) – Structure
- Ceredigion LSB Governance
- The Single Integrated Plan (SIP) Ceredigion for All

- Ceredigion for All – Priorities
- Performance Monitoring Framework
- Annual Report Structure
- Executive Summary
- Executive Summary Analysis

Following discussion, it was agreed:

1. that the views of young people be collated and expressed within future reports;
2. to note the need to amend the indicator from green to red in the indicator for Independent living as the % population providing unpaid care in 2011 census was 11.3% up from 10.4% in 2001;
3. to note that the latest statistics would be obtained, as it was noted that comparing data from 2008 to 2015 in the report is misleading; and;
4. to note the report and the work of the LSB through its Executive Groups.

Quarterly update reports continued to be received on progress in relation to the construction of new schools at Llandysul & Drefach. A visit was arranged for Committee Members to the new Llandysul School (Ysgol Bro Teifi) on the 25th November 2015. Members received a full tour of the site and were very impressed with works to date. A meeting was then held at Ysgol Dyffryn Teifi with local Community Council representatives along with Ysgol Dyffryn Teifi representatives present. Pupils were given the opportunity to voice their opinions and views regarding the Ysgol Bro Teifi development. The pupils all felt that they had been very involved in its development.

A report on the Service Savings Options for 2015/2016 was considered by the Committee with a report presented to Cabinet outlining the Committee's recommendations.

The Committee continued to monitor the Authority's regulation of Investigatory Powers Act 2000(RIPA) policy and activity on a regular basis.

The Committee also continued to monitor the Ceredigion Safeguarding Children and Vulnerable Adults Action Plan on a regular basis.

Half yearly Whistleblowing reports continued to be received and the Chair welcomed Elin Prysor, Monitoring Officer, to the January 2016 meeting to present the bi-annual update on Whistleblowing. Elin Prysor had also presented at the 17th July 2015 meeting, at which time the areas noted for further development were:

1. Further amendments to the Council's Whistleblowing Policy; and,

2. Additional training required with specific emphasis on how Managers should identify a whistleblowing disclosure and deal with it.

Elin Prysor advised Committee Members that the Corporate Whistleblowing Policy had recently been updated and was currently out for consultation. She confirmed that additional training would take place in the very near future with specific emphasis on how managers should manage a whistleblowing disclosure. She then highlighted the suggested amendments in the report with specific reference to a suggestion that the Monitoring Officer retains a central register/database of all whistleblowing cases/referrals/claims. Committee Members agreed that a central database was an excellent suggestion. Following discussion, it was agreed that the Coordinating Overview and Scrutiny Committee would continue to receive 6 monthly updates. It was agreed that the Monitoring Officer would e-mail a revised version of the Policy to the Committee Members when it was available.

The Chairman welcomed to the 25 February 2016 meeting Carys Morgan, Language and Equalities Officer, and Alun Williams, Head of Policy Support, to present the Strategic Equality Plan 2016-2020 (SEP). Carys Morgan advised Committee Members that in accordance with the Equality Act 2010 and the Public Sector Equality Duty 2011, all Local Authorities in Wales have a statutory duty to produce and publish a Strategic Equality Plan 2016-2020 by April 2016. Ceredigion County Council published its first equality plan in 2011. She explained its purpose and its protected characteristics. She also advised Committee Members that in developing and setting the equality objectives, the Authority was required to gather views and opinions of service users. In order to do this, the Authority collaborated with key organisations operating within Dyfed Powys (comprising Carmarthenshire, Ceredigion, Pembrokeshire and Powys County Councils) to deliver a joint consultation exercise. The Ceredigion Equality Consultation event took place on the 8th October 2015, with a widespread representation from the protected characteristics group in attendance. The results of the consultation identified 6 priority objectives for Ceredigion, with a number of actions to underpin these. Lead Officers from the appropriate service areas had been identified to implement those actions, and a progress report will be developed on an annual basis. The proposed equality objectives are:

1. Equal Opportunities Employer
2. Fostering Good Relations
3. Engagement and Participation
4. Access to Services
5. Fair and Inclusive Education; and,
6. Dignity and Respect.

It was confirmed that the Corporate Equality Group will review and monitor delivery against the Strategic Equality Plan. An annual report summarising progress against each of the objectives will be presented to the Coordinating Overview and Scrutiny Committee for future consideration and then to Cabinet for approval. Carys Morgan also advised Committee Members that there are two established forums which are open to the public to attend. These are Ceredigion Disability Forum and Ceredigion

Voices for Equality. Mrs Morgan advised that there was a warm welcome for Members to attend and contribute to these forums. Following a very informative presentation, Councillor Ellen ap Gwynn, Leader of the Council with responsibility for Policy, Language and Equalities, thanked Carys Morgan for all her hard work in preparing the Strategic Equality plan and to all the other Officers involved. Following discussion, Committee Members were interested to note that 62% of Ceredigion's population reside outside the main Ceredigion Towns. It was agreed that in future the Coordinating Overview and Scrutiny Committee would receive an annual update on progress against each of the objectives in relation to the Strategic Equality Action Plan. Committee Members agreed to recommend that Cabinet approve the Strategic Equality Plan 2016-2020, subject to minor amendments.

Eirian Williams, Performance and Projects Manager, was welcomed to the 25 February 2016 meeting to present the draft Improvement Plan for 2016/2017. Ms Williams advised that the draft Improvement Plan was currently out for consultation with Cabinet approval. The consultation began on the 29th January 2016 and would end at 5pm that afternoon (25th February 2016). Feedback would then be considered before the final objectives are agreed and presented to Cabinet on the 15th March 2016. The final Improvement Plan would then be presented to Full Council on the 24th March 2016 for approval. Following discussion, Members agreed to recommend that Cabinet approve the Plan, subject to minor amendments.

Siwan Davies, Senior Communications Officer, was welcomed to the April meeting to report on the Communications Strategy and Press and Media Protocol. Alun Williams, Head of Policy Support, was also welcomed. Siwan Davies relayed the importance of communication to Committee Members and also how stronger relationships with stakeholders is crucial, hence why the Communications Strategy has been updated to reflect this. The Press and Media Protocol was developed to aid the Communications Team in setting processes and ensuring consistency, guidance and procedures, in line with the Corporate Strategy. A Committee Member suggested that a training or workshop session would be helpful for Members in the near future. Officers present encouraged Members to contact the Press Office for advice and information whenever possible. Following discussion, it was agreed to recommend to Cabinet that the revised Communication Strategy is approved and adopted. Committee Members also welcomed the Press and Media Protocol, but reiterated the importance of Members receiving training in the near future.

The Chairman welcomed to the meeting Steffan Gruffudd, Ceredigion Public Service Board Project Officer, and again welcomed Alun Williams, Head of Policy Support, to present the Ceredigion Public Services Board's Combating Poverty Strategy 2016-2018. In April 2014, the Local Service Board Poverty Sub Group made a recommendation to the Local Service Board that a Ceredigion Poverty Strategy be developed. This was in order to fulfil the statutory requirement for Ceredigion to have a Child Poverty Strategy which had been fulfilled since 2011 as Core Aim 7 in

the Children and Young People's Plan. The Local Service Board agreed to the recommendation and delegated the task to the Poverty Sub Group. In order to maximise the document's relevance, the Local Service Board's Poverty Sub Group decided to delay the development of the Strategy until revisions had been made to the Welsh Government's Child Poverty Strategy, which was published in March 2015. The Ceredigion Local Service Board Combating Poverty Strategy sets out the vision for Ceredigion and its agreed priorities to mitigate the impact and effects of poverty in the County. It has been developed by the Local Service Board Poverty Sub Group including partners; Ceredigion County Council, Hywel Dda University Health Board, Public Health Wales, CAVO, Department of Work and Pensions. The Strategy sets out the current situation regarding mitigating the effects of poverty, particularly in a rural context, as well as recognising the main challenges to Ceredigion using analysis from the Welsh Government Local Area Summary statistics. The Strategy then sets out what work the Council and Public Services Board (PSB) formally the Local Service Board (LSB) are doing to meet the outlined challenges to Ceredigion. Alun Williams advised Committee Members that the team work closely with Councillor Gill Hopley, the then Council Chairman, who is Ceredigion County Council's Member Champion for Poverty. Following a question, Alun Williams confirmed that the Welfare Reform Housing Team are achieving excellent results in number 8 of the 10 priorities listed in the Strategy which is: Maximise benefit entitlements for older people and other vulnerable groups, in assisting and directing people to realise their entitlements. It was suggested that the team are invited to a future Corporate Resources Overview and Scrutiny Committee meeting to provide an overview of their work which will then be reported in the next annual report. Following discussion, Committee Members recommended that Cabinet approve the Ceredigion Public Services Board's Combating Poverty Strategy 2016-2018, subject to minor typing amendments. It was agreed that the Coordinating Overview and Scrutiny Committee would receive yearly updates in relation to the progress made against the priorities.

Lisa Evans, Standards and Scrutiny Support Officer, attended the April meeting and presented the Ceredigion Public Engagement Protocol for Members' consideration. Lisa Evans advised Committee Members that once the Protocol has been agreed by Council, the protocol will be publicised via a press release and on social media. Some concern was raised as to the 5 minute time limit allocated per speaker at Committee Meetings. The Standard and Scrutiny Officer advised that the Chairman of the Committee will have the absolute discretion to rule on such matters. It was also reiterated that the Scrutiny Officers will also be to hand to offer advice and support and that it was also important to remember that the Protocol will be trialled for the first year and then reviewed following that period. Members felt that it was important to ensure that the public realise that Overview and Scrutiny Committees cannot make decisions, and that Overview and Scrutiny Committees can only make recommendations to the Cabinet. It will be the role of relevant Chairperson to make

this clear at Committee meetings. Following discussion, it was agreed to recommend that the Protocol be endorsed by Council.

Crime and Disorder matters

Sections 19 and 20 of the Police and Justice Act 2006, together with the Crime and Disorder (Overview and Scrutiny) Regulations 2009, came into force on the 1st October 2009.

They require the Council to have in place:

- A 'crime and disorder scrutiny committee' with the role of scrutinising the work of the Ceredigion Community Safety Partnership and its constituent bodies (the Council, Dyfed Powys Police, the Dyfed Powys Police and Crime Panel, the Mid and West Wales Fire and Rescue Service, the Mid and West Wales Fire and Rescue Authority, and the Hywel Dda Health Board which are the responsible authorities) in respect of their community safety functions,

- A procedure for the overview and scrutiny committee and the partnership and its constituent bodies to deal with councillor calls for action (dealing with community safety matters) from Councillors.

The Council's existing Overview and Scrutiny Co-ordinating Committee undertook the responsibilities for crime and disorder matters.

Crime and Disorder Matters and the work of the Ceredigion Community Safety Partnership

Community Safety Partnerships were originally created by the Crime and Disorder Act 1998 to develop and implement strategies to reduce crime and disorder. The aim of the Ceredigion Partnership is to 'work with individuals, organisations and communities to build a safe, just and tolerant society for those who live and work in and who visit Ceredigion'. In addition to representatives of the responsible authorities, the Partnership also includes representatives of the Ceredigion Youth Offending Service, the Dyfed-Powys Probation Trust, the Local Public Health Team, Ceredigion Association of Voluntary Organisations, Aberystwyth University, the Substance Misuse Commissioning Coordinator and the Community Safety Manager.

Key Issues considered

Consideration was given to the report of the Ceredigion Community Safety Partnership Crime and Disorder Strategic Assessment 2015/2016. The report was presented so as to inform Members of the provision of information relating to Crime and Disorder matters in Ceredigion to the Local Service Board, the Chief Constable Dyfed-Powys Police; and the Officer of the Dyfed-Powys Police and Crime Commissioner. The Community Safety and Civil Contingencies Manager reported that the aim of the Assessment was to provide knowledge and understanding of

community safety problems that would inform and enable the Community Safety Partnership to:

1. understand the patterns, trends and shifts relating to Crime and Disorder and Substance Misuse;
2. set clear and robust priorities;
3. develop activity that is driven by reliable intelligence and meets the needs of the local community;
4. deploy resources effectively and present value for money;
5. undertake annual reviews and plan activity based on the clear understanding of the issues and priorities.

It was reported that the assessment is also utilised to provide the Partnership with a strong 'Evidence based' intelligence led foundation to inform the Ceredigion Single Integrated Plan, the Regional Police and Crime Plan and other related Plans and initiatives. Members received an update in relation to CCTV provision and were advised that all CCTV equipment had been dismantled accordingly.

Members continued to receive regular updates in relation to Community Safety during the reporting year.

Corporate Resources Overview and Scrutiny Committee

The Corporate Resources Overview and Scrutiny Committee met on thirteen separate occasions during the municipal year 2015/2016.

Key Issues considered.

Consideration was given at the beginning of the municipal year to the development of the Overview and Scrutiny Forward Work Programme 2015/2016. The Forward Work Programme was monitored and updated at each Committee meeting as a standing agenda item.

During the previous reporting period, Committee Members considered the Review of Care Project. Following consideration by this Committee and also the Healthier Communities Overview and Scrutiny Committee, a report was presented to Cabinet with a recommendation that Committee Members visit the Ceredigion Independent Living Centre to receive a demonstration of some new available equipment. To this end, a visit was arranged on the 14th May 2015, which Members felt was very beneficial for them to understand what is available for their constituents if and when some advice is required.

The Council is progressing with an ambitious programme of improving the delivery of more efficient and effective services whilst delivering savings of up to £25m over the next three years. To assist with delivering this year's budget, the Council has worked with Price Waterhouse Coopers (PwC) to identify £1.5m in year savings for 2015/2016. At its meeting on the 27th May 2015, the Corporate Resources Overview and Scrutiny Committee considered the draft PwC Business Cases, as approved by Cabinet on the 12th May 2015. Comments and recommendations were considered by Cabinet on the 2nd June 2015. Recommendation from the Committee was as follows:

The Corporate Resources Overview and Scrutiny Committee recommend that the proposed increases are progressed, subject to appropriate consultation. The Committee requested that it be given the opportunity to consider the matter further once the consultation results are available. At that time it was requested that information be made available to enable the Committee to compare the proposed increases with charges levied by other Local Authorities of a similar geographical size and demographical profile as Ceredigion.

The draft business cases were amended to include comparative data used to identify proposals prior to consultation. The consultation exercise ended on the 30th June 2015. A total of 308 responses were received. A report analysing the responses was considered by the Committee at its meeting on the 15th July 2015 with feedback to Cabinet on the 28th July 2016. Cabinet accepted all the Committee's recommendations.

The Committee received a presentation in relation to how Ceredigion Research Team collate and record data included in the Ceredigion Strategic Equality Planning. Members felt that this was beneficial when future statistical information is produced, as they will have a better understanding of its source.

Committee Members continued to receive regular update reports on Welfare Reform.

A Special meeting of the Corporate Resources Overview and Scrutiny Committee convened on the 19th October 2015 due to a call-in in relation to a Cabinet decision in respect of Cardigan Library, Canolfan Teifi and Council Offices at Morgan Street and Parc Teifi Cardigan. The meeting was held at the Tabernacle Vestry, Cardigan. Members had the opportunity to visit Cardigan Library and the Council Offices at Morgan Street before re-commencing the meeting to discuss the recommendation. Following consideration, it was agreed to refer the matter to Full Council with a request that a comprehensive report be made available. The report to include a business plan outlining the financial implications arising from the proposal and information regarding how confidentiality issues will be dealt with. At the meeting of the Full Council on 2nd November 2015, additional information was made available to Members. Members of the public and press were excluded for part of the presentation and discussion and re-entered the Chamber for the remainder of the discussion and decision. Following a recorded vote it was resolved to refer the matter back to Cabinet for further consideration. Cabinet at its meeting on the 12th January 2016 agreed to refurbish the Morgan Street building to accommodate the library on the ground floor as outlined in the report and to terminate the current lease at Canolfan Teifi accordingly.

A task and finish group was previously established to review the Council's response to the Ceredigion flooding emergency events. Its purpose being to visit those communities/towns affected by past flooding and to hold informal discussions on the flooding after-effects, providing local residents with an opportunity to talk about the events surrounding, during and post flooding, and to highlight any concerns/worries that may still be relevant. During this reporting period, the Group held a public meeting at Borth and plan to visit Aberystwyth and Aberaeron during the next reporting period.

Committee Members were asked to consider an Income Generation and Cost Recovery Policy which was previously approved by Cabinet on the 10th November 2015.

A report on the Service Savings Options for 2016/2017 was considered by the Committee with a report to Cabinet outlining its recommendations.

The Corporate Resources Overview and Scrutiny Committee considered the consultation results report on the options for library service re-design. Committee Members agreed that before a recommendation in relation to the library

service re-design be made from the Committee to Cabinet, that all information in relation to Ceredigion County Council's library service be presented at a Corporate Resources Overview and Scrutiny Committee meeting prior to any final decision being made. The additional information to include the usage data and running costs for each of the libraries and the vans. On the 8th February 2016, following further consideration of the information presented, it was agreed to recommend to Cabinet that:

- Ceredigion County Council commences discussions with the local community in Llandysul to explore the opportunity of an alternative delivery model such as a community run facility. The proposed consultation should include the possibility of relocating the library to another location in Llandysul.

Should the consultation findings identify that the community proposal is not viable, the Committee will then need to reconsider point 1, Option 1, of the recommendations, to:

1. Close one static library. Committee Members agreed with points 2 and 3 of Option 1, to:
2. Reduce mobile vans to three;
3. Reduce back office staffing costs.

This matter is still ongoing and will be reported during the next reporting period.

An Annual Engagement update was provided in March 2016 focussing on the Wales Audit Office Review of the Council's approach to Communicating and Engaging with Citizens. As part of the Wales Audit Office Plan for 2015/2016 the Wales Audit Office undertook improvement assessment work regarding the Council's approach to communicating and engaging with citizens. It was agreed that the Committee should receive yearly updates to monitor the Councils' approach to Communicating and Engaging with Citizens in future.

Also at the March meeting, a report was presented in relation to a Protocol for Community Management of Assets. Members agreed to endorse the Protocol for future use.

Members continued to monitor the yearly collection of Council Tax and Business Rates performance. At its March 2016 meeting Members received a report to consider the implications of a Council Tax Premium for long-term empty homes and second homes scheme, prior to this matter being considered by Full Council on the 24th March 2016. A Committee Member provided the following verbal feedback at the Full Council meeting:

Having considered the Council Tax Premiums for long-term empty homed report, Members agree with Cabinet's recommendation; and strongly agree that the money should be spent on the relevant Community/Area. It was noted that Welsh

Government encourage local authorities to use any extra revenue to help meet local housing needs, in accordance with the policy objectives.

The Corporate Resources Overview and Scrutiny Committee considered four Policies at its 18th April 2016 Special Committee meeting. Following discussion, Members recommended to Cabinet endorsement of the use of the Policies subject to the following:

1. **Disciplinary Policy**
   - Page 11, 12.4 states: the Panel will consider and discuss all the evidence and reach a decision as to the outcome including a possible sanction. The word sanction is translated in the Welsh language version to 'cosb'. Members suggest another word is considered to replace 'cosb';
   - Page 6, paragraphs 5.2 and 5.3 make reference to the All Wales Child Protection Procedures 2008 and Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse 2013, these should now be replaced by the Social Services and Wellbeing (Wales) Act which came into force on the 6th April 2016;
   - Page 10, paragraph 11.5 states as follows: It is the individual's responsibility to contact their own witnesses. Members suggest the word **individual** is changed to **employee**;
   - Page 28, Appendix 6 refers to a Panel of Elected Members and HR Officer to advise. It is suggested that the actual number of people is inserted rather than simply stating, panel of Elected Members, for example, panel of **three** Elected Members;
   - It was suggested that the total number of Disciplinary Proceedings Ceredigion County Council undertake are reported to the Leader and/or Deputy Leader in future and then perhaps reported to Full Council for information purposes.

2. **Suspension Policy and Procedure**
   - Page 4, 1.2.5 Suspending Officer and 1.2.6 Disciplinary Policy, Members felt that the Suspending Officer and the Disciplinary Officer should be separate persons and not the same individual, which is what is currently stated in the policy;
   - Page 4, 1.4, Principles, currently reads as follows: **including the appointment of a colleague as a Contact Officer to keep them up to date with work related issues during thei**r **suspension**. Members suggest the sentence is amended to include the wording, *in agreement with the employee.* The sentence should therefore read as follows: including the appointment of a colleague **in agreement with the employee** as a Contact Officer to keep them up to date with work related issues during their suspension.
3. **Social Media Policy**
   - Appendix 1 of the Social Media Policy page heading is **Guidance for Council Staff,** Members suggest another word is possibly considered to replace Guidance as the words **Do not** are then used repeatedly providing specific instructions to Employees. Committee Members are of the opinion that the words **Do not** give specific instructions rather than guidance.

Cabinet accepted the Committee's recommendation apart from in the Disciplinary Policy, the word sanction is translated in the Welsh language version to 'cosb'. Members suggested that another word is considered to replace 'cosb'. Cabinet agree with the Welsh word 'cosb'.

The Human Resources service also gave the Committee updates on two new developments:

- Ceri - Human Resources and Payroll system,
- Ceri-net – HR intranet.

Corporate Complaints was incorporated on the Corporate Risk Register in September 2015 on account of the number of complaints upheld by the Public Services Ombudsman for Wales (PSOW) in 2014/2015. Officers explained that the authority had been allocated an Improvement Officer from the office of the PSOW who was working alongside the Head of Policy Support and Corporate Complaints Officer to identify and address areas which require improvement. To this end, the Committee Chairman requested that a report be presented to the Corporate Resources Overview and Scrutiny Committee so Committee Members could receive information on the progress made in response to complaints being added to the Corporate Risk register. Following discussion, the Chairman provided the following feedback which was agreed by Cabinet:

The Corporate Resources Overview and Scrutiny Committee noted that progress continues to be made in response to Complaints being added to the Corporate Risk Register and agreed to continue to receive regular updates at future meetings. Committee Members, however, suggest that further work is undertaken to ensure that recommendations made following Stage 2 investigations are monitored and implemented and that the Corporate Resources Overview and Scrutiny Committee receive a report to this effect in six months. These arrangements are currently in place for Ombudsman recommendations but not for Stage 2 complaints. Committee Members also recommend that Overview and Scrutiny Committees have sight of the Annual Report in future, and that each Overview and Scrutiny Committee should consider the complaints relating to the relevant Committee's remit. It would be the Heads of Service responsibility to present the report to the relevant Overview and Scrutiny Committee.

Committee Members considered a Transformation of Ceredigion Customer Services report and discussed the future vision of Corporate Customer Care within Ceredigion. Arwyn Morris, Head of ICT and Customer Services, presented the information to Committee Members and asked that Members endorse the proposed future delivery model. Following due consideration, Committee Members recommended to Cabinet that the Customer Care vision is explored as a future delivery model and that the Deputy Chief Executive, Head of ICT and Customer Services and Cabinet Member with responsibility for Financial Services, Information Technology and Customer Services, Housing and Planning proceed to procure the central Customer Data Hub system and implementation consultancy required to support the vision. Members, however, requested that a further report be returned to

the Committee prior to any final decision being made. Cabinet accepted the Committee's recommendations and agreed that a future report would be presented to the Committee, for consideration in the next reporting period.

At its meeting on 12th May 2016 the Corporate Resources Overview and Scrutiny Committee considered the revised Medium Term Financial Strategy/Plan. The Medium Term Financial Strategy had been revised to take the Council through the next three years of transformation. The plan underpins the annual revenue budget setting by providing a clear strategy for delivering a robust savings plan to deal with decreasing resources and increased costs. It was noted that Scrutiny Committees already consider financial planning throughout the year. Following due Consideration, the Corporate Resources Overview and Scrutiny agreed to note the approved Medium Term Financial Strategy and the likely budgetary pressures facing the Authority over the medium term.

Healthier Communities Overview and Scrutiny Committee

The Healthier Communities Overview and Scrutiny Committee met on fourteen separate occasions during 2015/2016.

Key Issues considered

Consideration was given at the beginning of the municipal year to the development of the Overview and Scrutiny Forward Work Programme 2015/2016. The Forward Work Programme was monitored and updated at each Committee meeting as a standing agenda item.

A Special Committee meeting was convened on the 27th May 2015 to consider the draft Price Waterhouse Coopers (PwC) Business Cases (as mentioned earlier in the report) as approved by Cabinet on the 12th May 2015. The Healthier Communities Overview and Scrutiny Committee recommended to Cabinet that the proposals were progressed, subject to appropriate consultation. The Committee requested that it be given the opportunity to consider the matter further once the consultation results were available. At that time it was requested that information was made available to enable the Committee to compare the proposed increases with charges levied by other Local Authorities of a similar geographical size and demographical profile as Ceredigion. The draft business cases were then amended to include comparative data used to identify proposals prior to consultation. The consultation exercise ended on the 30th June 2015. A total of 308 responses were received. A report analysing the responses was considered by the Committee at its meeting on 16th July 2015. Committee Members requested that it be noted that they took no pleasure in considering the recommendations and found it very difficult to support them. With the Council facing unprecedented financial pressures, however, Members appreciated that they had to consider these charges and their recommendations were accepted by Cabinet.

An explanation of the Commissioning process was received during the 11th June 2015 meeting in order for Members to gain a better understanding of the work carried out in Ceredigion. During discussion, Members considered whether the system/process was equitable to all. Following discussion, it was agreed that Quality Assurance (Care) would be scrutinised at a future meeting.

At the same meeting, a report was received on (1) Hackney Carriage and Private Hire Accessibility Conditions for Designated Vehicles, (2) the Development of Model Assured Shorthold Tenancy Agreement for privately rented housing and (3) Amendments/Additions to the Private Sector Housing Grants and Loans Policy with the Committee making the following recommendations to Cabinet:

Following detailed consideration of the papers (1) provided to the Committee it was agreed to support the recommendation to Cabinet, subject to consideration of the following:

1. to investigate the possibility of dogs being harnessed whilst travelling;
2. that it is made clear in the document that drivers are expected to attend the relevant part of the 'MIDAS' training and not the whole course;
3. that it is also made clear that the 'MIDAS' training is provided free of charge through Ceredigion's Health and Safety Unit and is open to all drivers:
4. to investigate whether grandfathering rights apply for existing drivers; and,
5. to investigate the possibility of displaying braille signage in Hackney Carriages.

Following consideration of the agreement (2) the Committee came to the following conclusions:

1. That Aberystwyth University, the University Guild of Students, University Residential Services and the steering group (set up in 2012) are very supportive of the introduction of a standard good practice tenancy agreement ratified by all interest parties;
2. The use of a single agreement template which could be easily translated to any language is encouraged by the Guild of Students as a means of supporting International students;
3. The document, subject to Cabinet approval, will be launched at the bi-annual Landlords Forum in Aberystwyth on the 24th August 2015;
4. It was suggested to remove the wording amateur and replace with incidental in the covering report;
5. Concern was raised in relation to the Ceredigion County Council, Aberystwyth University and Guild of Students logos which are currently displayed on the document. The concern is that if a landlord decides to only use part of the document, and not the document in its entirety, that the Ceredigion County Council, Aberystwyth University and Guild of Students logos are still displayed. It was therefore suggested that a statement such as 'please remove logos if you decide not to use the document in its entirety be inserted;
6. A Councillor expressed concern in relation to the disclaimer as it was felt that local Solicitors should have been consulted;
7. Committee Members congratulated the Team for their efforts in producing the document.

(Following consideration of the Grants and Loans Policy (3), *clarification was sought on who is eligible to apply for a Grant, whether a tenant can apply or whether it has to be the landlord?* The Committee then agreed to recommend that Cabinet *endorse the proposed changes to the Private Sector Housing Grants and Loans Policy for Ceredigion.*

The Ceredigion Local Service Board Social Care and Wellbeing Executive Group continued to provide yearly updates on the work undertaken during the year. Members were pleased that all relevant representatives were present and that good work was achieved through working collaboratively.

During this reporting period a Residential Homes Review has been undertaken and will continue into the next reporting year. The Committee received the first report in a Special Meeting arranged in July 2015, which included the following specific options for each residential home:

Awel Deg, Llandysul

Option 1: To undertake a detailed feasibility study into the creation of an Integrated Mental Health facility jointly run with Hywel Dda University Health Board, providing a collaborative care model to support people with Mental Health problems in adulthood and older age. This would need to include the provision of crisis support and longer term options for people with Dementia.

Option 2: Re-open as dementia care home following major modernisation.

Recommendation as follows:
It is recommended that Cabinet approve Option 1 in relation to Awel Deg.
Committee Members agreed with Option 1, with a suggestion that Cabinet also approve Option 2 should Option 1 prove unfeasible.

Bodlondeb, Aberystwyth

Option 1: To transfer as an operating business to a private provider in order to meet nursing/dementia nursing need. It is recognised in considering this option that members will need to balance views expressed in the consultation with the importance of meeting a serious unmet need in the North of the county for dementia nursing care.

Option 2: Undertake a feasibility study into the creation of an Integrated Mental Health facility jointly run with Hywel Dda University Health Board, providing a collaborative care model to support people with Mental Health problems in adulthood and older age. This would include a provision of crisis support and longer term options for people with Dementia.

Recommendation as follows:
It is recommended that Cabinet approves the pursuit of Option 1, acknowledging that it will incur significant challenges. Approval is sought for Option 2 should Option 1 prove to be unviable.

Committee Members did not agree with Option 1 and recommended that Cabinet agreed Option 2. Committee Members also suggested that the highlighted wording shown below was inserted and considered as part of Option 2: *Undertake a feasibility study into the creation of an Integrated Mental Health facility including the retention of residential care jointly run with Hywel Dda University Health Board, providing a collaborative care model to support people with Mental Health*

problems in adulthood and older age. This would include the provision of crisis support and longer term options for people with Dementia.

Bryntirion,Tregaron

Recommendation as follows:
It is recommended that the existing services provided at Bryntirion will be transformed and transferred to the Cylch Caron Integrated Resource Centre. This will entail the closure of Bryntirion as planned to allow for capital re-investment in the new Cylch Caron Extra Care Facility. In response to specific points made during the consultation, it is also recommended that the closure of Bryntirion does not occur until the New Extra facility is open and ready to receive residents estimated to be in 2017.

Committee Members agreed with the recommendation.

Hafan Deg, Lampeter

Recommendation as follows:
It is recommended that the Hafan Deg site is redeveloped to provide existing new Extra Care or hybrid scheme.

Committee Members agreed with the recommendation. It was suggested that the terminology hybrid scheme is replaced with the wording residential care scheme so as to make it understandable to the public.

Min y Môr, Aberaeron

Recommendation as follows:
It is recommended that the Min y Môr site is redeveloped to provide a new Extra Care scheme to meet changes in demand and that discussions are progressed to explore possible opportunities to include the adjoining sheltered housing scheme

Committee Members agreed with the recommendation.

Tregerddan, Bow Street

Recommendation as follows:

It is envisaged that this re-development will occur at a later stage. The Authority should ensure the upkeep of the facility in the interim and evaluate the impact of other changes to care provision in the North of the county in developing more detailed plans for the site.

Committee Members agreed with the recommendation.

Yr Hafod, Cardigan

Recommendation as follows:

The need for nursing care has been identified for the South and the Authority will continue to work collaboratively with service providers and Hywel Dda University Health Board to ensure this demand is met.

It is envisaged that any developments on this site would occur later in the programme. Therefore, it is recommended that further work is done in the interim to explore ways of maximising opportunities for development.

Subject to approval of the above, the Authority will need to commit capital funding to ensure the medium term sustainability of the fabric and structure of the home.

Committee Members agreed with the recommendation, with a suggestion that it is made clear that the proposal is to redevelop the existing site and not to redesign.

Following the meeting, a call-in was received in relation to Bodlondeb Residential Home, Aberystwyth, and a Special meeting arranged in August 2015. Following discussion, the matter was referred to Full Council for resolution. Option 1 (shown under Bodlondeb Residential Home above) was then agreed at Full Council.

The Local Safeguarding Children Board Report continued to regularly report to Committee and has now been replaced by CYSUR Local Operational Group Safeguarding Report. The Committee also received the Independent Reviewing Officer's report on a regular basis.

A report was received on Revised Fees, including revised fees in respect of taxi drivers and operators as a result of new legislation. Officers confirmed that the fees and charges are all on a cost recovery basis with no allowance for profit. Following due Consideration, the Healthier Communities Overview and Scrutiny Committee agreed with the proposed fees, subject to receiving clarification in relation to Hackney Carriage and Private Hire fees regarding drivers incurring a new fee if suspended from driving. It was also recommended that comparative information be sought from other local authorities in relation to the Performing Animal Act fee prior to its consideration by Cabinet.

At its meeting on the 16 September 2015, the Healthier Communities Overview and Scrutiny Committee considered the Statutory Review of the Authority's Statement of Licensing Policy. Members were concerned to learn that Ceredigion has the highest number of alcohol specific hospital admissions (person based), crude rate per 100,000 persons aged under 18, Wales local authorities, for the financial years 2010/11-2012/13. The number of admissions recorded on this basis in Ceredigion was 138 compared to the Wales average which is 65. These figures were produced by the Public Health Wales Observatory. The Committee requested that Licensing Officers investigate these figures to confirm that they are accurate and report back to

the Committee in due course. Following detailed consideration of the papers provided to the Committee, it was agreed to support the recommendation to Cabinet; namely, that Cabinet endorses the Statement of Licensing Policy for Ceredigion County Council. In response to the concern raised, Officers arranged for a representative from Public Health Wales to attend and explain the alcohol specific hospital admissions statistics reported to Committee on the 16th September 2015. To this end two representatives attended the 11th February 2016 meeting. A presentation was received from Ian Scale, Locum Consultant in Public Health, and Rhys Sinnett, Principal Public Health Officer, which expanded on the information provided to the Committee at its 16th September meeting. It was confirmed that the actual annual average number of under 18 hospital admissions was 18 persons for Ceredigion during 2010/11-2012/13 compared to 27 for Pembrokeshire and 19 for Carmarthenshire. The bar chart produced by Public Health Wales in their response to the Licencing Policy Consultation, which showed Ceredigion as having the highest number of alcohol specific hospital admissions per 100,000 population, although accurate, was misleading as it referred to admissions for all age groups up to 18 where alcohol was a contributing factor. Included in the statistics for instance were instances of accidental ingestion of alcohol by children. The bar chart was also affected by statistical analysis requiring that data be manipulated to assume a rate per 100,000 persons for comparison reasons. Committee Members therefore suggested, and agreed, that in future Public Health Wales should use their own figures (shown in their presentation of 11.2.2016) as it would be helpful to include other indicators for comparison purposes. Officers from Public Health Wales recognised that this would provide a more accurate picture and apologised for any confusion.

An update report was received on the 4th November 2015 advising Committee Members of the proposed timetable for the Residential Homes Review. Nerys Lewis, Programme Manager Service Modernisation, Melanie Evans, Service Manager Partnership Strategy, and George Ryley, Procurement Manager, in turn provided an update on the current situation in relation to the modernisation programme of each of the 7 Care Homes. Nerys Lewis advised that a programme board and team have been appointed to drive the programme forward. The current position was as outlined below.

Bodlondeb, Aberystwyth - George Ryley advised Members that due to the complex nature of the procurement process, competitive dialogue had been identified as the preferred method. Mr Ryley explained the steps involved in following the competitive dialogue exercise. He confirmed that the earliest a private operator could be appointed is June 2016.

Awel Deg, Llandysul - Melanie Evans advised Members that work was progressing to develop a joint feasibility study between Ceredigion County Council and Hywel

Dda University Health Board. This would provide a useful model to support the development of Awel Deg as an integrated mental health facility.

Hafan Deg, Lampeter, Min y Môr, Aberaeron, Tregerddan, Bow Street and Yr Hafod, Cardigan - Nerys Lewis advised Members that the scoping and model development would be progressed in early January 2016.

Cylch Caron - Nerys Lewis advised Members that the Cylch Caron project formed part of the Residential Care Modernisation Programme and the Cylch Caron project is a two phased procurement process. Phase one is to select a Registered Social Landlord and Phase two to select a Design and Build partner.

Following discussion, Committee Members recommended to Cabinet that:

1. the Chairman of the Healthier Communities Overview and Scrutiny Committee be included as a Residential Care Modernisation Programme Board Member;
2. that Local Members are kept informed of any developments in relation to the home located in their Ward;
3. the Healthier Communities Overview and Scrutiny Committee Members receive regular updates and are kept informed of all future developments;
4. a briefing document to be presented to the Committee as soon as it is available, which should include Ceredigion County Council's expectations prior to privatisation;
5. Councillors Alun Lloyd Jones and Lyndon Lloyd wished to make it clear that they both disagreed with recommendation number 1 to Cabinet, which authorises officers to proceed with the procurement process for the delivery of the Residential Care Modernisation Programme, as they are both against any transfer to a private provider;
6. Committee Members voiced concern in relation to Cabinet recommendation number 3, which delegates to the Director of Care Protection and Lifestyle the authority to award contracts in line with the above recommendations. The Committee therefore request further information from the Director of Care Protection and Lifestyle in relation to the Governance Structure.

At its meeting on the 4 November 2015, the Healthier Communities Overview and Scrutiny Committee Members considered the revised Gambling Policy which would replace the current policy on 31st January 2016. Committee Members also considered the five consultation responses received.

Following consideration of the Policy, the following points were raised:

1. Page 17 of 29 of the draft Policy makes reference to the word 'tracks', it would be useful if a definition of this word was inserted;
2. Page 26 of 29, Appendix B, title: List of Consultees should be updated to include 'Un Llais Cymru' to replace those organisations that appear to be obsolete;
3. Clarification is sought regarding the door policy at gambling premises, i.e. does the door to the premises need to be closed all the time so that people are not encouraged to gamble.

4. Following detailed consideration of the papers provided to the Committee it was agreed to support the recommendation to Cabinet, subject to consideration of the points raised.

Peter Llewellyn, Hywel Dda Health Board – Assistant Director of Strategic Partnerships, and Heather West, Service Manager north and Carers Lead, were welcomed to the Committee to deliver a presentation on the Hywel Dda University Health Board, Information and Consultation Strategy for Carers – Annual Report 2014/15. The report had been produced for the Welsh Government to outline the progress that has been delivered against the Hywel Dda Information & Consultation Strategy for Carers 2012-2015 by the partnership of Hywel Dda University Health Board and the local authorities of Ceredigion, Carmarthenshire and Pembrokeshire during the year. Members welcomed the opportunity for discussion and the following points were noted:

- Work was undertaken by Action for Children (previously known as the Red Cross) with Education Authorities in relation to school pupils who are young carers. An informal framework is in place and discussions have taken place with Ceredigion to include establishing peer support networks for young carers.
- Members noted the need to consider home educated children who are carers.
- The need for more care for the elderly during the night was raised but this is constrained by the resources available. However, it was noted that more night time care may result in fewer hospital admissions.

It was agreed that a letter be sent to Mark Drakeford, the Minister for Health and Social Services, in relation to concerns relating to uncertain funding and the need to sustain the work of carers in Ceredigion. It was noted that some percentage figures were misleading in the report as figures are low in the County. Peter Llywelyn noted that this may be rectified when the survey is repeated.

The Chairman welcomed Meinir Harries, Clinical Lead Nurse for South Ceredigion, to the same meeting to inform the Committee of the procedures and guidance in place for identification and management of pressure sores. Members were pleased that there are strict guidelines and procedures in place.

Representatives from Care and Social Services Inspectorate Wales (CSSIW) sent their apologies for being unable to attend the March meeting, and, in their absence, Sue Darnbrook, Strategic Director for Care Protection and Lifestyle, presented the annual CSSIW Performance Evaluation report on Ceredigion County Council Social Services. The report set out the areas of progress and the areas for improvement in Social Services. Following discussion, the Chairman thanked Sue Darnbrook for presenting in the absence of CSSIW representatives.

At its Special meeting on 1 March 2016 the Healthier Communities Overview and Scrutiny Committee considered the 2013/2014 Wales Audit Office Report, Delivering with Less – the impact on Environmental Health Services and Citizens issues December 2014. Members noted that during that period, service across Wales was extremely vulnerable due to financial restraints. Committee Members received a report from Huw Williams, Head of Lifestyle Service, in relation to the current position

in Ceredigion County Council. The report was welcomed as Committee Members recognise the importance of the Environmental Health Service in Ceredigion. The service covers the following provision areas:

- Environmental Protection/pollution control
- Public Health (PH)/statutory nuisances
- Air and water quality
- Contaminated land
- Infectious disease control
- Food Safety
- Port Health
- Health and Safety
- Licensing
- Dog Control
- Pest Control
- Housing standards (including HHSRS, area renewal, HMO Licensing and Management, disabled adaptations, etc.)
- Public Health Protection and improvement.

Julie Barratt, Director, Chartered Institute of Environmental Health, was also present. The Committee agreed that it strongly supports and appreciates the work of the Council's Environmental Health Service, particularly given current budget pressures. The outcomes of the service, in terms of ensuring that residents and visitors to the County can frequent catering establishments with confidence, plays an important role in supporting the County's economy. Members agreed to recommend to Cabinet that the Council continues to support this valued service.

During the same meeting, a report in relation to the Update and Delegated Authority for New Power under Anti-Social Behaviour Crime and Policing Act 2014 was received. Following consideration of the papers, Members were asked to consider the following recommendations:

1. that Scrutiny Members note the new powers in the Anti-Social Behaviour, Crime and Policing Act 2014;
2. that Scrutiny note that the Anti-Social Behaviour, Crime and Policing Act 2014 is added to the list of statutes delegated to the Head of Lifestyle Services within the Council's Constitution and Terms of Reference; as considered by Full Council at its meeting on 27th January 2016, so that the Head of Service may be provided with the delegated authority to exercise powers under the provision of the Act and to authorise Officers;
3. that Elected Members note that detailed operational policies and procedures will be subject to Scrutiny, including resource implications/capacity considerations, prior to their agreement and implementation; and,
4. that Scrutiny recommend to Cabinet that a fee structure is agreed for issuing a fixed penalty notice as an option within the relevant Act and that the level of fine is set at the maximum allowable by statute of £100 (or £75.00 if paid within 7 days of issue).

Members wished to note that there is no additional funding to cover these extra

duties. Members considered and agreed the above mentioned recommendations, subject to receiving future reports in relation to point 3, and, recommend that Cabinet agree point 4 to enable a fee structure for issuing a fixed penalty notice as an option within the Act to be implemented and that the level of fine is set at the maximum allowable by statute of £100 (or £75.00 if paid within 7 days of issue).

Members welcomed a report in relation to the 'Allocation Policies for Designated Older Persons housing, and Accessible Housing' and noted its contents. Members suggested that the Designated Older Person's Housing Allocation Policy needed to be more user friendly which relevant Officers agreed to action. It was agreed to add the Voluntary Sector to the list at question 3 of the Housing Health Impact Assessment Questionnaire along with a question in relation to Family/Carers. The Officer agreed to insert a summary Policy.

At its 30th March 2016 meeting, the Strategic Director for Care, Protection and Lifestyle, the Head of Adult Social Care and Commissioning, and the Head of Families and Children Service, attended the meeting to present a report on the Transformation of Social Services Business Case. Carys James explained that the context to Price Waterhouse Coopers (PwC) work was to identify service efficiencies to achieve financial savings and the key elements of service redesign required for the transformation of Social Services in line with the requirement of the Social Services and Wellbeing Act 2014. Mrs James explained that the Act is to be fully implemented within 2 years. The Strategic Director for Care, Protection and Lifestyle also noted that other budgetary savings options were examined. In response to questions, it was noted that all adult legislation has been repealed in Wales apart from those dealing with mental health and mental capacity along with all children's legislation, apart from section 47 of the Act. This is similar to England where the Care Act is already being implemented. Members were asked to agree and recommend the following to Cabinet:
1. Progression of the identified projects, including full engagement and consultation with stakeholders and staff regarding the changes required;
2. The appointment of a number of key posts to achieve the transformational change required.
Members were also asked to note the Integrated Equality Impact Assessment (IEIA) screening tool and impact of the proposed changes on Equality Characteristics.
Following consideration of the options given, the Committee reached the following conclusions:

<u>1. Paying care homes net instead of gross:</u>
Currently we pay care home providers gross fees, and then recover costs from the client user. This uses significant staff time to process, and responsibility should be given to the care providers to make FTE savings within the council.
Committee Members recommend progression of the options under consideration. Concerns were, however, raised as to whether the option will be cost-effective and whether the suggested cost savings are achievable.
<u>2. Day opportunities</u>
Options under consideration include:
a) Maintain the service Monday-Friday but reduce hours from 10am – 2:30pm;
b) Opening for 4 days per week;

c) Reducing client time: Gradually stepping down the number of days within a care package through considerate review, thus eventually allowing a reduction in staff;
d) Outsourcing the service;
e) De-commissioning existing services whilst stimulating social enterprises to create paid work and volunteering.

Committee Members recommend progression of the preferred options under consideration (a and b shown above), subject to a recommendation that all the other outlined options are also considered in future.

4.Appropriate Adults

Investment is required into expanding the volunteer scheme currently running, possibly passing the operational management to the voluntary sector as part of their grant funded responsibilities. Significant staff time would be saved.

Committee Members agree with the recommendation to progress the option under consideration, including engagement with stakeholders to investigate the possibility of a Voluntary organisation taking on this role. Members also suggest that the responsibility should lie with the Police Commissioner.

5.4 Client Calls to 3

Feedback from providers suggest a number of clients receiving 4 home care calls per day, do not benefit from them. A review should therefore be undertaken to reduce these individuals to 3 calls per day, where they can be safely managed at home.

Members support the recommendation that individuals are supported at home and that it should be an individual's choice whether or not their needs would be better met in a Residential home. In the documentation provided to Committee, Ceredigion is compared to Merthyr. It is the Committee Members' opinion that this is an unfair comparison as Ceredigion is a rural County. There should be a like for like comparison. The Committee wanted assurance that the clients would receive the same level of care. In addition, the decision to move to a Residential Home would be the individuals.

5. Transfer of High Cost Home Care

A high number of clients are receiving 30 hours or more of home care per week. The balance between meeting their needs, and being cost effective, would be better met through residential care for some clients (opportunity has been left for information but will not be presented as an identified benefit).

Committee Members agreed with the withdrawal of this option.

6&7. Families & Children's and Adults – development of a new operating model

The overall operating models can become more streamlined and effective. A number of sub-projects which will support this are; Improved SPA, Targeted Prevention Alliance, and, Performance Management.

Committee Members agree that this option should be investigated further as concerns were raised regarding whether the target savings were achievable The Committee emphasised the importance of implementing the DEWIS system.

8. Double handed care

Ceredigion's proportion of double handed care is much higher than elsewhere across the UK. Based on information from other projects, it is estimated that the current spend on this could be reduced by 25%, through the implementation of a Single Carer Project across Social Care and Health and Safety.

Committee Members agreed that this should option be investigated further subject to a review of each individual case.

9. Increased income for In-House Care Homes
Legal advice is required prior to consideration of this option.
10. Electronic Monitoring
Councils that have introduced electronic call monitoring see a variance of circa 20% from the hours that are commissioned and the hours actually delivered (hours delivered being lower).
Committee Members agreed that this option should be investigated, subject to a recommendation that the lowest paid workers are protected.
11. Residential reablement
An alternative option for voids in care homes – the beds could be utilised as 4-6 week reablement beds as an early intervention/preventative measure.
Committee Members agreed that this option should be investigated further.
12. Homecare
Review of rates paid to existing providers, in particular around mileage fees.
Committee Members agreed that this option should be investigated further.
13. Residential Care
Review of complex adults to understand and mange needs, and find opportunities for spend reduction.
Committee Members agreed that this option should be investigated further.
Committee Members therefore agreed to recommend to Cabinet, subject to the above recommendations, the following:

1. To progress with the identified projects, including full engagement and consultation with stakeholders and staff regarding the changes required; and
2. To appoint a number of key posts in order to achieve the transformational change required.

Angela Lodwick, Head Specialist Community Adolescent Mental Health Specialist and Psychological Therapy Services, Hywel Dda University Health Board, attended to deliver a presentation on the Child and Adolescent Mental Health Services in Wales. An overview was given on the difference between CAMHS and Specialist CAMHS. Specialist CAMHS provides both the emotional and mental health care to children, young people and their families with complex, severe and/or persistent mental health needs across Primary and Secondary Mental Health Services. The four locality teams are based in Ceredigion, Carmarthen, Llanelli and Pembrokeshire. Achievements, challenges and opportunities were highlighted and it was noted that all have a part to play in relation to Children and Adolescents Mental Health and that it is not solely the remit of the Health Board. The Chairman and Members thanks Ms Lodwick for her informative presentation and for her presence at the meeting.

David Pick, Head of Community Mental Health Services, Hywel Dda University Health Board, attended the same meeting to deliver a presentation in relation to the changes in Mental Health legislation and also to provide information on the additional funding of £8 million for Adult Services in Wales and the proportion of this funding that is being spent in Ceredigion. The Chairman and Members thanked Mr Pick for his informative presentation and for his presence at the meeting.

Huw Williams, Head of Lifestyle Services, and Darryl Evans, Head of Educational Wellbeing, attended the meeting to present a report on the Wales Audit Office 'Delivering with Less - Leisure Services'. Huw Williams highlighted the main findings and recommendations made in the report. He noted the Council's position and Ceredigion Actif service arrangements in relation to the report. Darryl Evans delivered a presentation on the Leisure Service's response to the recommendations and highlighted the increase in usage of the County's leisure centres and the positive outcomes. Following discussion, it was suggested that the Committee should in future receive a half yearly financial performance report from the Service.

An Informal Joint Scrutiny Working Group was established during this reporting period between Powys County Council, Gwynedd County Council and Ceredigion County Council in order to scrutinise the works of the recently established Mid Wales Health Care Collaborative, following a recommendation made by Professor Marcus Longley in the Mid Wales Healthcare Study report for Welsh Government. It was suggested that the appropriate size of the group would be three delegates from each authority. Each authority would make their own arrangements for sending members to the joint group. Ceredigion County Council Healthier Communities Overview and Scrutiny agreed that Ceredigion's representatives would be the Chairman, Councillor John Lumley, vice-Chairman, Councillor Peter Evans and the previous Chairman, Councillor Alun Lloyd Jones. The role of the Joint Scrutiny Working Group is to look at the services and issues that affect people who reside in the relevant Counties. The process provides the opportunity for Councillors to examine various functions, to ask questions on how decisions have been made, to consider whether service improvements can be put in place and to make recommendations to this effect. The Working Group has met twice to date and will continue to meet during the next reporting period.

Learning Communities Overview and Scrutiny Committee

The Learning Communities Overview and Scrutiny Committee met on twelve occasions during the municipal year 2015/2016.

Key issues considered:

Consideration was given at the beginning of the municipal year to the report on the Development of Overview and Scrutiny Forward Work Programmes. The Forward Work Programme was monitored and updated at each Committee meeting as a standing item on each agenda.

The Committee considered a Report on PwC Business Cases with particular attention to the opportunity identified in the business case for the Childcare & Family Information Service to charge for training activities offered by the Council. This would improve cost recovery. The service runs an annual training programme of First Aid, Food Hygiene and Child Protection training as all childcare staff are required under registration to renew their training every three years. The service also runs an annual conference to provide a series of workshops around additional needs, which have included sensory, autism and inclusive play in the past. The Committee agreed to proceed with consultation on the proposed charging for training activities.

Following the consultation period, a further report was subsequently considered at a special meeting of the Committee and recommendations were made to Cabinet to introduce a £10 charge for training activities.

The Annual Report of the LSB Executive Group for Children and Young People 2014-15 was considered by the Committee. It was noted that obesity in children and young people should continue to be monitored regularly.

A report on the monitoring of progress and effectiveness of the Childcare Sufficiency Assessment Action Plan was considered. The progress in its implementation was noted. The Committee noted the issues facing Local Authorities in meeting its duty of securing sufficient childcare and confirmed their support in exploring the possibilities of participating in the PaCE project which would strengthen childcare sustainability.

Theatr Felinfach's work, which includes the provision of community participation opportunities and promoting the use of the Welsh Language, was outlined in a report and considered by the Committee.

A presentation was delivered on data performance for summer 2015 and the Committee noted the progress in Learning Service's performance which included an improvement in the Foundation Phase- the percentage of pupils achieving the expected outcome in Welsh had increased along with English and Mathematics. Personal and social development outcomes 5 and 6 achieved a high percentage. In

Key Stage 2 there had been a good increase in the Core Subject Indicator. There had been good increases in level 5 Welsh, level 5 Mathematics, level 5 Science and level 5 in English. The Committee noted the challenges at Key Stage 4, namely the differences within and between school performance; FSM pupil performance (level 2+) and new GCSEs for the current year 10 pupils.

Consideration was given to the Donaldson Report on the Curriculum and Professional Development of teachers (The New Deal). The aims of the curriculum state that all children and young people will be:

i. Able and ambitious learners who are prepared for lifelong learning.
ii. Enterprising and ambitious contributors, ready to play a full part in work and life.
iii. Ethical, informed citizens of Wales and the world.

The Committee agreed to monitor the changes brought about by the report.

The Cabinet decision in relation to the future provision of Cwmpadarn primary School was called in by Members of the Committee. At a special meeting, the Committee considered the report and information provided. Following a recorded vote, the Committee agreed with the decision of the Cabinet:

(i) To support the proposal to discontinue Cwmpadarn Community Primary School as of the 31 August 2016; and
(ii) To approve the content and publication of the Statutory Notice.

A special meeting was held to consider possible budget scenarios for discussion as Learning Services would need to contribute to the Council's efficiencies of £24m over the next three years. The areas discussed included:

- Review of Pupil Referral Unit
- Area review of Dyffryn Aeron
- School reserves
- Salami slicing of budgets
- ERW and school improvement
- Music services
- Youth services
- Hyfforddiant Ceredigion Training
- Dysgu Bro
- 16+ education provision

Members welcomed the opportunity to provide input on the proposals.

In late autumn, an update was provided to the Committee on the current situation in relation to the cashless school meals system. Members were informed that the system was due to be piloted at Penrhyncoch Primary School and a similar system had been purchased for the new Ysgol Bro Teifi. This particular system would not

only cater for school meals but also other school costs such as the purchase of uniforms. Officers proposed to promote the system in schools.
The following April, Members were further updated on the progress in cashless system in schools. Members agreed to the following: to support the Secondary Schools to move forward to implement the systems noting that Penglais, Cardigan and Bro Teifi schools were due to be live in September 2016. Governing Bodies of each school would consider which system best accommodates their needs. The pilot in primary schools was due to be paused pending the decision of secondary schools as to which supplier they would choose. Further primary school roll out would be reviewed as part of the Catering Review process in order that funding for the cost of procurement, support and software may be considered and that ways of meeting the additional cost of transaction charges would also need to be considered.

Information on Pupil Performance at GCSE and A level was presented for consideration and noted.

The ERW Business Plan and Progress against Business Plan Priorities was presented and considered by the Committee. Endorsement of the Plan through the democratic process was required from all six constituent Local Authorities.

Following an external evaluation by Grant Thornton which recommended that 6 key objective areas are developed, a report on Ceredigion NEET policy area progress towards WAO/Grant Thornton recommendations was considered. The report outlined the progress being maintained in terms of outcomes for NEET (Not in Education, Employment or Training) young people, 16-24 years old. Members were satisfied with the local progress made against WAO's (Grant Thornton) recommendations. The Committee agreed to recommend to Cabinet:

i. To send a letter to the Department of Work and Pensions expressing the Council's disappointment at DWP's refusal to agree information sharing protocols / processes (nationally).
ii. To explore opportunities to offer work experience to Ceredigion NEETs within the Council.

Early in 2016, the Committee considered a report which had previously been presented to Cabinet in relation to the budget savings proposals for 2016/17. At that time, the savings identified amounted to approximately £8.5m. The Committee's recommendation to Cabinet was to agree to the identified savings outlined in the report.

An update was provided on the profile of Ceredigion Challenge Advisors & Data and analysis of National Categorisation.

Consideration was given to the report of the Scrutiny and Standards Officer on the Monitoring of Schools by the Committee's Standards and Schools Workstream, where, following amendments, the Terms of Reference for the workstream were approved.

Consideration was given to the report on the Head Teacher Preception Survey – Results which informed Members of the support provided by Learning Services to Ceredigion Head Teachers. The survey, distributed to head teachers every two years, is based on the Estyn inspection framework.

As part of the Schools Review Policy, and following the review of the schools in Aberystwyth Area, a report on the review of Educational Provision in the Aberaeron District was presented for consideration. The Committee was presented with three options, namely:

i. To continue with the current situation of 10 schools within the Aberaeron district.
ii. Close Cilcennin School (which has the lowest number of pupils and the highest percentage of surplus places).
iii. Establish a new area school in the Aeron Valley located on the Professional Education Centre Campus, Felinfach (for the pupils of Ciliau Parc, Cilcennin, Dihewyd and Felinfach).
iv. Build a new area school on a central site within the Aeron Valley (for the pupils of Ciliau Parc, Cilcennin, Dihewyd and Felinfach).

The Committee agreed not to make a recommendation to Cabinet due to insufficient information in the report and lack of engagement with the community. The Committee agreed that consultation should be undertaken with the community prior to considering the proposed options. Subsequently, Cabinet agreed to proceed to consult with the four communities involved on option iii above.

The Committee considered the Post 16 and Spare Seat Allocation Home to School / College Transport Consultation results report. A review had been undertaken as it had been identified that approximately £500,000 could potentially be saved. A charge of £390 per pupil per annum for all post 16 pupils to educational establishments and to pupils benefitting from the spare seat allocation would be applied. Following consideration, the Committee agreed to recommend to Cabinet:

(i) To reject the proposal to introduce a subsidised charge of £390 per annum
(ii) To approve the proposal to introduce a charge of £390 per annum per pupil for all benefitting from spare seat provision.

Cabinet agreed to the recommendations.

Workstreams

The Learning Communities Overview and Scrutiny Committee has established four workstreams, namely, Standards and Schools; ALN, Inclusion and Wellbeing; Youth Engagement and continuing Education and Modernising the Infrastructure. The workstreams are in place to raise awareness, training purposes and to identify aspects which require further scrutiny as part of the forward work programme planning process. Arrangements are in place for meetings to be held in the new municipal year.

Thriving Communities Overview and Scrutiny Committee

The Thriving Communities Overview and Scrutiny Committee met on nine occasions during the municipal year 2015/2016.

Key issues considered.

Consideration was given at the beginning of the municipal year to the report on the Development of Overview and Scrutiny Forward Work Programmes. The Forward Work Programme was monitored and updated at each Committee meeting as a standing item on each agenda.

The Thriving Communities Overview and Scrutiny Committee considered the PwC Business Cases as agreed by the Cabinet. The Committee agreed to following recommendations:

a. Countryside rights of ways – to proceed to consult on an increase in fees
b. Rights of way diversion – to proceed to consult on an increase in fees
c. Penalty charge and parking waver charges – to proceed to consult on an increase in fees
d. Cemetery fees - to proceed to consult on an increase in fees
e. Short stay and long stay car parks – this is to be removed from the PwC Business Cases as the Thriving Communities Overview and Scrutiny Committee is undertaking a task and finish review of car park charges within the county.
f. Waste collection – domestic - to proceed to consult on an increase in fees apart from biobags for kitchen caddies as this may have a negative effect on recycling and landfill tax.
g. Food waste bins – to remove the introduction of a charge for the replacement of kitchen caddies and food waste bins.
h. Waste collection – Trade - to proceed to consult on an increase in charges.
i. Street works fees - consult on an increase in fees apart from random inspections and defect inspections which requires further investigation in relation the Council's ability to increase fees.
j. Commercial and mooring fees – to proceed to consult on an increase in fees.
k. Temporary road closures - To remove 'special events section 16A RTRA2004' and 'Special events section 21A TPCA 1847' from the Pwc Business Cases due to the negative effect this would have on the local economy. To proceed to consult on an increase in fees for road closures of more than 5 days (by order); Less than 5 days (by notice) and Emergency.
l. Public conveniences – to proceed to consult on the removal of payments to local business for providing public conveniences.

Recommendations reflecting the above were submitted to Cabinet who agreed to consider the Committee's recommendations as part of the consultation process.

Following the consultation period on the above, the Committee considered the draft business cases which had been amended to include comparative data used to identify proposals prior to consultation. A total of 308 responses had been received. Following discussion, the Committee agreed the following recommendations:

1. Countryside Rights of Way

To increase the fees for its existing range of charged for services by 20%.

2. Rights of Way diversion
    a. Rights of way diversion of rights of way

To retain the current fee

    b. Rights of way temp diversion of rights of way (less than 5 days)

To increase the fee to the average benchmarked fee

    c. Rights of way temp diversion of rights of way (more than 5 days)

To increase the fee to the average benchmarked fee

3. Penalty charge and Parking Waiver charges
    a. Penalty charge lower level contravention

To increase the fee to the high benchmarked fee

    b. Penalty charge lower level contravention if paid within 14 days

To increase the fee to the high benchmarked fee

    c. Parking waiver charge application fee

To retain the current fee

    d. Parking waiver charge application fee plus fee per vehicle

To increase the fee to the average benchmarked fee

4. Cemetery Fees
    a. Interment in a vaulted grave
    b. To retain the current fee
    c. Exclusive right of burial

To increase the fee to £300

    d. First interment

To retain the current fee

    e. Cremated remains

To increase the fee to the average benchmarked fee

    f. Additional cost for funerals taking place outside normal working hours

To increase the fee to the average benchmarked fee

    g. Right to erect monuments and gravestones

To retain the current fee

h. Additional inscription per headstone

To increase the fee to the average benchmarked fee

5. Waste collection – domestic
    a. To include only items that you would take with you when you move houses up to six items

To increase the fee to £40

    b. Green Garden Waste. Bags can be purchased from Council Cash Offices

To retain the current fee

    c. Black Waste Bags. Bags can be purchased from Council Cash Offices

To increase the fee to £2

    d. Compost Bin 330 litre

To increase the fee to £40

    e. Water Butt 180 litre

To increase the fee to the average benchmarked fee

6. Waste collection - Trade
    a. Wheelie Bin 140 litre Food Waste Wheelie Bin (Trade & Chargeable Household customers only)

To increase the fee to £30

    b. Trade and Chargeable Household Collection – Trade waste bags, residual (orange) per bag

To retain the current fee

    c. Trade and Chargeable Household Collection – Trade waste residual – 240 litre bin – collection charge only

To increase the fee to £15

    d. Trade and Chargeable Household Collection – Recycling trade waste bags (lilac) per bag

To increase the fee to £2.50

7. Street Works fees
    a. One House

To increase the fee to £350

    b. Agricultural/Horticultural

To increase the fee to £350

    c. SWL

To increase the fee to the average benchmarked fee

    d. Vehicular Access

To increase the fee to the average benchmarked fee

    e. Materials deposited on highway

To increase the fee to the average benchmarked fee

    f. Excavation in public highway – Skips (4 weeks)

To increase the fee to £50

g. Excavation in public highway – Scaffold (4 weeks)

To retain the current fee

8. Commercial mooring fees

To retain the current fee

9. Temporary road closure fees

a. More than 5 days (by order)

To increase the fee to the average benchmarked fee

b. Less than 5 days (by notice)

To increase the fee to the average benchmarked fee

c. Emergency

To increase the fee to the average benchmarked fee

10. Public conveniences

To discontinue the current payment of £5,500 to local businesses for providing public conveniences.

A report on Catering Services within the county was considered by the Committee. The report included information on how the service plans to make savings, information on the income and budget situations at Penmorfa and Canolfan Rheidol canteens, future plans and the withdrawal of producing kitchen at individual schools. Following consideration, the Committee agreed to note the information provided and recommended to Cabinet that the County Council assesses all opportunities for future catering requirements.

The Committee considered an update on the review of the Council's kerbside collection scheme. The review, undertaken by the technical consultants AMEC, is funded by the Welsh Government. The service is considering the use of a three-compartment vehicle for a weekly collection of plastic and metals, paper and card and food waste. A split body RCV would collect glass and residual waste fortnightly. If the service is financially viable, Members noted that they would welcome the proposal of a kerb-side glass collection. Further work is required on the review and information would be provided at a future meeting. It was noted that the current service of green waste collection, utilising spare capacity on the bulky household waste collection vehicle has proved to be effective and green waste collection may be continued through the winter months. Members agreed to note the content of the report and that the Cabinet Member for Environmental Services, Assets, Transportation and Carbon Management and the Chair of the Thriving Communities Overview and Scrutiny Committee are part of the panel to agree the evaluation mechanism to be used in the determination of the outcome of the kerbside collection scheme review.

Information on progress to date with the speed limit review, an indication of likely timescales for completion and the implementation of changes to limits on county roads was considered by the Committee. The Committee agreed to note the progress of the Speed Limit Review and to endorse the approach taken to implement the Speed Limit Review in line with Welsh Government recommendations and to recommend to Cabinet that roads outside schools to be prioritised when implementing the findings of the Speed Limit Review.

The Committee considered an information report on progress to date in respect of the audit and review of bus shelters in the County. The report noted that, so far, the review identified 251 bus shelters, of which, 63 are thought to be owned by the County. Establishing ownership of the remainder of the bus shelters is to be undertaken. Members agreed to note the progress to date and endorsed the proposed actions going forward.

The Annual Monitoring Report for the Ceredigion Local Development Plan prior to its submission to Welsh Government was considered by the Committee. There were no significant problems identified in relation to the implementation and delivery of the LDP. However, problems may arise should policies and procedures not be adhered. Members agreed to note for information the content of the Ceredigion Local Development Plan's Annual Monitoring Report for 2014/15 and noted the requirement for the AMR to be submitted to WG by the 31st October 2015.

The Committee considered a report on Empty Homes Activity 2012-15. The Committee had requested the report following the decision of the Overview and Scrutiny Coordinating Committee when considering the item on the Improvement Plan and omission of empty properties from the Plan. It is anticipated that the target of 25 empty homes being brought back into use would be reached in 2015/16. The Committee noted the activity and achievements in proactively bringing empty homes back into use over the past three years and that officer resource is maintained at targeting and maximising the important role of bringing empty homes back into use. The Committee agreed that they acknowledged the importance of the work of bringing empty homes back into use and, as a priority, that a recommendation be put to the Overview and Coordinating Scrutiny Committee that it be included in the Corporate Improvement Plan.

The Report of the Task and Finish Group on the Car Parking Charging Regime was presented for consideration by the Committee. The Committee agreed the following recommendations to Cabinet:

1. Car parking fees should remain the same and the Council should focus on improving the functionality and reliability of the machines;
2. Simplify ticket purchasing by removing the requirement of motorists entering the vehicle registration numbers;

3. a. Review the contract and arrangements with Metric for maintaining the machines;
b. Assurance is given that every machine has been programmed with the correct charges for that car park;
c. Reported problems with the machines are logged correctly. Including data on the day the problem was reported, by who, Metric's response and the time taken to resolve the issue;
4. Promote season tickets;
5. Introduce the option of the yearly ticket being paid by monthly direct debit;
6. Remove the 'extra' fee for trailers and replace with the full amount for trailer and towing vehicle;
7. Change the charging times to 11am – 10pm, allowing those members of the public that use the car parks to visit the towns on a daily basis i.e. for their milk/bread/newspapers, before 11am to do so free of charge;
8. Fees are set at 50p increments making them more user friendly;
9. Charging is introduced on weekends and bank holidays in Penmorfa and Minaeron, Aberaeron;
10.Car park signage for South Beach car park, Aberaeron is placed on the main road;
11.Regent Street, Aberaeron as a short stay only car park;
12.Explore the possibility of charging for the 14 spaces alongside the promenade, Aberaeron;
13.Explore the feasibility of charging on the piece of land behind the Harbourmaster, Aberaeron;
14.Seasonal parking should be re-introduced in Rock Street, New Quay, charging 1 March – 31 October.
15.Caravans and caravanettes are removed from being able to park at Rock Street, New Quay;
16.Caravans and caravanettes are removed from being able to park at North Road, Aberystwyth;
17.Explore the possibility of Morgan Street and outside the Angel becoming a charging car park;
18.Explore the feasibility of a exit payment system on major car parks within the County;
19.Car parking tickets should be transferable between car parks within the towns. This would encourage people to visit different facilities and shops within the town;
20.Day tickets are valid for 24 hours;
21.Look at the cost effectiveness of each individual car park;
22.Explore the option of outsourcing car parks, the maintenance of the machines or the collection of money if there isn't a improvement in the service in 12 months.

Members requested that, following its presentation to Cabinet, a further report on Car Parking is presented to the Committee in 3 months in relation to the progress made against the agreed recommendations.

Early in 2016 the Thriving Communities Overview and Scrutiny Committee considered the report that was presented to Cabinet on 19 January 2016 which provided background information on the proposed savings options for 2016/17.
Committee Members considered the savings proposals for 2016/17 for those service areas that were within the remit of this Overview and Scrutiny Committee. The Committee reached the following conclusions:

1. **Technical - Savings to be identified by natural savings as result of energy and fuel price reduction, elimination of residual budgets following changes in Shared Services and Partnership support, rescheduling vehicle financing, review of service standards and consequential support.**

- Anticipated energy and fuel price reduction in line with current market predictions £75k
- Elimination of budget provision for Residual Shared Services / Partner Organisation can realise £48k;
- A reduction in the direct liability for the disposal of Hazardous Waste can realise a £15k saving
- Review of discretionary payment for contribution to rail travel under Concessionary Fares scheme £20k, and the introduction of a demographic change target within Corporate Transport Budget of £50k due to reduction on demand led activity
- Rescheduling of vehicle financing arrangements should realise £138k without any detrimental effect on service delivery
- The investment in Invest to Save Initiatives should realise an anticipated £30k revenue saving
- A review of the standards of front line services e.g frequency of cleaning and weekend work will be undertaken. The result should also impact indirectly on the associated support costs and a combined target of £228k is deemed to be achievable

The Committee agreed to the identified savings.

2. **Performance and Economy - Savings to be identified from additional income generation**

Increased income target for Planning Policy - £3k

The Committee agreed to the identified savings.

3. **Development Management & Building Control - Increased income generation**

Increase fee levels and income targets associated with the delivery of the Development Management (£15k) and Building Control Services (£6k)

The Committee agreed to the identified savings.

A report on the redesign of the Technical Services Group was considered by the Committee. 6 main service areas were highlighted as the main areas for achieving the required savings. The Committee were of the opinion that insufficient information had been presented therefore agreed to convene a special meeting to further discuss the redesign of Technical Services in order that a full report on PwC Business Cases is available. Following consideration, the Committee then reached the following conclusions:

1: Customer services post corporatisation

- Staffing reduction
- Savings indicated £188,500
- Time to implement 15 months

The Committee AGREED to recommend to Cabinet the progression of the customer services post corporatisation element of the Business Case to successful implementation.

2: Merge service teams (Professional Teams)

- Staffing reduction
- Savings indicated £351,300
- Time to implement 11 months

The Committee AGREED to recommend to Cabinet that 3 months be given for the staff to put forward a plan that demonstrates an upcoming projects work programme which realises the savings and secures future funding for the service to become cost neutral.

3: Reduction in service standards

- Staffing reduction ~ Re-define Service
- Savings indicated £357,600
- Time to implement 12 months

a) Grounds maintenance

The Committee AGREED to recommend to Cabinet the progression of savings in grounds maintenance.

b) Street Cleaning

The Committee AGREED to recommend to Cabinet the progression of savings in street cleaning whilst maintaining service standards to the highest possible standards within the allocated budget.

3 a) and b) are subject to scrutinising the implementation plan prior to it being presented to Cabinet.

4: Externalise service delivery

- Staffing transfer ~ TUPE
- Savings indicated £1,022,700
- Time to implement 13months

a) Street lighting

The Committee AGREED to recommend to Cabinet the progression of the externalisation of street lighting element of the Business Case to successful implementation subject to at least one person being employed by the Council to oversee street lighting.

b) Refuse Collection

The Committee AGREED to recommend to cabinet that the externalisation of refuse collection element of the business case is not further progressed.

c) Transport and Fleet Management

The Committee AGREED to recommend to cabinet that the externalisation of transport and fleet management element of the business case is not further progressed.

d) Parking services

The Committee AGREED to recommend to Cabinet that the progression of the externalisation of the parking services element is removed from the PWC Business Case and proceed with recommendation 22 of the Thriving Communities Overview and Scrutiny car parking review 'to explore the option of outsourcing car parks, the maintenance of the machines or the collection of money if there isn't an improvement in the service in 12 months' time'.

5: Review technology

- Staff re-training & new skill sets
- Savings indicated £79,500
- Time to implement 5 months

The Committee AGREED to recommend to Cabinet the progression of the review of technology element of the Business Case to successful implementation.

6: Rationalise management

- Staff Reduction
- Savings indicated £538,800
- Time to implement 8 months

The Committee AGREED to implement the rationalisation of management as far as the implementation of the business case allows.

The Committee voiced concerns in relation to the PwC fees arrangement and process and requested copies of the

- Programme Board Minutes;
- Terms of Reference of the Council workshop;
- Terms of reference of the transformation panel.

Corporate Performance Management Panel

The Chairman and Vice Chairman of the Overview and Scrutiny Committees attend the Corporate Performance Management Panel.

This provides a forum where members of the CPM panel come together to:

- obtain a holistic view of the Council's performance;
- identify and explore high level cross-cutting issues that affect more than one service area e.g. the welfare reform;
- critically challenge areas of poor performance; and
- identify service improvement opportunities, risks to service delivery, and resource implications.

This allows the Chairman and Vice Chairman to be able to identify topics which require further attention by the Overview and Scrutiny Committees and for its inclusion on the Forward Work Programme of the Committee.

Dwynwen Jones, Overview & Scrutiny Support Officer
Kay Davies, Overview & Scrutiny Support Officer