

**CYNGOR BWRDEISTREF SIROL**  
**RHONDDA CYNON TAF**  
**COUNTY BOROUGH COUNCIL**

A meeting of the **CABINET** will be held at the Council Chamber, The Pavilions, Cambrian Park. Clydach Vale, Tonypany, CF40 2XX  
Wednesday, 2nd November, 2016 at 1.00 pm

Contact: Hannah Williams (Tel No. 01443 424062)

Councillors and members of the public wishing to request the facility to address the Cabinet on any of the business as listed below, must request to do so by 5pm on the Monday, 31 October 2016 Councillors and Members of the public have the right to address the Cabinet in the medium of English or Welsh.

It must be noted that the facility to address the Cabinet is at the discretion of the Chair and each request will be considered based on the agenda items being considered, the public interest/interest of the member in each matter and the demands of the business on that day. To make such a request please contact the Cabinet Office on 01443-424062 or alternatively please email [Cabinet@rctcbc.gov.uk](mailto:Cabinet@rctcbc.gov.uk).

## ITEMS FOR CONSIDERATION

### 1. DECLARATION OF INTEREST

To receive disclosures of personal interest from Members in accordance with the Code of Conduct.

**Note:**

1. Members are requested to identify the item number and subject matter that their interest relates to and signify the nature of the personal interest; and
2. Where Members withdraw from a meeting as a consequence of the disclosure of a prejudicial interest they **must** notify the Chairman when they leave.

### 2. MINUTES

To receive the minutes of the Cabinet meeting of the 25<sup>th</sup> October, 2016.

**3. REDEVELOPMENT OF THE FORMER TAFF VALE PRECINCT SITE**

To receive the report from the Director, Regeneration & Planning updating Members on the progress of the redevelopment of the former Taff Vale Precinct site and seeking approval for the next stages of the delivery of the development of the site.

**(Pages 17 - 28)**

**4. IMPROVING PRIMARY EDUCATION IN CWMAMAN, ABERDARE**

To receive the report from the Director, Education & Lifelong Learning advising Members of the outcome of the recent publication of a statutory notice in respect of a proposal to close Cwmaman Infants and Glynhafod Junior Schools and transfer their pupils to a new Primary School that will be created for the community, subject to parental preference in September, 2018.

**(Pages 29 - 36)**

**5. LEARNING DISABILITY JOINT STATEMENT OF COMMISSIONING INTENT**

To receive the report from the Group Director, Community & Children's Services seeking Cabinet approval to consult in partnership with Merthyr Tydfil Council and the Cwm Taf University Health Board on the draft Learning Disability Joint Statement of Strategic Intent.

**(Pages 37 - 68)**

**6. COMMISSIONING PROCUREMENT & CONTACT MANAGEMENT STRATEGY**

To receive the report from the Group Director, Corporate & Frontline Services seeking Cabinet approval of the Commissioning, Procurement & Contract Management Strategy.

**(Pages 69 - 92)**

**7. WALES AUDIT OFFICE - LOCAL AUTHORITY ARRANGEMENTS TO SUPPORT SAFEGUARDING CHILDREN**

To receive the report from the Group Director, Corporate & Frontline Services updating Cabinet Members on the outcome of the follow up visit undertaken by the Wales Audit Office (WAO) in respect of the Local Authority's Arrangements to Support Safeguarding of Children, together with a progress report in respect of actions taken to address overall recommendations in relation to Corporate Safeguarding responsibilities.

**(Pages 93 - 120)**

**8. COUNCIL'S RESPONSE TO THE WELL-BEING OF THE FUTURE GENERATIONS ACT 2015.**

To receive the report from the Chief Executive updating the Cabinet on the steps taken by the Council as an individual public body, to address its responsibilities under the Well-being of Future Generations Act 2015.

**(Pages 121 - 136)**

**9. TO CONSIDER PASSING THE FOLLOWING RESOLUTION:**

“That the press and public be excluded from the meeting under Section 100A(4) of the Local Government Act (as amended) for the following items of business on the grounds that it involves the likely disclosure of the exempt information as defined in paragraph 14 of Part 4 of the Schedule 12A of the Act”.

**10. EXTRA CARE HOUSING STRATEGY**

To receive the report from the Group Director, Community & Children's Services advising Members of the proposed strategy to modernise accommodation options and deliver extra care housing for the people of Rhondda Cynon Taf.

**(Pages 137 - 170)**

**11. URGENT BUSINESS**

To consider any urgent business as the Chairman feels appropriate.



**Service Director and Secretary to the Cabinet**

**Circulation:-**

**Councillors:** A Morgan (Chair)  
M Webber (Vice-Chair)  
R Bevan  
A Crimmings  
M. Forey  
(Mrs) E. Hanagan  
G. Hopkins  
M Norris  
(Mrs) J. Rosser

**Officers:** Chris Bradshaw, Chief Executive  
Chris Lee, Group Director Corporate & Frontline Services  
Gio Isingrini, Group Director Community & Children's Services  
Paul Lucas, Director of Legal and Democratic Services  
Tony Wilkins, Director of Human Resources  
Colin Atyeo, Director of Corporate Estates & Procurement  
Christian Hanagan, Service Director of Cabinet & Public Relations  
Esther Thomas, Director of Education & Lifelong Learning  
Jane Cook, Director of Regeneration & Planning  
Paul Mee, Service Director of Public Health & Protection  
Nigel Wheeler, Director of Highways & Streetcare Services

Subject to approval at the next meeting of the Cabinet

## **RHONDDA CYNON TAF COUNCIL CABINET COMMITTEE**

Minutes of the meeting of the Cabinet meeting held on Tuesday 25<sup>th</sup> October, 2016 at 12:00pm at the Council Headquarters, Clydach Vale.

### **County Borough Councillors – Cabinet Members in attendance:-**

A.Morgan (Chair)

M.Webber     R.Bevan     A.Crimmings

G. Hopkins     E.Hanagan

### **Other County Borough Councillors in attendance**

#### **Officers in attendance**

Mr C Bradshaw – Chief Executive

Mr C Jones – Director, Legal & Democratic Services

Mr C Lee – Group Director, Corporate & Frontline Services

Mr G Isingrini – Group Director, Community & Children's Services

Mr N Wheeler – Director, Highways & Streetcare Services

Mrs J Cook – Director, Regeneration & Planning

Mr T Wilkins – Director, HR

Ms E Thomas - Temporary Director, Education & Lifelong Learning

Mr C Hanagan – Service Director, Cabinet & Public Relations (Secretary to the Cabinet)

**64 APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Borough Councillors M Norris, J Rosser & M Forey

**65 DECLARATIONS OF INTEREST**

In accordance with the Council's Code of Conduct there were no declarations of Interest made pertaining to the agenda.

**66 MINUTES**

The Cabinet **RESOLVED** to approve the minutes of the 22<sup>nd</sup> September, 2016 as an accurate reflection of the meeting.

**67 SCRUTINY RECOMMENDATIONS**

The Director, Cabinet & Public Relations provided Members with the conclusions and recommendations of the Finance & Performance Scrutiny Committee which conducted a review in respect of the Council's Office Accommodation Strategy. The officer explained that a Scrutiny Working Group was formed which met on four occasions to conduct a consultation review in respect of the office rationalisation strategy. Cabinet Members were referred to Appendix 1 of the report where the three key areas reviewed were displayed:

- a. Council Accommodation Review
- b. Agile Working & Digitalisation
- c. RCT Together

The Cabinet Members spoke positively of the report and took the opportunity to thank the Working Group for their commendable work in conducting the review. It was agreed that the 3 areas identified would make more efficient use of the Council's office space, resulting in a reduction in accommodation costs.

It was **RESOLVED** to:

1. Note the review provided by the Council's Finance & Performance Scrutiny Committee provided in Appendix 1 of the report.
2. Agree in principle the recommendation contained within the report, subject to further consideration by the Cabinet Portfolio holders for this area, following which a detailed response is provided to the relevant Scrutiny Committees.

## 68 2017/18 BUDGET CONSULTATION

The Director, Cabinet & Public Relations advised Members of the proposed approach to resident engagement and consultation in respect of the 2017/18 budget. The officer explained that in previous years, the Council has undertaken a two year phase approach to budget consultation but due to the timing of the Chancellor's Comprehensive Spending Review and the impact it had on the Welsh Government releasing provisional and final settlements for 2016/17, a revised, single phase approach was adopted for last year's budget consultation. Cabinet Members were reminded of the success of last year's consultation which led to more than 500 people providing feedback, with the officer proposing this approach for 2017/18.

The Deputy Leader spoke positively on the proposed approach, commenting on the importance of young people's opinions during consultation. The Member added that the introduction of town centre consultation was a successful method in meeting and communicating with people who would otherwise not have made their voices heard.

Following further discussions, it was **RESOLVED** to:

1. Note the success of last year's revised approach to budget consultation
2. Endorse the proposed approach to budget consultation which will include:
  - The use of an online budget simulator
  - Town centre roadshow events
  - A young person's consultation event
  - Consultation with OPAG
  - Use of social media to promote and capture feedback
  - Community engagement.
3. Note that the budget consultation will run from November 7th 2016 – December 19th 2016.
4. Note that the Council's statutory requirements regarding consultation on the Council Tax Reduction Scheme and Council Tax levels will be met via the proposed approach.
5. Inform the Chair Persons of the Overview and Scrutiny Committee and Finance and Performance Committee of the approach and the continuation a single continuous phase.

## 69 PROVISIONAL LOCAL GOVERNMENT BUDGET SETTLEMENT 2017/18

The Director, Corporate & Frontline Services circulated a late report to the Cabinet Members, providing them with information in respect of the 2017/18 provisional Local Government Settlement, and initial comments on its likely implications for the delivery of Council services. The officer referred Cabinet Members to the presentation displayed to accompany the report, a copy of which is attached.

It was explained that the Public Sector continue to face a sustained period of financial challenge in terms of available resources but that setting a budget in 2017/18 that both maintains, as far as possible, key services and jobs as well as ensuring ongoing financial stability of the Council, remains a key priority.

Subject to approval at the next meeting of the Cabinet

Members welcomed the protection afforded to Local Government Funding by the Welsh Government

The Leader of the Council took the opportunity to thank the Director and the Finance team for their continuous hard work during times of austerity, reiterating the importance of the Council's key objective.

Questions were raised around Communities First and the impact Assembly decisions would have on the Council and staff.

It was **RESOLVED** to:

1. Note the Provisional 2017/2018 Local Government Settlement, announced by the Cabinet Secretary for Finance and Local Government, on the 19<sup>th</sup> October 2016.
2. Note that the Final 2017/2018 Local Government Settlement is expected on the 21<sup>st</sup> December 2016.
3. Note that the general budget strategy consultation, subject to Cabinet approval, will commence on the 7<sup>th</sup> November 2016 and will close on the 19<sup>th</sup> December 2016.

**This meeting closed at 12.20pm**

**Cllr A Morgan  
Chair.**



# The Revenue Budget 2017/18 – Provisional Settlement Update

October 2016

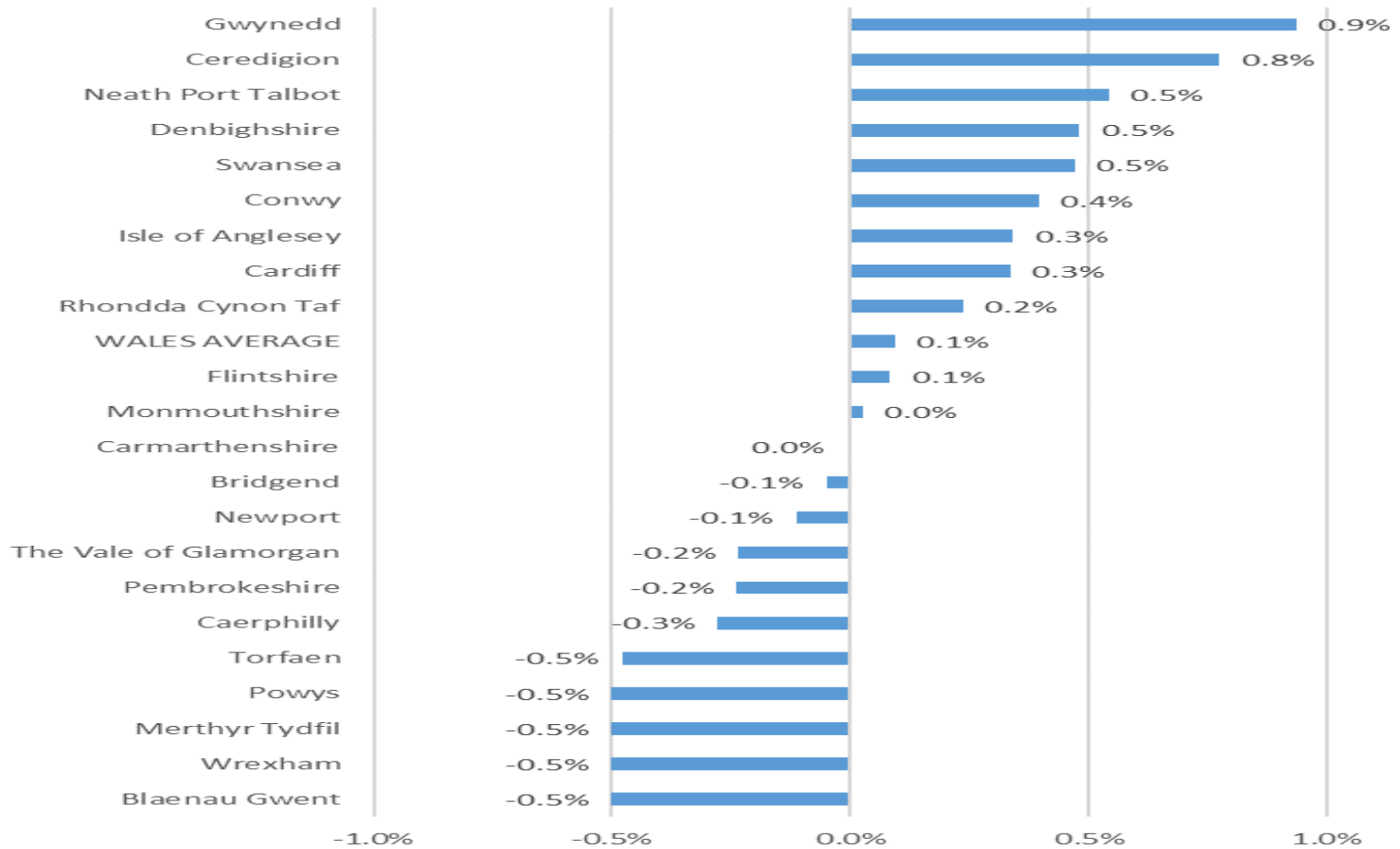
Page 9



# Provisional Settlement Details

- Average reported increase across Wales 0.1% (after transfers, but not new responsibilities) for 2017/18
- Reported increase for Rhondda Cynon Taf - 0.2%
- Floor protection at -0.5%
- Various 'Transfers in' and 'out' of settlement
- New responsibilities added
- Many specific grant details to be confirmed
- Capital funding increase of 0.06% in 2017/18

# Provisional Settlement Details



# Preliminary Assessment

- Settlement better than anticipated and modelled within the MTFP
- Updated financial modelling, including:
  - Council Tax +2.5% increase
  - Schools +1.5%
- Initial budget gap reduced from £21.519M to £13.818M
- After savings secured to date and efficiency targets applied, gap is **£2.819M**
- Ongoing work in respect of expenditure and income critical as budget strategy is developed

# Development Of An Equitable Budget Strategy

- Key principles applied to maintain our focus on robust financial management
- Considerations will include:
  - Financial stability
  - Efficient and effective services
  - Appropriate funding for corporate commitments, schools and services
  - Protect key services and jobs wherever possible
  - Review all areas

# Consultation

- To run from 7<sup>th</sup> November to 19<sup>th</sup> December and include:
  - The use of an online budget simulator
  - Town Centre roadshow events
  - A young persons consultation event
  - Consultation with OPAG
  - Use of Social Media to promote and capture feedback
  - Community Engagement

# Budget Timetable

- 19<sup>th</sup> October 2016 – Provisional settlement figures released by the Welsh Government
- 21<sup>st</sup> December 2016– Final figures expected from the Welsh Government
- October to February – options for next year's budget to be considered, including consultation process to be undertaken
- Feb / March 2017 – Council sets budget and Council Tax levels for 2017/18

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## RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

### CABINET

2<sup>ND</sup> NOVEMBER 2016

#### REDEVELOPMENT OF THE FORMER TAFF VALE PRECINCT SITE

#### REPORT OF DIRECTOR OF REGENERATION AND PLANNING IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR R BEVAN

**AUTHOR:** Jane Cook, Director of Regeneration and Planning.  
Tel: 01443 490406

#### 1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to update Members on progress with the redevelopment of the former Taff Vale Precinct site and to seek approval for the next stages of the delivery of development on the site.

#### 2. RECOMMENDATIONS

It is recommended that Members:

- 2.1 Agree to instigate the procurement of external consultant teams for the next stages of surveys, design, project and cost management in order to proceed to the next stage of project delivery.
- 2.2 Agree to carry out all work necessary to further develop the programme producing a detailed delivery programme with key milestones; producing a robust cost plan to set a realistic budget; to developing fully detailed design proposals to deal with all reserved matters, and procuring a suitable contractor.
- 2.3 Agree to receive further reports as the scheme progresses, in particular the full business case that includes further details of the total funding package for the capital investment.

#### 3. REASONS FOR RECOMMENDATIONS

- 3.1 The Taff Vale redevelopment project has progressed well since Cabinet considered the scheme last in July 2016. It is important to continue the delivery of this key development in Pontypridd, to benefit the economy of the town, the wider Borough, and the SE Wales City Region. The recommendations above will ensure that the momentum can be

maintained to ensure that this ambitious and important development is progressed.

#### **4. BACKGROUND**

- 4.1 The former Taff Vale Precinct site currently acts as a disincentive to significant future investment in Pontypridd Town Centre. The development of the site will not only safeguard and maximise the opportunities from existing investment, but will also act as a catalyst for future economic opportunities presented by the site and the town centre, to be realised.
- 4.2 The wider Pontypridd area is a key strategic area, within the Cardiff City Region. It is a pivotal place in the heart of the region, forming a key junction between the valleys, the cities and the coast. Pontypridd's economic and physical assets give it the potential to bring real and sustainable economic growth for Rhondda Cynon Taf and the wider City Region. Focussed investment will assist the realisation of this potential.
- 4.3 Pontypridd is a focus and hub for economic and social activity, and is a gateway for new investment, innovation, sustainable development and growth. The importance of Pontypridd to the economy and growth potential of the wider region is further emphasised by its employment and commuting patterns. Current assets within the area will form the basis for future investment and growth opportunity, and the Taff Vale site is a key opportunity.
- 4.4 In a pivotal location on the A470 and the main valleys railway line, Pontypridd has strong links south to the M4 and coastal cities, to the north the valleys and Merthyr Tydfil, and beyond to the Midlands via the M5. It also directly serves a population the valleys communities to the north and west in the Rhondda, Ely and Cynon Valleys. Linking these communities to Pontypridd will be further strengthened by the South Wales Metro and Valley Lines Electrification Project which place it as a key regional centre and network hub, and build on significant recent investment such as the modernisation of Pontypridd railway station and associated platform reopening to increase capacity and improve linespeed.
- 4.5 The University of South Wales Pontypridd Campus at Treforest, and Coleg Y Cymoedd main campus at Nantgarw/Treforest , together give the area a key role in the region in terms of research and development, innovation, training and links with business. The creation of employment opportunities and associated training in a highly accessible location is a clear focus for this location.

- 4.6 Pontypridd town centre and its surrounding area has continuing potential for economic diversification, investment and growth. This is supported by new facilities with national significance for visitors such as the Lido Ponty and the Royal Mint Experience, which makes the area an increasing destination for visitors and students from outside the area, including international students, which give a boost to the local labour market and add value to the offer of the area.
- 4.7 There is already a continuing and significant programme of regeneration investment which is now delivering positive change and economic improvement to Pontypridd. It is delivering outcomes in terms of jobs and development, in addition to leveraging private sector involvement and investment.
- 4.8 The development of the Taff Vale site will build on the current momentum and add significant value. It forms part of a set of further initiatives which together will result in additional investment, growth and employment that will have regional benefit. These include:
- **Redevelopment of the Taff Vale Site** – a major mixed use site opportunity at a key town centre location with investment and employment potential
  - **The New Bridge Link** – a statement making bridge link over the River Taf providing a new gateway link between the town centre and Lido Ponty facility providing economic and visitor linkages that will focus further investment (see Cabinet Report July '16)
  - **Ynysangharad Park** – Building on Lido Ponty as a regional visitor attraction upgrading the park and introducing complementary and innovative features and restoring original features providing employment and visitor opportunities (see Cabinet report July 2016)
  - **Pontypridd YMCA** – Redeveloping the YMCA to be fit for the future as a community centre for creative arts facilitating social enterprise, training opportunities and community involvement.
  - **Bingo Hall Site Redevelopment** – a major privately owned disused site at the southern entrance to the town, ripe for development for a variety of uses and creating further investment in the town
  - **Townscape Enhancements (under Vibrant and Viable Places)** – continuing a targeted approach to upgrading town centre buildings for increased business and commercial use and continuing to improve the quality of the townscape providing business investment and employment growth
  - **Business Improvement District (BID)** - the BID is a private sector led development bringing businesses and other stakeholders together to improve the trading environment and increase profitability. They are progressing a number of initiatives in the town.

## **5. TAFF VALE SITE – PROGRESS TO DATE**

- 5.1 The former Taff Vale Precinct Site is in a highly prominent position and is critical in terms of the regeneration of the town, and ensuring that it's potential within the wider City Region is realised.

- 5.2 The site has had many false dawns following the decline of the precinct, a mid 1960's a commercial development of offices, shops and a basement car park. The last scheme in 2009 was granted planning permission for commercial / retail use and the site's buildings were demolished. However, development stopped in 2012 when the developer went into receivership. The development of the site was subsequently held up by the complex tenure arrangements.



- 5.3 The Council actively engaged with prospective purchasers and some interest in the site was received however, despite seeing significant potential in the site, all the prospective investors failed to deliver a development.
- 5.4 The site now clearly acts as a disincentive to significant future investment in the town.



- 5.5 In response to the failure of the private sector to deliver the site, in March 2015, with the support of Welsh Government funding from the Vibrant and Viable Places Regeneration Framework (VVP), the Council acquired the Receiver's long leasehold interest, thereby removing a significant barrier to the future development of the site.
- 5.6 Funding of £1.5 million was approved by Council on 28<sup>th</sup> October 2015 as part of the Investment Priorities to progress the successful development of the site.

- 5.7 Since that time there has been considerable activity across a number of Council Service areas, resulting in very good progress on this complex and challenging site.
- 5.8 The importance of securing the *right* development is absolutely paramount. In order to achieve this, considerable work has been completed to investigate site conditions and the potential for the re-use of the existing structure and also to consider all potential development opportunities for the site.
- 5.9 The detailed and complex structural work concluded that to maximise this redevelopment opportunity and to allow the site to be redeveloped without such restrictions, the demolition of the existing remaining structure is required. A detailed plan for the demolition has been developed and it is anticipated that works will be completed by the end of March 2017.
- 5.10 Other preparation work completed includes geotechnical and geoenvironmental studies; ecological work including bats and otters; structural, mechanical and electrical surveys; and asbestos assessments.
- 5.11 Specialist commercial property advice has also been secured which considered all potential development options in light of current and anticipated future market conditions. Supporting this work, architectural services were commissioned and concept designs completed for the site.
- 5.12 Concept designs and a feasibility study for a new footbridge over the River Taff has also been completed. The bridge would connect the town with the Ynysangharad War Memorial Park and recently completed Lido restoration project, to encourage pedestrian movement around the whole town centre.
- 5.13 Members will recall that in January 2016, views on preferred future uses were sought from local residents and businesses via a questionnaire. 1,551 respondents completed the questionnaire and the main preferred uses for the site were retail and restaurants, with a selection of other uses in the middle range including public services, hotel, bars and gym, with housing and student accommodation being least supported in the consultation.
- 5.14 As noted above, this site represents the single biggest development opportunity in Pontypridd. It needs to deliver footfall in the town to help sustain and improve the town's retail and commercial offer, whilst also contributing to the vibrancy of Pontypridd. A key message from the commercial property advisors was that a mainly retail led scheme would neither be likely to be deliverable nor viable in today's climate.



- 5.15 A range of purely commercial mixed use options were reviewed, but the key to certainty of delivering development of the site within a reasonable timeframe, is for any scheme to include public sector development, rather than a reliance on a changing commercial marketplace. Therefore, having considered the need to increase footfall in the town to support the existing local economy as well as acting as a catalyst for future investment, the development option that is proposed contains major office accommodation development for private and public sector occupancy together with A3 (food and drink) uses.
- 5.16 The scheme currently proposes 3 individual buildings sitting above a combined basement area that will provide some parking capacity, plant facilities and service yard/storage areas. Building A is a major office building comprising office floor space, and a modest element of restaurant/cafe floor space on the ground floor level. Building B is similar to Building A, a major office building with a small element of food or drink floor space on the ground floor level. Building C is a distinctively different looking building to the two other office buildings, flexible enough to provide uses including library, front office, leisure and office type uses. Additional public realm, street scape and views of the river will also be incorporated into the site.
- 5.17 The commercial advice received has identified these uses as deliverable, and this advice is supported by positive responses from other significant national property agents.
- 5.18 Ambitious plans have been developed to build these uses into a quality development, right for this key opportunity site in Pontypridd, Rhondda Cynon Taff and the wider region. The scheme prepared is bold, but respects the historic features around the site. It is modern in design taking Pontypridd forward and enabling it to realise the opportunities outlined earlier.





- 5.19 An outline planning application for the Taff Vale site redevelopment was submitted in July 2016. The Design Commission for Wales said “This is a positive and confident approach to an important scheme for the town centre, and its ambition is welcomed by the Commission.” It is notable that a development proposal of this scale and importance generated no objections. Importantly comments and consultation responses were received, but other than some concerns, the responses were overwhelmingly positive.
- 5.20 The planning application was approved by the Council’s Development Control Committee on 20<sup>th</sup> October. The granting of planning permission is a major milestone in this programme of development.
- 5.21 As the project has developed from a concept proposal it is now entering into a phase of project delivery. During this transition stage, revised Project Management protocols have been discussed with the officer Project Board and responsibility for delivery of the demolition and construction aspects of the project have been transferred to Corporate Estates. Overall responsibility for the redevelopment of the site to contribute to the town centre regeneration is being retained by Regeneration and Planning. The delivery of this scheme is very much supported by services right across the Council.

## **6. NEXT STEPS**

- 6.1 The delivery of the scheme will be undertaken by the Council. This will provide certainty and control. The redevelopment has not been successfully delivered by the private sector, however under a public sector delivery model, the approach to development is different, with regeneration at its heart, rather than the need to hit a particular profit target, and maintain the support of shareholders. The Council’s priority is the delivery the development for the town, the wider community in Rhondda Cynon Taf, the region, and the Council.

- 6.2 Clearly the scheme must be appropriately funded, for both the capital investment for development of the site and the ongoing operational running costs, and deliver the right outcomes for the town and the Council. However, the ability to structure the funding package of the capital investment with available external funding Welsh Government grants, potential capital receipts and prudential borrowing, provides a more robust approach to delivery. This is further supported by the revenue stream which the development can generate once the development is operational.
- 6.3 The detail of the funding package will be developed in the coming months, but the overall capital investment cost is currently estimated in the range of £32 to £40M excluding the demolition/design costs incurred to date.
- 6.4 The programme for the development is also currently being completed. It is proposed that the remaining Taff Vale site structure is demolished to allow the site to be redeveloped without current restrictions, and that this will be completed by March 2017.
- 6.5 Work is ongoing in preparation for a procurement exercise, subject to Cabinet approval, which would follow the European Union (EU) process. This procurement would obtain tenders and consultant proposals for the next stages of design development to take the project from its current concept stage through to detailed design to discharge reserve matters and produce a package of work suitable for procurement of a contractor to redevelop the site. It is hoped that appointment of a full design team will be before the end of December 2016.
- 6.6 Preparation work is also ongoing to start a procurement exercise, subject to Cabinet approval, to procure the services of an external Project and Cost Manager to manage the following stages of project delivery and work up a realistic programme and produce a robust cost plan. This procurement would use a mini-competition following the NPS Wales Framework process.
- 6.7 There is a need to develop proposals for the occupation of the individual buildings using a mix of private and public sector occupants. Opportunities to rationalise the Council's Property Portfolio will be explored to determine the best fit of services/occupants to be relocated within buildings B and C, generating potential capital receipts and/or alternative uses for existing Council owned sites.



6.8 The outline programme currently shows the following stages:-

- Complete on site demolition March 2017
- Start construction procurement May 2017
- Start of construction November 2017
- Complete May 2019

## **7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 An Equality Impact Assessment screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time. The screening form can be accessed by contacting the author of the report or the Cabinet Business Officer.

## **8. CONSULTATION**

8.1 Consultation has been undertaken about the potential uses for the site, and further consultation on the proposed Taff Vale site redevelopment has been completed as part of the Statutory Planning process.

## **9. FINANCIAL IMPLICATIONS**

9.1 The outcome of the next stage tendering exercises referred to above, will inform the detail of costs for project and cost management, detailed design, and production of a package of work suitable for procurement of a contractor, etc. Once detailed costs are identified, funding options will then be considered. It is likely that funding flexibility will be identified as part of the Quarter 2 Performance report and this will be reported to Members at the end of November.

9.2 The capital investment in the development is likely to be in the region of £32 - £40M excluding the demolition/design costs incurred to date. When more certain cost estimates are available a business case and funding package will be developed which is likely to be a combination of Council resources, external funding, capital receipts and prudential borrowing.

9.3 The operational revenue running costs will depend on final designs and functions of the site. A business case will be prepared detailing the operational costs and income to take account of the potential commercial rents.

## **10. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

10.1 The site is wholly controlled by the Council in terms of freehold and leasehold. The detailed legal issues which arise in the delivery of capital projects will be considered and progressed in accordance with relevant legislation, within the usual project management arrangements.

## **11. LINKS TO THE COUNCIL'S CORPORATE PLAN**

11.1 The development opportunities outlined in this report will make a positive contribution towards the Corporate Priorities "Economy – Building a stronger economy" and "A prosperous Wales".

## **12. CONCLUSION**

12.1 Pontypridd is a pivotal location in the Cardiff Capital Region, and the Taff Vale site presents a significant opportunity to secure a step change to the economic performance of the town, beneficial to Rhondda Cynon Taf and the region.

12.2 The development has progressed well since the scheme was considered by Cabinet in July and it is important that this momentum is maintained. The next steps outlined in this report will allow the delivery of this ambitious scheme to be successfully developed.

### **Other Information:-**

#### ***Relevant Scrutiny Committee***

Finance and Performance Scrutiny

#### ***Contact Officer***

Jane Cook, Director of Regeneration and Planning. Tel 01443 490406

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**2<sup>ND</sup> NOVEMBER 2016**

**REPORT OF (DIRECTORATE) IN DISCUSSIONS WITH THE RELEVANT  
PORTFOLIO HOLDER (CLLR)**

**Item:**

**Background Papers**

Officer to contact: Jane Cook, Director of Regeneration and Planning. Tel  
01443 490406

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## **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

### **CABINET**

**2<sup>ND</sup> NOVEMBER 2016**

### **IMPROVING PRIMARY EDUCATION PROVISION IN CWMAMAN, ABERDARE**

#### **REPORT OF THE DIRECTOR OF EDUCATION AND LIFELONG LEARNING IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR E HANAGAN**

**Authors:** Andrea Richards, Head of 21<sup>st</sup> Century Schools Tel: 01443 744002  
and Julie Hadley, School Organisation Manager Tel: 01443 744227.

#### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to advise Members of the outcome of the recent publication of a statutory notice in respect of a proposal to close Cwmaman Infants' and Glynhafod Junior Schools and transfer their pupils to a new Primary school that will be created for the community, subject to parental preference, in September, 2018. It is proposed that the new school will be constructed on a currently vacant site at Glanaman Road, Cwmaman (the site of the former Fforchaman Colliery).

#### **2. RECOMMENDATIONS**

It is recommended that the Cabinet:

- 2.1 Note that no objections, or comments were received in response to the publication of the statutory notice to progress this proposal;
- 2.2 Agree to implement the proposal to close Cwmaman Infants' and Glynhafod Junior Schools and open a new Community Primary School for Cwmaman in a new school building that will be constructed for this purpose. The new school will open on 1<sup>st</sup> September 2018.
- 2.3 Note that a separate report on funding arrangements will be submitted to full Council in due course.

### **3 REASONS FOR RECOMMENDATIONS**

- 3.1 To implement the proposal in accordance with the process outlined in Welsh Government legislative guidance (the School Organisation Code).

### **4. BACKGROUND**

- 4.1 Members will recall that, at the meeting of Cabinet held on 23<sup>rd</sup> June 2016, approval was given to publish a statutory notice to progress the proposal to close Cwmaman Infants' and Glynhafod Junior Schools, and transfer education provision to a new Primary school to serve the catchment area, that will be constructed for this purpose, by September, 2018. It is proposed that the school be constructed on the site of the former Fforchaman Colliery at Glanaman Road, Cwmaman, subject to the satisfactory outcome of statutory investigations and the relevant planning consents.

### **5 EQUALITY AND DIVERSITY IMPLICATIONS**

- 5.1 Equality and Community Impact Assessments were prepared in respect of this proposal and were published on the Council's website together with the consultation document that outlined the proposal in detail. Copies of both reports have been provided to Cabinet previously.

### **6 CONSULTATION**

- 6.1 The consultation process in respect of this proposal was undertaken under the arrangements outlined in the Welsh Government's School Organisation Code, which was introduced on 1<sup>st</sup> October 2013. Consultation took place between 1<sup>st</sup> March 2016 and 29<sup>th</sup> April 2016 and full details of this process was published in a Consultation Report, which was presented at the meeting of Cabinet held on 23<sup>rd</sup> June 2016 and subsequently published on the Council website.

### **7. THE STATUTORY PROCESS**

- 7.1 The statutory notice for this proposal was published on 2nd September 2016 and a 28 day period, to 29<sup>th</sup> September 2016 was allowed for the receipt of objections, in line with legislation. No objections were received.
- 7.2 The fact that no objections were received now removes the requirement to publish an objections report. The Council must,

however publish a Decision Notice that formally outlines the reasons for implementation of this proposal; a copy of this Decision Notice is attached as Appendix A.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 This proposal to create one primary school for Cwmaman will realise annual revenue savings of £162,000. In creating one school, redundancy costs may arise, as the number of staff required in the new school may be less than for the separate schools. The Council seeks to minimise this cost by redeploying displaced members of staff wherever possible. Therefore, it is not possible at this point in the process to identify any possible redundancy costs.
- 8.2 A new school building will be required to provide the accommodation and facilities for the new primary school. It is estimated that the cost of this work will be approximately £7.2m and will be funded by the 21<sup>st</sup> Century Schools Programme, which includes a 50% contribution from Welsh Government. The Council's 50% share of the capital costs will be met through Prudential borrowing, funded by the revenue savings generated from closing the two schools.
- 8.3 A full business case in respect of this funding has been submitted to Welsh Government and we anticipate formal approval of this in November 2016. A separate report on the funding arrangements will be submitted to full Council in due course.

## **9 LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES/ SIP.**

- 9.1 This particular proposal forms part of the larger school reorganisation proposals that form our 21<sup>st</sup> Century Schools Programme for Rhondda Cynon Taf.

## **10 CONCLUSION**

- 10.1 Members are asked to formally approve the proposal as consulted upon and agree to close Cwmaman Infants' and Glynhafod Junior Schools, creating the new Community Primary School for Cwmaman, to open on 1<sup>st</sup> September 2018.

**Other Information:-**

***Relevant Scrutiny Committee: Children and Young People***

***Background Papers***

**The background papers included as appendices to the report are:**

- **Decision Notice**

***Contact Officer***

**Julie Hadley, School Organisation Manager  
01443 744227**



**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**2<sup>ND</sup> NOVEMBER 2016**

**REPORT OF THE DIRECTOR OF EDUCATION AND LIFELONG  
LEARNING IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER,  
COUNCILLOR E HANAGAN**

**Item:**

**Background Papers**

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All Consultees

**Gofynnwch Am:** School Organisation  
**Please Ask For** and Planning  
**Rhif Est:** 744227  
**Ext No:**

Fy Nghyf:  
My Ref:

Eich Cyf:  
Your Ref:

Dyddiad: October, 2016  
Date:

Dear Sir/Madam,

**PROPOSAL TO CLOSE CWMAMAN INFANTS' AND GLYNHAFOD JUNIOR SCHOOL  
AND OPEN A NEW COMMUNITY PRIMARY SCHOOL FOR CWMAMAN**

Further to my letter dated 2<sup>nd</sup> September 2016, I would confirm that, following the publication of a statutory notice on 2<sup>nd</sup> September and a 28 day notice period, **no** objections to the above proposal were received. The Council's Cabinet, at their meeting held on xx October 2016 has therefore resolved to implement the proposal, with effect from 1<sup>st</sup> September 2018.

The reasons for, and rationale behind the proposals and the reasons for this decision to implement them were fully outlined and explained in the consultation document that was widely circulated in March of this year. Cabinet also fully considered all comments received following the consultation process that ended in April of this year. As indicated, no objections were received following the publication of the statutory notice, hence the decision taken to implement the proposal as outlined. A summary of the reasons for the decision to implement these proposals is given below:

- It is the Council's view that creating a new Primary school for the community of Cwmaman will improve educational outcomes and provision for the following reasons;
  - A single school vision and ethos, with a single governing body and management team providing leadership across the full primary age range, using consistent policies and practices;
  - Improved transition from the Foundation Phase to Key Stage 2 (Yr 2 to Yr 3) and overall progression;
  - Greater consistency of teaching and learning for pupils across the key stages including:
    - Seamless curriculum planning and co-ordination;
    - Shared schemes of work, assessment and tracking of pupil progress;

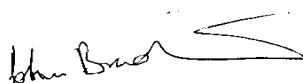
- Greater continuity in terms of expectations, behaviour, partnerships with parents and
  - Day to day organisation;
  - Less change for parents and pupils;
  - Greater continuity of support for vulnerable groups of pupils;
  - Opportunities for staff to move between key stages and further develop expertise;
  - Potential for financial savings in terms of staffing structures and purchase of services, which accrue to the single school; and
  - The future capital investment benefits that would arise from the modernisation of one institution rather than two, in a new, purpose built school building.
- An 'all-through' Primary school for Cwmaman could offer:
    - A larger school with a bigger role;
    - A more flexible organisation;
    - Improved career prospects;
    - Improved curriculum co-ordination;
    - The opportunity to teach across a wider age range;
    - An increased range of expertise;
    - Improved opportunities for staff interaction /co-ordination

The evidence and rationale to support these statements is all contained within the consultation document that was circulated widely to all consultees in March of this year. This document is still available on the Council website for any person to view at <http://www.rctcbc.gov.uk/EN/GetInvolved/Consultations/Schoolconsultations.aspx>.

The conclusion therefore reached by Cabinet when making their final decision is that the benefits that can be achieved in respect of improved educational outcomes and provision for school pupils in this area are the prime reasons for implementing these proposals.

Cwmaman Infants' and Glynhafod Junior Schools will therefore officially close on 31<sup>st</sup> August 2018, to be replaced by the new Primary School on 1<sup>st</sup> September 2018. It is proposed that the school will be accommodated in a new building to be specially constructed for this purpose, subject to the satisfactory outcome of statutory investigations and the relevant planning consents.

Yours faithfully



**Chris Bradshaw**  
**Chief Executive**

## RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

### CABINET

2<sup>ND</sup> NOVEMBER 2016

#### LEARNING DISABILITY JOINT STATEMENT OF STRATEGIC INTENT

#### REPORT OF GROUP DIRECTOR COMMUNITY AND CHILDREN'S IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR M FOREY

**Author:** Neil Elliott, Service Director Adult Services.  
Tel No: 01443 444603.

#### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to seek Cabinet approval to consult in partnership with Merthyr Tydfil Council and the Cwm Taf University Health Board on the draft Learning Disability Joint Statement of Strategic Intent.

#### **2. RECOMMENDATIONS**

It is recommended that Cabinet:

- 2.1 Approves for consultation the draft Learning Disability Joint Statement of Strategic Intent (attached as Appendix 1 to this report)
- 2.2 Receives, for approval, a further report in February 2017 on the outcome of the consultation alongside a final Learning Disability Joint Statement of Strategic Intent and an implementation plan to take forward the actions required to deliver the commissioning intentions.

#### **3 REASONS FOR RECOMMENDATIONS**

- 3.1 Cabinet's permission is required to undertake a formal consultation exercise on the draft joint commissioning intentions for learning disability services. The draft Learning Disability Joint Statement of Strategic Intent has been developed to fulfil statutory duties and provide a basis for planning, commissioning and delivering learning disability services in Rhondda Cynon Taf and across the Cwm Taf Region.

- 3.2 The views of customers and stakeholders are necessary to inform new models of service delivery and to determine how this can be best achieved through the commissioning of services.

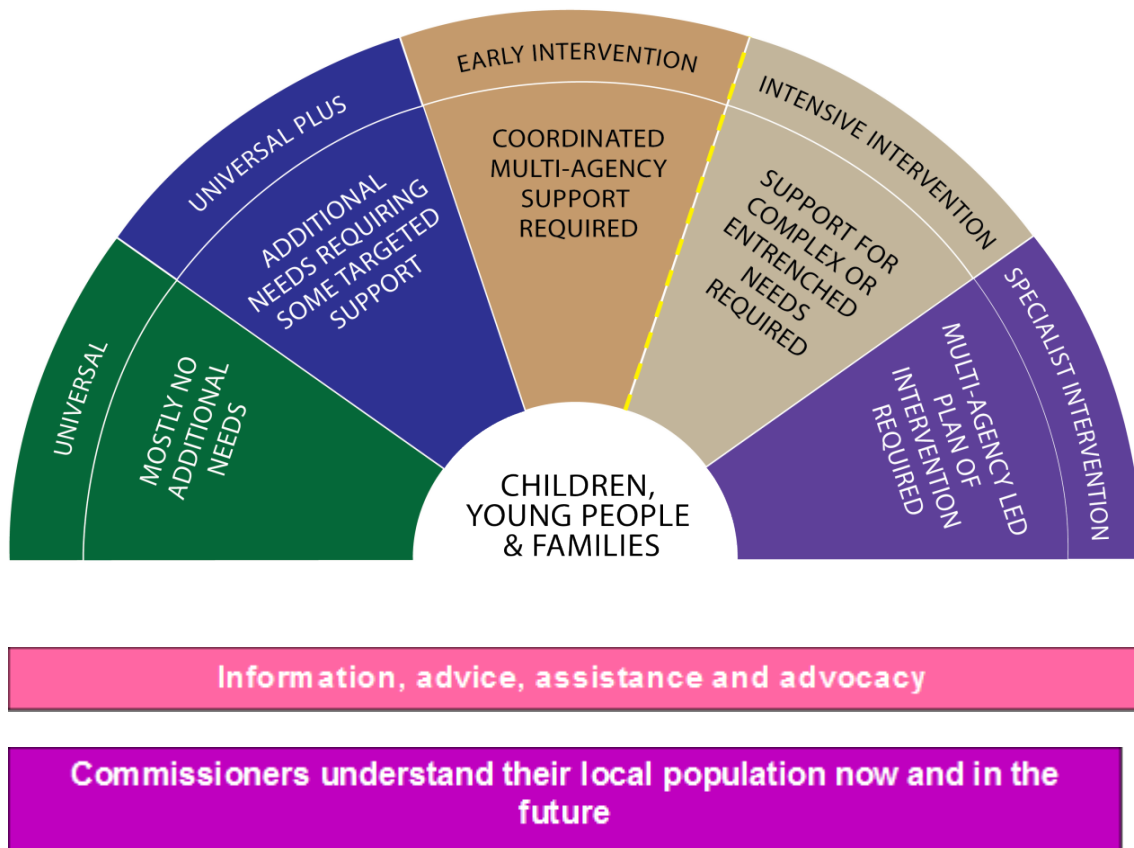
#### **4. BACKGROUND**

- 4.1 Rhondda Cynon Taf has been working together with Regional Cwm Taf Partners to develop Learning Disability Joint Statement of Strategic Intent. This Statement, attached at Appendix 1 to this report, is set within the context of the Social Services and Wellbeing (Wales) Act 2014 and it outlines the strategic approach to the commissioning of learning disability services by partners across Cwm Taf.
- 4.2 The Statement of Strategic Intent encompasses individuals with a learning disability of all ages and those with complex needs and/or autism and their families.
- 4.3 Strategic commissioning is about analysing and prioritising needs in our communities and designing and delivering services that target our resources in the most effective way. A shift in local demographics, the new policy landscape and the changing expectations and needs of individuals with learning disabilities and their families necessitates an updated analysis of needs and a modernising of services. This Statement of Strategic Intent summarises an agreed analysis of need, and describes a shared vision of strategic direction for service development for the future.
- 4.4 The vision set out in this Statement of Strategic Intent is that people with a learning disability will be able to access modern services that promote their independence, reduce reliance on long term services and emphasize choice and control. That children, young people and adults with a learning disability (including those people with autism and complex needs) will be able to access efficient and effective services that enable person centred outcomes and minimise escalation of need and risk through the promotion of early intervention prevention, greater independence and access to opportunities.
- 4.5 The Statement of Strategic Intent is significant for Rhondda Cynon Taf and its Regional Cwm Taf Partners as it represents a public expression of our commitment to work in partnership with others and move towards the development of integrated services. It also reinforces how we intend to transform our services to focus on prevention, self-management and independence within the spirit of the Social Services and Wellbeing Act (Wales) 2014. This will be achieved by:
- Maximising the use of universal services
  - Increasing early intervention, prevention, information, advice and assistance

- Building community support and developing people's independence
- Sustaining people in their own homes
- Enabling people to live full lives and achieve their potential
- Keeping people safe
- Making best use of our resources

4.6 Continuing with current models of service is not an option. There are considerable challenges that, if not managed innovatively, will see resources increasingly targeted only at those with greatest need.

4.7 The service model developed across the partner organisations is influenced by the requirements of the Social Services & Wellbeing (Wales) Act 2014, as illustrated in the diagram below.



4.8 The model for service provision is a dynamic one which responds to an individual's changing needs, provides targeted intervention and support where needed, enables individuals to return to independence as quickly as possible, and supports people by providing continuing access to universal services and community support.

4.9 Overarching commissioning intentions have been developed to set out how the Department can achieve the necessary change and implement the service model. The proposed public consultation exercise will enable the Rhondda Cynon Taf and its Partners to further explore these high level intentions, and to develop a detailed implementation plan to take forward the actions required to deliver the commissioning intentions set out in the Statement of Strategic Intent.

4.10 A further report will be presented to Cabinet. This will provide a record of the views and representations received during the consultation exercise and include the final Learning Disability Joint Statement of Strategic Intent and accompanying implementation plan.

## **5. EQUALITY AND DIVERSITY IMPLICATIONS**

5.1 An equality impact assessment screening form has been prepared for the purpose of this report and it has been found that a full report is not required at this time. Equality and diversity implications of the commissioning intentions and the resulting implementation will be further informed by the outcomes of the consultation, and necessary assessments conducted, which will be reported to the Cabinet alongside the consultation findings.

## **6 CONSULTATION**

6.1 A public consultation is intended to be undertaken during November and December 2016. The consultation outcomes, final Joint Statement of Strategic Intent and implement plan will be reported to the Cabinet in February 2017.

## **7 FINANCIAL IMPLICATIONS**

7.1 There are no immediate financial implications relating to this report, although the outcomes of the consultation will inform the final Learning Disability Joint Statement of Strategic Intent and implementation plan which may have financial implications.

## **8 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

8.1 The development and implementation of the Learning Disability Joint Statement of Strategic Intent will assist the Council meet its duties under the Social Services and Wellbeing (Wales) Act 2014.



## **9 LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES / SIP**

- 9.1 The Learning Disability Joint Statement of Strategic Intent will support the delivery of the Council's corporate priority "promoting independence and positive lives for everyone" and adheres to the associated principles outlined in the Corporate Plan.

## **10 CONCLUSION**

- 10.1 Across Cwm Taf there is a strong recognition by both Local Authorities and the University Health Board of the need to work within a regional footprint to deliver sustainable improvements in the quality, efficiency and outcomes of services for individuals with a learning disability whilst respecting local ambitions and needs.
- 11.2 This draft Joint Commissioning Statement of Strategic Intent has been developed in response to the changing needs of individuals with a learning disability. The number of individuals with a learning disability is increasing as is the trend towards more complex and higher levels of need. The aspirations of individuals with a learning disability are also changing with more demand for services that enable them to have greater independence and control over their lives, rather than services that have traditionally been provided.
- 11.3 The Statement of Strategic Intent sets out how individuals with a learning disability will be enabled to meet these aspirations and access a range of modernised services that will meet their needs as well as support them to lead independent lives within the community.

**Other Information:-**

***Relevant Scrutiny Committee: Health and Wellbeing***

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**2<sup>ND</sup> NOVEMBER 2016**

**REPORT OF GROUP DIRECTOR COMMUNITY AND CHILDREN'S IN  
DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER,  
COUNCILLOR M FOREY**

**LEARNING DISABILITY JOINT STATEMENT OF STRATEGIC INTENT**

**Background Papers – none**

**Officer to contact: Neil Elliott, Service Director Adult Services. Tel. No:  
01443 444603**

## **Cwm Taf Statement of Strategic Intent**

**Children, Young People, Adults with Learning Disabilities (including autism and complex needs) and their families.**

**September 2016**

## Children, Young People, Adults with Learning Disabilities (including autism and complex needs) and their families.

1	Contents .....	2
2	Introduction.....	3
3	Key National and Local Messages .....	4
4	Strategic Direction .....	5
5	Pathway.....	6
6	Demand Profile: What can we predict about the learning disability population across Cwm Taf? .....	13
7	Service Utilisation .....	16
8	Resources: Meeting future demand and delivering financial sustainability .....	17
9	Regional Operating Model.....	19
10	Market Shaping: Universal Services.....	20
11	Market Shaping: Universal Plus.....	20
12	Market Shaping: Early Intervention.....	22
13	Market Shaping: Intensive intervention.....	22
14	Market Shaping: Specialist Intervention .....	24
15	Messages for Providers .....	25

## 1 Introduction

This Statement of Strategic Intent is set within the context of the Social Services and Wellbeing (Wales) Act 2014 and it outlines the strategic approach to the commissioning of learning disability services by partners across Cwm Taf. Strategic commissioning is about analysing and prioritising needs in our communities and designing and delivering services that target our resources in the most effective way. A shift in local demographics, the new policy landscape and the changing expectations and needs of individuals with learning disabilities and their families necessitates an updated analysis of needs and a modernising of services.

This statement encompasses individuals with learning disabilities of all ages and those with complex needs and/or autism and their families. Individuals with learning disabilities are those who have:

- A significantly reduced ability to understand new or complex information, to learn new skills (impaired intelligence), with:
- A reduced ability to cope independently (impaired social functioning)
- Which started before adulthood with a lasting effect on development

The degree of these difficulties varies considerably from mild to severe and each individual is different and therefore the range of support required varies from minimal to extensive. While some people with mild learning disabilities may have few significant problems, those with severe learning disabilities may have a variety of interconnecting needs that impact greatly on all aspects of their lives. People with a learning disability will often experience other difficulties. Autism itself, for example, is not a learning disability but around half of people with autism will also have a learning disability. For some people it is not the degree of learning disability that determines the level of support they need but the presence of some other significant factor, e.g. mental illness, offending behaviour or autism.

This statement summarises an agreed analysis of need, and describes a shared vision of strategic direction for service development for the future. The strategic approach described takes a whole systems perspective. This document underpins the individual agency implementation and action plans.

**“We have to do  
different things,  
not the same  
things  
differently”**

**(Gwenda Thomas,  
Deputy Minister for  
Social Services:  
January 2014)**

*Currently, too many people are in receipt of traditional residential and day centre style services. Too few people are supported to continue to live in their local communities. Not enough people access education and employment services. There are still too few children and adults accessing flexible support via direct payments.*

## 2 Key National and Local Messages

The Social Services and Wellbeing (Wales) Act 2014 that came into force in April 2016 also brings with it an emphasis on wellbeing. Key principles embedded within the Act include:

- Ensuring adults and children who need care and support and carers (including young carers) have a voice, more control over their lives and are at the heart of decision making
- Working in partnership, including the integration of services across health and social care with a focus on the delivery of preventative approaches, based on building strengths and promoting independence with the right level of care and support
- The provision of appropriate advice, information and assistance, strengths based and person centred assessment inclusive of young people and carers

The Cwm Taf Social Services and Wellbeing Partnership Board have committed to a range of strategic intentions across the region in line with the implementation of the Social Services and Wellbeing (Wales) Act 2014. Specific to learning disabilities is the commitment to developing new models for delivering care and support.

The Quality Strategy Cwm Taf University Health Board 2014-2017 has identified the need for effective care and improving health outcomes for people with a learning disability accessing general hospital care including the implementation of the 1,000 Lives guidance for improving the care of patients with a learning disability.

A fundamental principle for limiting the use of institutional (including hospital) settings is key to improving the life outcomes of people, as such settings remove individuals from their families and community thus reducing the voice and increasing isolation, provide significant environmental challenges for the individual resulting in distress and associated behaviours and institutionalised workforce cultures that can escalate to instances of abuse. The 'Forward Together Strategic Framework for South Wales Learning Wales Learning Disability Collaborative (Adult Services)' (2013) promotes the use of mainstream services through reasonable adjustments. The Mansell Report (2007) states that this approach not only improves the quality of life of individuals but also provides cost benefits which in this time of austerity is important.

In considering the specific needs of children, young people and adults with a learning disability (including autism) and behaviours that challenge, it is recognised that every effort should be taken to provide a person centred approach that provides services around the individual within a community setting. The Children Commissioner (England) 2015 undertook a study of the impact of young people placed in 52 week residential placements which identified a detachment from their families and local community. This often results in dependency on the unit and the staff, and an increased cost to commissioners.

### 3 Strategic Direction

Cwm Taf's strategy for learning disability services is focused on the following key messages:

- Maximizing the use of universal services
- Increased early intervention, prevention, information, advice and assistance
- Building community support and developing people's independence
- Sustaining people in their own homes
- Enabling people to live full lives and achieve their potential
- Keeping people safe
- Making best use of our resources

Our vision is that people with a learning disability will be able to access modern services that promote their independence, reduce reliance on long term services and emphasize choice and control. That children, young people and adults with a learning disability (including those people with autism and complex needs) will be able to access efficient and effective services that enable person centred outcomes and minimize escalation of need and risk through the promotion of early intervention prevention, greater independence and access to opportunities.

#### Evidence Base

The Statement of Strategic Intent is based on our analysis of intelligence gathered from a wide range of sources:

##### Predictive Intelligence

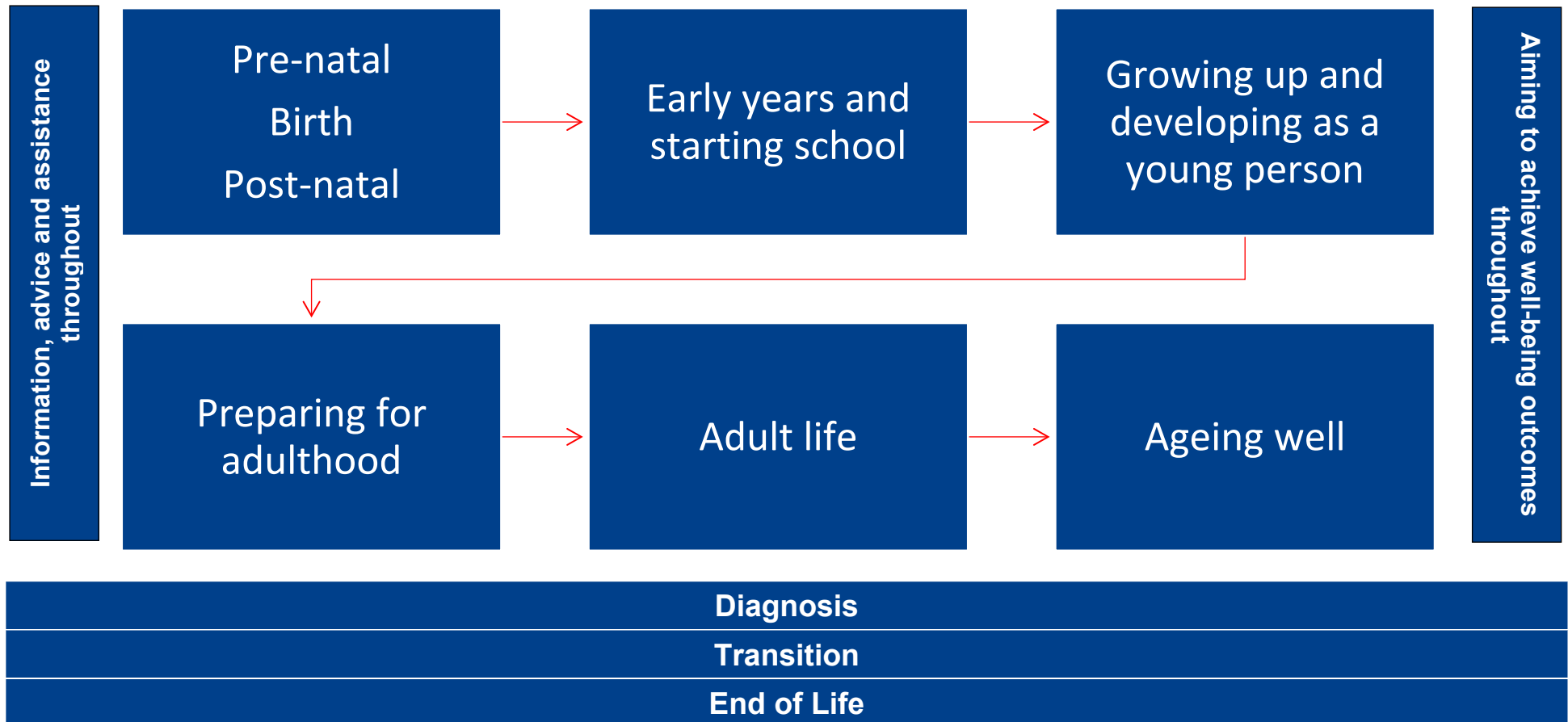
We use demographic analysis of the region's current and future population, applying prevalence and performance data to help forecast need.

##### System, Community and Personal Intelligence

We maintain links with a wide range of organisations through our contractual arrangements and through engagement networks. We will continue to use focus groups and ongoing dialogue to gather the views of people who use services and their families.

## 4 Pathway

Below is the regional support pathway that can be adapted for local use. A clear and effective support pathway will enable accessible information, and where required access to and provision of services and support. A lifelong support pathway shows a person's journey over time and is grouped into a series of key stages. The pathway indicates what should be happening at critical points in someone's life, and can help people with learning disabilities, their families and professionals navigate the complex system. There are a number of issues that can occur at any point in the pathway. These are depicted by the boxes running along the bottom.





## 4.1 Achieving Well-being Outcomes

The Social Services and Wellbeing (Wales) Act 2014 includes a National Wellbeing Statement (outlined below) which describes the wellbeing outcomes that people who need care and support and carers who need support should expect in order to lead fulfilled lives. The Cwm Taf regional approach aims to support people with learning disabilities and their families to experience these outcomes.

National Well-being Domains	Some example well-being outcome statements (taken from the National Well-being Statement)
Securing rights and entitlements	<ul style="list-style-type: none"> <li>■ My individual circumstances are considered.</li> <li>■ Control over day to day life.</li> </ul>
Physical and mental health and emotional well-being	<ul style="list-style-type: none"> <li>■ I am happy and do the things that make me happy.</li> <li>■ Physical, intellectual, emotional, social and behavioural development.</li> </ul>
Protection from abuse and neglect	<ul style="list-style-type: none"> <li>■ I am safe and protected from abuse and neglect.</li> </ul>
Education, training and recreation	<ul style="list-style-type: none"> <li>■ I do the things that matter to me.</li> </ul>
Domestic, family and personal relationships	<ul style="list-style-type: none"> <li>■ I belong.</li> </ul>
Contribution made to society	<ul style="list-style-type: none"> <li>■ I feel valued in society.</li> </ul>
Social and economic well-being	<ul style="list-style-type: none"> <li>■ I contribute towards my social life and can be with the people that I choose.</li> </ul>
Suitability of living accommodation	<ul style="list-style-type: none"> <li>■ I live in a home that best supports me to achieve my well-being.</li> </ul>

The full version of the Well-being Statement can be found at: <http://gov.wales/docs/dhss/publications/150722wellbeingen.pdf>

## 4.2 Information, advice and assistance

Information and advice is fundamental to enabling people to take control of, and make well-informed choices about, their care and support. Not only does information and advice help to promote people's well-being by increasing their ability to exercise choice and control, it is also a vital component of preventing or delaying people's need for care and support and carers need for support. Providing high quality and timely information and advice should be considered to be a preventative service in its own right.

Information is given to children, young people and adults with learning disabilities and their families along the whole pathway. Information needs to be set out clearly, be up to date, and be easy to get hold of. The provision of right information, given at the right time, at every stage, is very important. The range of information needed includes:

- Information about the process of support and care, including what will happen next and what is due to happen when
- Information about the disability including diagnosis and how it will/may change over time, plus trusted and reliable websites
- Health care arrangements
- Community support and options available
- Services available, including entitlement to services and waiting times
- Support options including short breaks, counselling and support groups
- Financial information

Advice is a way of working co-productively with an individual or family to explore the options available. This will require practitioners to undertake a proportionate assessment. Assistance involves another person taking action with the individual to access care and support. Assistance should follow the provision of information and advice where it is judged that an individual, or perhaps the family in the case of a child, will need extra help to enable them to access opportunities such as community resources or preventative services. Some individuals may also require advocacy to ensure they understand what is available to them so that they can engage and participate fully in decisions that affect them.

### **4.3 Pre-natal, birth, post-natal**

#### **4.3.1 People Involved**

Parents know their children best and will often be the first to notice that their child may need additional help. The people involved will vary dependent where/when parents notice that something is not what they were expecting. Any of the following could be involved for example: Family member, Friend, Parent/carer support group, Midwife, Health visitor, Specialist health visitor, Specialist nurse, GP, Paediatrician, Hospital doctor, Teacher, Independent third sector provider e.g. playgroup leader.

#### **4.3.2 The Aim**

The aim at this stage is to ensure that parents feel supported from the start. Parents should be given clear explanations about what is going to happen next, and where to get further information and help. Professionals should recognise the vulnerability of families where there is a child with disabilities, and be aware that for disability services 'one size does not fit all'. Parents will be provided with an

invitation to be placed on the Children with Disabilities Register which is used to inform planning of services and as a way of keeping in contact with families about events, offers and services. Parents are given an Early Support Developmental Journal to enable parents/carers, family members and the practitioners they work with to notice and celebrate everything that a child learns to do, as time goes by.

## **4.4 Early years and starting school**

### **4.4.1 People Involved**

Could be for example: Key worker, early years care providers, teachers, additional learning needs staff, nursing, independent third sector provider e.g. playgroup leader, children's centre staff.

### **4.4.2 The Aim**

The aim at this stage is to establish early networks and ensure smooth moves into child care and school, and to ensure that families continue to receive support and services early on to help minimise problems from arising in the future, in line with the Special Educational Needs (SEN) code of practice. We aim to ensure that services are outcome focused and when new services are started, the parents do not have to retell their journey. Services are outcome focused. Meetings are held, and services delivered, in appropriate venues which are convenient for families and where professionals are located.

## **4.5 Growing up and developing as a Young Person**

### **4.5.1 People Involved**

Could be for example: Key worker, teachers, school nurse, play/sport co-ordinators, national or regional disability sport organisations, club leaders.

### **4.5.2 The Aim**

The aim at this stage is to ensure that families know what is available and that children and young people have opportunities to engage in a range of activities appropriate to their wishes and needs. It is also to ensure that young people have a smooth route into secondary school and receive the information they need to support them growing up. Parents are regularly provided with up to date information about what opportunities are available via the keyworker, support groups, and also via mailings from the Children with disabilities register. A range of play and sport activities are available on a regular basis. Socialisation opportunities for parents are provided, for example music therapy groups for children include a space for parents to meet. Transport to and from activities is available, if required. Schools are community-focussed and provide opportunities for children without disabilities to act as mentors to

help support disabled pupils. Existing play facilities are accessible by children and young people with disabilities. Play work staff are trained to effectively support disabled children within community based provision to provide socialization opportunities both with other disabled children and with non-disabled children.

The key worker and the family meet together with teachers to plan the move to secondary school. This meeting is also used to review existing services and progress towards outcomes. Support for young people is provided during adolescence - sex and relationship education for young people with disabilities and support for families is given via the school and/or school nurse. True inclusion is experienced - the young person has social opportunities including after school activities, and is actively encouraged to access these.

## **4.6 Preparing for adulthood**

### **4.6.1 People Involved**

Could be for example: Key worker and transition team - this will include staff from the education department, schools, children and adult health and social services, careers services, housing, leisure, youth services, providers, further education.

### **4.6.2 The Aim**

The aim at this stage is to ensure that the family begins to prepare for the young person's move to adulthood. That they have clear expectations about what options and services are available and are able to make informed choices about the future. Annual school reviews involve the young person, parents and all professionals involved with the family. Reviews look at services and support currently being provided and outcomes are reviewed across all areas of the young person's life. Support needs for family are also reviewed. Services are available that together can support a meaningful life for the young person, and to help them make the transition to greater independence, including opportunities for further education, training, work experience and volunteering.

## **4.7 Adult Life**

### **4.7.1 People Involved**

Could be for example: Parents, other family members, friends, neighbours, GP, further education staff, employer, landlord, social worker, specialist healthcare staff, third sector providers.

### **4.7.2 The Aim**

The aim at this stage is to ensure that the adult with a learning disability has the same opportunities as anyone else to live a satisfying and valued life. They should have a home within their community, be supported to develop and maintain relationships and get the

help they need to live a healthy, safe and fulfilling life. They should have access to education, training, volunteering, paid employment, social and leisure activities and opportunities to be part of and contribute to their local community. They should have genuine choice and control over whom they live with and whether they live alone, with family or in a friendship group.

## **4.8 Ageing Well**

### **4.8.1 People Involved**

Could be for example: Parents, other family members, friends, neighbours, GP, further education staff, employer, landlord, social worker, specialist healthcare staff, third sector providers.

### **4.8.2 The Aim**

Older people with learning disabilities share many of the same experiences of growing older as everyone else and they have the same needs as other older people. Like others, people with learning disabilities have the potential to age successfully and so the aim at this stage is to ensure that older people with learning disabilities have choice and control over their lives to enable them to age well. Most people with learning disabilities live with their parents and these families are growing older together. The situation can be complex, as the person with learning disabilities may also be supporting the older family carer. Older people with learning disabilities and their carers therefore need a wide range of information, advice, assistance, person centred care and support options, and early planning for living arrangements in later life.

## **4.9 Diagnosis**

### **4.9.1 People Involved**

Could be for example: Consultant doctor, specialist nurse, GP, key worker, education psychologist, therapist, social workers, psychiatry.

### **4.9.2 The Aim**

The aim at this stage is to ensure that parents (and depending on age the person themselves) are given clear explanations about the disability, know what services are available and understand what support is available to them.

## 4.10 Transition

### 4.10.1 People Involved

Could be for example: Key worker and transition team - this will include staff from the education department, schools, children and adult health and social services, careers services, housing, leisure, youth services, providers, further education.

### 4.10.2 The Aim

Transition planning is person centred with the young person's preferences, goals and aspirations taking centre stage. The transition process brings together the people who will ensure that families and young people with a disability can plan ahead for the future as they enter adulthood. The transition plan is focused on individual needs, regardless of what those needs might be, and agreed with young people and their parents. Early engagement is crucial in the preparation for transition as it helps to broaden views about what is possible and provides time to thoroughly investigate options.

## 4.11 End of Life

### 4.11.1 People Involved

Could be for example: Parents, other family, friends, chaplain, nurse, learning disability nurse, palliative carer/nurse.

### 4.11.2 The Aim

People with a learning disability are as prone to the full range of ill-health conditions as the rest of the population, including malignant and non-malignant life-limiting conditions. The aim is for early diagnosis and effective health outcomes for everyone, including access to specialist palliative care services if appropriate. While some people with a learning disability recognise their own ill health, many cannot. Families and professional carers play a major role in noticing symptoms of potential ill health, and encouraging people to seek out medical advice. Once ill health is noticed, some people with learning disabilities need help to access clinics and attend appointments. Holistic care is central to the delivery of quality end-of-life care and support, regardless of disability, race, culture or creed. As death approaches, they should be given the opportunity to express their preferences about their end of life care. The person may wish to say goodbye to their friends, families and carers, and every opportunity to help them to do this should be made. All people involved with the person's life will need varying degrees of support to manage their sense of loss.

## 5 Demand Profile: What can we predict about the learning disability population across Cwm Taf?

There is forecast to be only a small increase in the number of children from 0 to 17 with a learning difficulty. The number with severe or profound learning disabilities is expected to increase by seven by 2025.

**Table 1: Children aged 0-17 predicted to have a learning difficulty, by age, projected to 2024**

	2016	2020	2025	% change 2016-2025	Actual forecast change in number 2016-2025
Children aged 0-17 with a moderate learning difficulty	2,245	2,283	2,282	1.65	37
Children aged 0-17 with a severe learning difficulty	290	295	295	1.72	5
Children aged 0-17 with a profound learning difficulty	71	73	73	2.82	2

*Source: Daffodil. Numbers may not sum due to rounding*

Education services use a definition of learning difficulty which includes children with conditions such as dyslexia. Furthermore, some children with autism but without a learning difficulty will not be included. This is one of the reasons that it is important for local areas to have a learning disability register as a way of collecting more accurate data.

Projections for those with a moderate or severe learning disability show an overall decrease of 20. However, as the overall figures suggest, there is expected to be a rise in the number of people aged 75 and over with a moderate or severe learning disability. This is a relatively low number but these individuals are more likely to need some degree of support. It is also worth noting the additional 19 people forecast to have a moderate or severe learning disability in the 55-64 age group, once again indicating that demand for some level of support is unlikely to reduce in the medium term.

**Table 2: People in Cwm Taf 18 and over estimated to have a moderate or severe learning disability**

	2016	2020	2025	% change 2016-2025	Actual forecast change in number 2016-2025
18-24	166	154	149	-10.24	-17
25-34	205	205	197	-3.90	-8
35-44	217	219	233	7.37	16
45-54	219	205	184	-15.98	-35
55-64	176	188	195	10.80	19
65-74	111	112	109	-1.80	-2
75-84	37	41	49	32.43	12
85 and over	12	14	17	41.67	5
Total	1,143	1,138	1,133	-0.88	-20

*Source: Daffodil. Numbers may not sum due to rounding*

2,269 adults and 726 children in Cwm Taf are predicted to have an autism spectrum condition. Approximately 50% of them will have a learning disability too.

Challenging behaviour usually begins in childhood or young adulthood and without effective intervention is highly persistent; around 30% of young children (aged 0-3) and 10-15% of adults with learning disabilities display behaviour difficulties. Not all of these people will have a moderate, severe or profound disability and hence not all of them will be in receipt of learning disability services. Many of these people will be at risk of offending and will come into contact with the criminal justice system, substance misuse services or mental health services.

A significant proportion of people with learning disabilities will not require social care services or specialist health services. Like the rest of the population they will come into contact with universal services which they will find more accessible if reasonable adjustments are made.



**Table 3: People in Cwm Taf predicted to have a learning disability (18 and over)**

	2016	2020	2025	% change 2016-2025	Actual forecast change in number 2016-2025
18-24	718	663	633	-11.84	-85
25-34	953	955	917	-3.78	-36
35-44	862	872	925	7.31	63
45-54	973	913	816	-16.14	-157
55-64	810	865	904	11.60	94
65-74	682	696	673	-1.32	-9
75-84	354	390	469	32.49	115
85 and over	130	148	180	38.46	50
Total population	<b>5,482</b>	<b>5,502</b>	<b>5,517</b>	<b>0.64</b>	<b>35</b>

*Source: Daffodil. Numbers may not sum due to rounding*

Overall, the population of people with learning disabilities in Cwm Taf is expected to increase by just 0.64%. There is a significant drop in the projected number of people aged between 18 and 34 predicted to have a learning disability. However, this does not reflect the expected changes within specific groups which are likely to affect demand for services. The most notable forecast change is that the number of people aged 75 and over with learning disabilities is predicted to grow considerably. There is also a notable increase forecast among the 55-64 age group, suggesting that demand among older groups will persist beyond the next ten years.

Better health and social care has meant that people with a learning disability are living longer than before. It is important for all older people to look after themselves and keep healthy to try to minimize age related illnesses like stroke, heart disease and diabetes. Older people with a learning disability may need additional support to do this.

### 5.1 How healthy are people with learning disabilities in Cwm Taf likely to be?

Children, young people, adults and older people with learning disabilities are at increased risk of experiencing physical health difficulties. People with learning disabilities die younger and experience poorer health than the general population. These differences are to a large extent avoidable and thus represent health inequalities (Emerson et al, 2011).

- People with learning disabilities are 10 times more likely to have a serious sight problem than other people. 6 in 10 people with learning disabilities need glasses and often need support to use them.
- 40% of adults with learning disability experience moderate to severe hearing loss.
- Overall, the proportion of people with learning disabilities who die from **cancer** in the UK is lower than among the general population (12-18%, compared with 26%), although they have proportionally higher rates of **gastrointestinal cancer** (48-59% vs 25% of cancer deaths). People with learning disabilities with cancer are less likely to be informed of their diagnosis and prognosis, to be given pain relief, to be involved in decisions about their care and they are less likely to receive palliative care.
- **Coronary heart disease** is a leading cause of death amongst people with learning disabilities (14-20%).
- **Respiratory disease** is possibly the leading cause of death for people with learning disabilities (46-52%) with rates much higher than for the general population. Adults with learning disabilities are 2.6 times more likely to die from asthma than those who do not have learning disabilities.
- The prevalence of **epilepsy** in the British population is between 0.5% and 1%: among those with moderate learning disability this prevalence rises to 15%. Among those with severe and profound disability the rate raises further to 30%, with seizures commonly being multiple and resistant to drug treatment.
- The prevalence of **mental health problems** in people with learning disabilities is considerably higher than in the general population (164 adults predicted to have LD & schizophrenia, 328 LD & anxiety disorder, 219 LD & depression). The prevalence of psychiatric disorders is 36% among children with learning disabilities, compared to 8% among children without learning disabilities. This equates to 935 children currently.
- The prevalence of dementia is higher amongst older adults with learning disabilities compared to the general population (22% vs 6% aged 65+) and they also tend to develop it at a younger age and at a faster rate. People with Down's Syndrome are at particularly high risk of developing dementia, with the age of onset being 30-40 years younger than for the general population.

## 6 Service Utilisation

Approximately 10% of the predicted population of children and adults with learning disabilities are known to G.P. surgeries across Cwm Taf. Data collected by the disabled children teams suggests that almost all children with a learning disability are known to social care services as children. However, there is a drop off after school of the number of people known to, and in receipt of adult social care.

23% of the predicted population of adults with learning disabilities are in receipt of social care services across Cwm Taf. There has been an increase in the number of people with learning disabilities in receipt of services since 2014. The exact increase is difficult to calculate as data has not been collected consistently over the years.

**In terms of the types of services being utilised we know that too few people access universal services. Too many people are in receipt of traditional residential and day centre style services. Too few people are supported to continue to live in their local communities. Not enough people access education and employment services. There are still too few children and adults accessing flexible support via direct payments.**

## **7 Resources: Meeting future demand and delivering financial sustainability**

As highlighted in the Cwm Taf Older Persons Joint Commissioning Statement (2015), advances in preventative medical interventions and the promotion of public health have led to the population as a whole living longer including the population of individuals with a learning disability. This means that significantly more people are likely to seek access to health and social care support over the next twenty years. This increase in demand will occur alongside challenges to the current pattern of services, as public sector spending also comes under increasing pressure. If care services were to simply increase in line with the population, this would lead to a near doubling of care costs between 2010 and 2026.

Currently the pattern of spend is to target resources at those in greatest need. For 2015/2016 Merthyr spent approximately 35% of the overall budget for adults with learning disabilities on residential and/or nursing care and 38% on supported living. Rhondda Cynon Taf spent 17% on residential and/or nursing care and 50% on supported living. Rhondda Cynon Taf spent only 5% on direct payments and Merthyr spent only 1%. Both Local Authorities spent only 3% of the overall budget on assessment and care management. In health there is increasing expenditure on continuing health care and spend on acute placements has not decreased.

The risk of targeting resources at those in greatest need is that whilst it meets the short term demand it does not reduce growing demand or provide a sustainable solution. The Social Services and Wellbeing (Wales) Act recognises this. It calls for the development of creative solutions such as community asset based approaches that enable individuals to access mainstream and universal services through appropriate reasonable adjustments and innovative support options. Delivering this will require investing less in residential provision and more in direct payments. Assessment and care and support planning is another area where more investment is needed so that staff can spend time helping those in need of care and support to find community solutions.

**Greater transparency and sharing of information in terms of numbers and expenditure across all services will support future demand management. It will also inform decisions about where to invest to facilitate sustainable outcomes for people**

**effectively and efficiently. Pooling resources and commissioning specialist services at a regional level will help to make economies of scale.**

## 8 Regional Operating Model

The model for service provision is a dynamic one which responds to people's changing needs, provides targeted intervention and support where needed, enables individuals to return to independence as quickly as possible, and supports people by providing continuing access to universal services and community support.

### Achieving Personal Well-being Outcomes

Protection from abuse and neglect

Securing rights and entitlements

Domestic, family and personal relationships

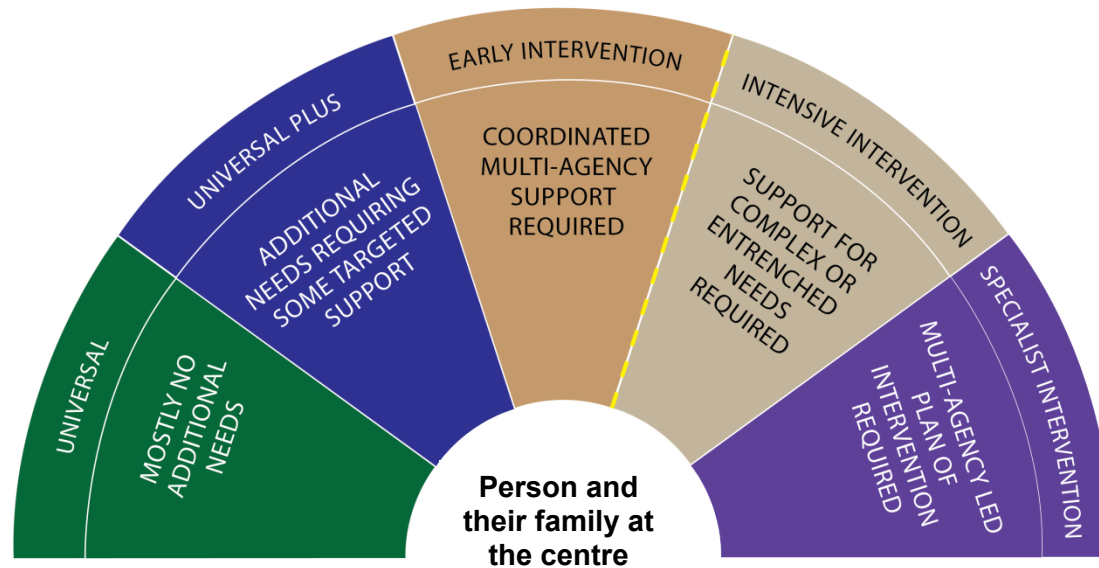
Social and economic well-being

Physical and mental health and emotional well-being

Education, training and recreation

Contribution made to society

Suitability of living accommodation



Information, advice, assistance and advocacy

Commissioners understand their local population now and in the future

## 9 Market Shaping: Universal Services

Universal services include: leisure services (e.g. sports centre, cinema, social clubs, community and faith groups etc); information services (e.g. library, job centre, citizen's advice, charitable organisations etc); education services (e.g. college, adult education, etc); health services (e.g. dentist, optician, counselling, pharmacy, GP etc).

The vast majority of people with learning disabilities are not eligible for social care and hence live in the community with limited support. People with learning disabilities are at higher risk of many physical and mental health conditions, have fewer opportunities to work and often experience social deprivation. Supporting people with learning disabilities to lead healthy, meaningful lives and preventing the need for more intensive service provision requires universal services to be accessible. Making services accessible means that 'reasonable adjustments' need to be made to the service.

### 9.1 What are the implications for commissioning?

- Commissioners should work with those that commission and manage mainstream activities/services to find ways to make them accessible, in line with Equality Act duties. This should include playgrounds and other leisure activities that disabled children struggle to access.
- Commissioners will need to work with mainstream services to enable adults and children with a learning disability and/or autism who display behaviour that challenges to be included.

## 10 Market Shaping: Universal Plus

On average people with learning disabilities have poorer health and die younger than other people. In part this is because they are more exposed to causes of ill health through greater levels of material deprivation, poorer health-related behaviours and physical conditions often associated with causes of learning disabilities. But it is also partly a result of poorer understanding of physical changes and problems that indicate illnesses or conditions that could be treated and of how to get help from health services.

### Example

**Reasonable adjustments making access to primary care easier include:**

- **Desensitisation work/visits**
- **Car parking for carers/families**
- **Longer consultation slots**
- **Alternative arrangements in relation to using the waiting room**
- **Easy Read information leaflets**
- **Liaising with community learning disability teams**

People with learning disabilities should be able to access primary and community based secondary healthcare services in the same way as the general population. There is a need for support for people with learning disabilities across the life course to understand and express their needs in relation to their health and wellbeing, and to access health-based information together with support and opportunities to lead healthy lifestyles.

### 10.1 What are the implications for commissioning?

- Commissioners from social care should work with the local voluntary sector and GPs to consider what information, advice and assistance needs to be available in the community.
- Commissioners from health should develop pathways to support targeted interventions that will decrease health inequalities.
- Commissioners from Health should continue to commission the learning disabilities enhanced service. Currently there are 29 out of 42 practices providing the service but a focus should be made to encourage greater take up especially in Merthyr Tydfil where take up is the lowest.
- Commissioners from Health should continue to work with the local authorities to identify known patients with learning disabilities and to share the information with the GP Practices undertaking the enhanced service.
- Commissioners from Health should continue to provide the annual health check to patients who are registered with GP Practices who do not provide the enhanced service.

#### Example

Cornwall Cancer Screening Team have developed pathways for breast, cervical and bowel screening for people with learning disabilities. The pathways can be adapted to suit other areas and can be found at:

[www.improvinghealthandlives.org.uk/publications/1126/Making\\_Reasonable\\_Adjustments\\_to\\_Cancer\\_Screening](http://www.improvinghealthandlives.org.uk/publications/1126/Making_Reasonable_Adjustments_to_Cancer_Screening)

## 11 Market Shaping: Early Intervention

The provision of preventative and early intervention approaches can reduce the escalation of need and risk, improve personal outcomes and build capacity. Identifying need at its earliest point and providing the appropriate information, advice, assistance and where required intervention can delay or prevent escalating need that can often be costly. Being responsive to low level needs must be a consistent and collaborative approach across partners, in which the ability to share information and communicate effectively is key. The Social Services and Wellbeing (Wales) Act specifically mentions reablement and habilitation (i.e. the process of supplying a person with the means to develop maximum independence in activities of daily living through training, education, and/or treatment) as being key elements of preventative services. Reablement is about helping people, including children, to restore their skills and abilities they previously had in order to return to maximum independence. Habilitation aims to slow the progression of a disability or to enable an individual to gain new functional or communication skills. For people with complex needs who have always required a high level of input, prevention, and habilitation, is about enabling and progression. Examples include therapy for a child who is not walking or talking at the expected age or teaching adults with learning disabilities the fine motor coordination required to dress themselves. Most local authorities in Wales employ mobility specialists in education or Rehabilitation Officers Visual Impairment (ROVIs) in social services to support children and young people with visual impairment.

### 11.1 What are the implications for commissioning?

- Commissioners across children's and adult's services should ensure availability of early intervention programmes.
- Commissioners across children's and adult's services should ensure availability of a range of support and training for families and carers.
- Commissioners should provide flexible and creative short break/respite options.

## 12 Market Shaping: Intensive intervention

One important requirement of services is that they are able to retrieve crises; to manage them while they occur and to steadily bring the situation back to one in which the problems can be tackled over the longer term. This requires specialist support provided by a range of services, across children's services, Child and Adult Mental Health Services (CAMHS), and specialist community learning disability teams. Support should be built around the needs of the individual through a 'Collaborative Care' model. Individuals should expect continuity of care and support through close collaboration between services/agencies, including between specialist and mainstream services. Anyone who requires additional support to prevent or manage a crisis should have access to hands-on intensive 24/7 multi-disciplinary health and social care support at home, or in other appropriate community settings, including schools and short break/respite settings. This support should be delivered by members of highly-skilled and experienced multi-



disciplinary/agency teams. The interface between specialist routine multi-disciplinary support services and this type of intensive support service should be seamless.

People who present an immediate risk to those around them and/or to themselves may require admission to a hospital setting when their behaviour and/or mental state is such that assessment and/or treatment is temporarily required that cannot be provided safely and effectively in the community. Everyone who is admitted to a hospital setting for assessment and treatment should expect this to be integrated into their broader care and support pathway, with hospitals working closely with community services.

For all inpatient provision (secure or not) children admitted to hospital should be placed in an environment suitable for their age and must have access to education.

### Example Positive Behaviour Support (PBS)

PBS is built on a strong evidence base for supporting individuals with behaviour that challenges. PBS is a multi-component framework for delivering a range of evidence based supports to increase quality of life and reduce the occurrence, severity or impact of behaviours that challenge. The commissioning of services should be based upon the principles of positive behaviour support which is a framework used by all Providers in Cwm Taf.

The Positive Behaviour Support Academy is a collective of organisations and individuals in the UK who are working together to promote PBS as a framework for working with children and adults with learning disabilities who are at risk of behaviour that challenges. [pbsacademy.org.uk](http://pbsacademy.org.uk)

#### 12.1 What are the implications for commissioning?

- Commissioners should ensure the availability of specialist integrated multi-disciplinary health and social care support in the community for people with a learning disability and/or autism, covering all ages. They should ensure alignment with local and national Autism Strategies, the CAMHS network and SEND.
- Within Cwm Taf secondary care learning disability health services are currently commissioned from a regional network managed by Abertawe Bro Morgannwg University Health Board. Commissioners of these services should maintain effective performance management to ensure that the needs of the local learning population are met and that these services provide value for money.

Commissioners should also ensure that all local partners are engaged in both the performance monitoring of the service, any plans for reconfiguration and future developments proposed for the network

- Commissioners should ensure this specialist health and social care support includes an intensive 24/7 support function to minimize escalation and manage crisis in the community.
- Commissioners should work with their local providers to develop models of alternative short-term accommodation.
- Commissioners should ensure inter-agency collaborative working, including between specialist and mainstream services.
- All professional involved should ensure that hospital admissions are supported by a clear rationale of assessment and treatment, and desired outcomes, and that services are as close to home as possible and Social workers should be working with individuals, families/carers, clinicians and local community services to ensure that the discharge planning process starts from the point of admission, or before.

### **13 Market Shaping: Specialist Intervention**

Everyone with eligible care and support needs should have a single person centred care and support plan, incorporating a range of other plans where appropriate, which they have been involved in developing and which they have a copy of. Plans should focus on what is important to the individual. For children and young people up to the age of 25 with a special educational need (SEN), this should take the form of an Education, Health and Care (EHC) plan.

Where people live, who they live with, the location, the community and the built environment need to be understood from the individual perspective. People with a learning disability can live successfully in different types of housing. They can cope with the full range of tenures including home ownership. There is a need to increase the use of assistive technology to support people to live as independently as possible.

Through increased use of direct payments people should have access to activities and services within the community; they should have opportunities to learn new skills, have new experiences, gain independence and employment and be supported to develop and maintain relationships. People should be able to access a range of services that meet their cultural and/or spiritual needs.

### 13.1 What are the implications for commissioning?

- Commissioners should work in a co-productive way to redesign services through robust person centred planning and use of direct payments. Commissioners should ensure that service specifications are based on person centred outcomes.
- Commissioners should ensure a multi-disciplinary approach to EHC plans, not leaving this only to education.
- Commissioners should work with the local voluntary sector to consider what additional or different local services are needed to ensure that people using direct payments have a range of services to choose from.
- Commissioners should co-produce local housing solutions leading to security of tenure, that enable people to live as independently as possible, rather than in residential settings.
- Commissioners should improve the quality of day services for people with profound and multiple disabilities or complex needs by training staff in and implementing person centred active support.
- Commissioners should incentivise the development of co-operatives.

#### Example Person Centred Active Support (PCAS)

PCAS is an approach that is fundamental to providing effective, person centred support. It isn't about supporting a particular person to get involved in a specific activity. It is about understanding that there isn't anything we shouldn't be supporting people to be involved in. We know when PCAS is being implemented because staff no longer have any discussions about WHAT they should be supporting people to be involved in, instead there is plenty of discussion about HOW they involve people in everything.

This works well for people with a learning disability who need a fast response in a situation but do not need constant supervision.

## 14 Messages for Providers

We want to invest in better information and preventative services and encourage the development of community provision for a wider set of needs through reasonable adjustments, responding to emerging needs so that we can reduce or defer the need for care and support. We expect that opportunities will exist for a number of social enterprises to enter the market delivering new models of social inclusion that have a preventative element aimed at reducing need for both social and health care.

We want to develop services that better meet the needs of carers, including innovative approaches to short breaks. There will be opportunities for micro providers delivering schemes to teach skills, such as independent travel training, cooking, managing finances etc.

We aim to develop an approach that will lessen demand for residential services. We want to encourage the development of innovative models of high quality, local accommodation and the use of assistive technology.

We want to encourage a focus on the development of community provision for complex needs so that we can lessen demand for acute support and reduce the number who require crisis support. There are opportunities for providers who have creative, cost-effective local education, housing and support solutions to avoid the need to place individuals in specialist college placements.

We want to encourage the development of employment services e.g. job buddy support, work experience, on the job training opportunities to provide assistance to people with learning disabilities to gain paid employment.

We need services that can meet the needs of older people with learning disabilities, especially older people with learning disabilities and dementia.

**“We have to do different things, not the same things differently”.**

(Gwenda Thomas, Deputy Minister for Social Services: January 2014)

## RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

### CABINET

2<sup>ND</sup> NOVEMBER 2016

#### COMMISSIONING, PROCUREMENT & CONTRACT MANAGEMENT STRATEGY

#### REPORT OF GROUP DIRECTOR CORPORATE & FRONTLINE SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR M NORRIS

**Author:** Colin Atyeo – Director of Corporate Estates & Procurement

#### 1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to seek Cabinet Committees approval of the Commissioning, Procurement & Contract Management Strategy.

#### 2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Review, challenge and approve the Commissioning, Procurement & Contract Management Strategy (hereinafter the 'Strategy').
- 2.2 Approve the establishment of a Commissioning & Procurement Group whose role will be to ensure that management has thoroughly challenged all aspects of the service for which they have responsibility.
- 2.3 Approve a programme of rollout for the Strategy whereby all Delivery Plan owners are required to complete stages 1 & 2 of the cycle, taking into account all aspects of their services.

#### 3. REASONS FOR RECOMMENDATIONS

- 3.1 This strategy could be a fundamental building block in helping the Council to deliver its priorities and transform its services. The Strategy:
- Sets out the vision and direction for commissioning activity across the Council;
  - Provides clarity around what the Council means by commissioning, procurement and contract management;
  - Provides a framework to support all areas of the Council in adopting a consistent, comprehensive and robust approach to encourage and enable long term strategic planning;
  - Aims to promote commissioning, procurement and contract management as drivers for the transformation of council services;
  - Encourages the challenge of existing methods of service delivery;
  - Contributes to efficiency and quality improvements through the delivery of appropriate and cost effective services where demand exists;

- Puts in place robust governance arrangements in respect of challenge in the form of the Commissioning & Procurement Group.
- Uses the goals and sustainable development principles of the Well-being of Future Generations (Wales) Act to help drive change which in turn:
  - Ensures that the responsibilities placed upon the Council in respect of the Act are embedded into all commissioning arrangements from the outset;
  - Promotes responsible procurement in terms of addressing social, economic and environment issues, local sustainability, equality and diversity in accordance with the Act.

#### **4. BACKGROUND**

- 4.1 The way that the Council is able to deliver and demonstrate a robust and consistent approach to commissioning is currently hindered by the lack of clarity particularly in respect of the terminology in use along with the absence of a consistent approach / a framework.
- 4.2 The absence of a structured framework, whereby need and demand are consistently established from the outset, does not help the Council to fully demonstrate effectiveness and value for money.
- 4.3 A consistent and challenging set of questions would help to establish clearer options for service delivery in the long term. A cycle of review and challenge would then confirm effectiveness.

#### **5. CURRENT POSITION**

- 5.1 In order to address the issues identified in Section 4, a Strategy has been developed. It has been subject to internal review and challenge by Officers.
- 5.2 The main aim of the Strategy is to provide a structured framework for service managers that will enable them to review and challenge the way that services are currently being delivered and received. Ultimately the aim of the Strategy is to achieve savings as well as deliver sustainable services to citizens that are based upon need and demand in the short and long term.
- 5.4 Cabinet is requested to consider the attached Strategy and endorse a systematic rollout of the strategy across the Council.

#### **6. EQUALITY AND DIVERSITY IMPLICATIONS**

None

#### **7. CONSULTATION**

Not required.

#### **8. FINANCIAL IMPLICATION(S)**

None.

## 9. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

Wellbeing of Future Generations (Wales) Act  
Social Services and Wellbeing (Wales) Act

## 10. LINKS TO THE COUNCILS CORPORATE PLAN/OTHER CORPORATE PRIORITIES/SIP/FUTURE GENERATIONS – SUSTAINABLE DEVELOPMENT.

10.1 The Strategy aims to support the Council's focus on delivering sustainable outcomes with the resources it has available to it and in doing so, supports the Council's priorities of:

1. **Economy - Building a strong economy;**
2. **People - Promoting independence and positive lives for everyone;**
3. **Place - Creating neighbourhoods where people are proud to live and work.**

10.2 The way we will achieve this is by becoming an **expert commissioner of services** that understands the assets already within our communities and use this to focus on the demand, need and priorities of our communities now and in the future; and by enabling partners, contractors and individuals to deliver services that enhance outcomes and deliver better efficiency.

10.3 Establishing clear and robust arrangements in respect of how the Council approaches commissioning is absolutely critical in ensuring that it makes the best use of its resources, challenges itself to ensure that the services delivered are meeting the needs of its citizens and communities. It also helps to ensure that a cycle of review and challenge is in place to deliver sustainable outcomes for the local area. It is therefore essential that this strategy and approach is read as a commissioning, procurement and contract management strategy, as the three disciplines are fundamentally linked and all rely on each other in order to deliver.

10.4 Commissioning could play a significant role in helping the Council on its transformation journey. The impact of the Comprehensive Spending Review 2010 means that all of the public sector needs to deliver better value for money, productivity and facilitate delivery of services more tailored to local demand and need. Effective commissioning will help us in meeting all of these challenges.

10.5 Whilst effective commissioning brings with it opportunities for introducing greater flexibility in respect of service delivery, procuring services from third parties also demands assurance that services are being delivered that meet the needs and demands of our communities.

## 11. CONCLUSION

The approval of the Strategy together with a systematic rollout should help to ensure that managers are consistently challenging the ways in which services are delivered and received.

**Other Information:-**

***Relevant Scrutiny Committee***

Overview & Scrutiny Committee

***Background Papers***

None

***Contact Officer***

Chris Lee, Colin Atyeo & Marc Crumbie



**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET  
2<sup>ND</sup> NOVEMBER 2016**

**REPORT OF GROUP DIRECTOR CORPORATE & FRONTLINE SERVICES,  
IN DISCUSSIONS WITH CLLR NORRIS**

**Item: COMMISSIONING, PROCUREMENT & CONTRACT MANAGEMENT  
STRATEGY**

***Contact Officers***

Chris Lee, Colin Atyeo & Marc Crumbie

## **Appendix A – DRAFT Commissioning, Procurement & Contract Management Strategy**



# **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

## **Commissioning, Procurement & Contract Management Strategy**

### 1. Introduction

This strategy is an integrated commissioning, procurement and contract management strategy. It sets out the Council's commissioning vision and objectives and the approach for achieving these over the **long term**. It focuses on ensuring that all commissioning arrangements take into account the requirement to consider how the Council can actively improve the economic, social, environmental and cultural wellbeing of the local area in accordance with the sustainable development principle as required within the Well-being of Future Generations (Wales) Act 2015. **All Council services will be encouraged to do this by actively challenging the method by which services are currently delivered in order to help ensure that services are fit for purpose, are delivered in the most appropriate way, deliver value for money and are sustainable for the future.**

### 2. Why do we need this Strategy?

The Council believes that the development of this strategy is a fundamental building block in helping it to deliver its priorities and transform its services. This Strategy:

- Sets out the vision and direction for commissioning activity across the Council;
- Provides clarity around what the Council means by commissioning, procurement and contract management;
- Provides a framework to support all areas of the Council in adopting a consistent, comprehensive and robust approach to encourage and enable long term strategic planning;
- Aims to promote commissioning, procurement and contract management as drivers for the transformation of council services;
- Encourages the challenge of existing methods of service delivery;
- Contributes to efficiency and quality improvements through the delivery of appropriate and cost effective services where demand exists;
- Puts in place robust governance arrangements in respect of challenge in the form of the Commissioning & Procurement Group.
- Uses the goals and sustainable development principles of the Well-being of Future Generations (Wales) Act to help drive change which in turn:
  - Ensures that the responsibilities placed upon the Council in respect of the Act are embedded into all commissioning arrangements from the outset;
  - Promotes responsible procurement in terms of addressing social, economic and environment issues, local sustainability, equality and diversity in accordance with the Act.

In order to be clear from the outset of what the Council means when discussing the three disciplines described within this strategy, the definitions are as follows:

#### **Definition of commissioning:**

Commissioning is a set of activities by which the Council ensures that services are planned and organised to best meet the needs and demands of our communities and citizens in order to deliver appropriate and sustainable outcomes for now and for future generations.

It involves understanding the population need, best practice, local resources, assessing alternative delivery models and using these to plan, implement and review changes in services.

#### **Definition of procurement**

Procurement is a set of activities by which the Council secures best value services to meet defined outcomes. It is one part of the commissioning process, and involves specifying requirements and securing services from the best providers.

#### **Definition of contract management**

Contract management relates the ongoing management and monitoring of contracts entered into with providers for works, goods or services. Contract management focuses on ensuring compliance with the terms and conditions, monitoring the delivery of defined outcomes as well as documenting and agreeing on any changes or amendments that may arise during its implementation, execution and through the lifetime of the contract.

### 3. How this strategy contributes to national legislation and Local policy?

#### Integrated and Shared Commissioning: The Public Services Board

In many cases it takes more than one agency to provide the services needed by local communities and individuals. The Council is committed to developing integrated commissioning arrangements to make sure all the necessary agencies work together to meet the needs of the people receiving services. This will require clear leadership, a strategic understanding of need and demand in the local area along with what common outcomes are required to be met. A more commercially minded approach to procurement and subsequent contract management will support better service delivery and help achieve value for money.

The Council has aspirations to ensure a consistent commissioning approach across the local area. Through the Public Services Board, we will work with our partners to ensure our strategies are aligned and that we develop common commissioning behaviours that deliver better outcomes for the area.

Where the Council considers it necessary to bring others into a strategic review of delivery then this will take place and will usually be in consideration / consultation with, amongst others, our Partners and in some instances the Public Services Board.

Working with other public bodies can sometimes deliver better value in terms of:

- Aggregation of spend to produce economies of scale;
- Use of wider experience and greater expertise to challenge existing service delivery and have a broader knowledge of different service delivery models in other organisations (examples of better, different and/or alternative models);
- Put in place common and required outcomes frameworks;
- Procure more efficiently (avoidance of multiple procurements);
- Deliver more co-ordinated and/or combined services that deliver common ambitions and outcomes.

#### Council Priorities

The Strategy aims to support the Council's focus on delivering sustainable outcomes with the resources it has available to it and in doing so, supports the Council's priorities of:

**Economy - Building a strong economy;**  
**People - Promoting independence and positive lives for everyone;**  
**Place - Creating neighbourhoods where people are proud to live and work.**

The way we will achieve this is by becoming an **expert commissioner of services** that understands the assets already within our communities and use this to focus on the demand, need and priorities of our communities now and in the future; and by enabling partners, contractors and individuals to deliver services that enhance outcomes and deliver better efficiency.

Establishing clear and robust arrangements in respect of how the Council approaches commissioning is absolutely critical in ensuring that it makes the best use of its resources, challenges itself to ensure that the services delivered are meeting the needs of its citizens and communities. It also helps to ensure that a cycle of review and challenge is in place to deliver sustainable outcomes for the local area. It is therefore essential that this strategy and approach is read as a commissioning, procurement and contract management strategy, as the three disciplines are fundamentally linked and all rely on each other in order to deliver.

Commissioning will play a significant role in helping the Council on its transformation journey. The impact of the Comprehensive Spending Review 2010 means that all of the public sector needs to deliver better value for money, productivity and facilitate delivery of services more tailored to local demand and need. Effective commissioning will help us in meeting all of these challenges.

Whilst effective commissioning brings with it opportunities for introducing greater flexibility in respect of service delivery, purchasing services from third parties also demands assurance that businesses delivering goods and services on behalf of the Council are able to be resilient, reliable and to deliver services that meet the needs and demands of our communities.

### **The Wellbeing of Future Generations (Wales) Act**

The Wellbeing of Future Generations Act (WFG) focuses on improving the social, economic, environmental and cultural well-being of Wales. It places a duty on public bodies, such as the Council, to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place seven Well-being Goals:

1. **A prosperous Wales**
2. **A resilient Wales**
3. **A healthier Wales**
4. **A more equal Wales**
5. **A Wales of cohesive communities**
6. **A Wales of vibrant culture and thriving Welsh language**
7. **A globally responsible Wales.**

These 'Wellbeing Goals' are for everyone in Wales to work towards, but public bodies must also show that they are making decisions and taking actions to support these goals. This includes working together with other organisations to provide integrated services and involving people in the planning, commissioning and delivery of services. The Council will be inspected and audited to make sure they are following the law.

This strategy and commissioning cycle takes this into consideration and ensures that these goals and principles become the cornerstone of all Council commissioning activity.

### **The Social Services and Wellbeing (Wales) Act**

The Social Services and Wellbeing Act (SSWB) is about changing the way people receive health and social care. In the same way as the WFG Act, the SSWB Act aims to help people to avoid things getting worse and to become more resilient in dealing with their own problems.

For people who need health and social care, and their carers, the SSWB Act also aims to involve them more in their treatment, giving them more voice and control with regards to the services they receive.

The SSWB Act is a big change to how people have worked in the past and how services are commissioned and will mean more people are helped in their own community, with the aim of reducing the number of people going into high-level Social Care or hospital.

The Act includes a duty on Local Authorities to:

*"promote the development of social enterprise, co-operative organisations and arrangements, user led services and the third sector, to provide care and support and preventative services."*

The SSWB Act states that Local Authorities have a vital role to create the right environment through which people with an interest in the support of a population in a local area can come together to create the support that they need.

The role of Local Authorities should, therefore, include: creating an environment locally to promote user voice and control at every level; and raising awareness about the role that social enterprises, co-operatives, co-operative arrangements, user led services and the third sector can play in achieving the policy objectives of the Act.

This requires a more open approach to identifying common opportunities and flexible arrangements for planning, promoting and delivering services. Although this will be challenging in some services, this will place more emphasis on promoting the right balance of resource efficiency and community benefit.

### **Legal & Collaboration Responsibilities – Procurement**

#### **EU Procurement Regulations**

The current version of the EU Procurement Regulations was introduced in January 2015 and transposed into UK Law as The Public Contract Regulations 2015. These Public Contract Regulations are the overarching Procurement legal framework which RCT Council and all other Public bodies must comply with. For all Supply of Goods, Services and Design Contracts the applicability threshold level for contract spending is currently £164k. For Works contracts the applicability threshold is

currently £4.1m. For certain Social and other Specific Services contracts the applicability threshold is currently £589k.

The 2015 version of the EU Procurement Regulations contains some significant differences from the previous version, particularly with regards to certain Social and other Specific Services contracts. They are now covered by the 'light touch regime' which gives more flexibility than the current regime for other contracts (and a higher threshold value) but also effectively imposes more obligations for these sorts of contracts to actively comply with the Procurement Regulations than the previous versions of the Regulations did.

Compliance with the EU Procurement Rules obligations is also part of Welsh Public Procurement Policy and the RCT Council Contract Procedure Rules.

### Welsh Public Procurement Policy

There is also a significant body of Welsh Public Procurement Policy issued by Welsh Government that RCT and all other Public bodies in Wales must take into account. The Welsh Procurement Policy Statement was issued in June 2015 by the then responsible Minister in the Welsh Government and gives detail of the ten policy principles that 'the public sector in Wales are required to adopt'.

There is currently a Welsh Government Consultation on Procurement Regulation in Wales which seeks opinions on strengthening the impact of these principles by 'the introduction of legislation on public procurement activity undertaken by the Welsh Public Sector'.

### National Procurement Service

The National Procurement Service for Wales was set up by Welsh Government in late 2013 to enable the Welsh Public Sector to collaborate more closely in procuring goods and services. It covers 'common and repetitive' Procurement spending but this a broad definition which covers seven areas: Corporate and Business Services; Fleet and Transport; Construction and Facilities Management; ICT; People Services and Utilities; Professional Services; Food. The NPS has taken over various contracts from the now-defunct Welsh Purchasing Consortium and will continue to increase its proportion of contractual provision for the Welsh Public Sector including RCT.

RCT Council, like all other Councils in Wales and the vast majority of other Public Sector bodies in Wales, made a formal commitment to support the NPS process at the time of its inception. This was confirmed by RCT's Cabinet in November 2012.

### **The Commissioning Cycle - Summary**

Effective commissioning forms a continuous cycle of challenge, understanding of what assets are being used as well as what assets are available from the community, stakeholder involvement, action and improvement, review of delivery and achievement of outcomes.

An effective commissioning cycle may identify the requirement to procure solutions and services from within the organisation as well as from third parties.

The decision about whether to source services from within the Council or outside it falls within the commissioning process with any options appraisal taking place during stages 1 & 2 and being subsequently challenge by the **Commissioning & Procurement Group**, prior to stage 3 commencing (subject to any necessary decision making processes in accordance with the Council's Constitution).

Where providers are appointed to deliver on behalf of the Council, effective and robust contract management and monitoring arrangements must be in place to help ensure that intended services and outcomes are indeed being delivered.

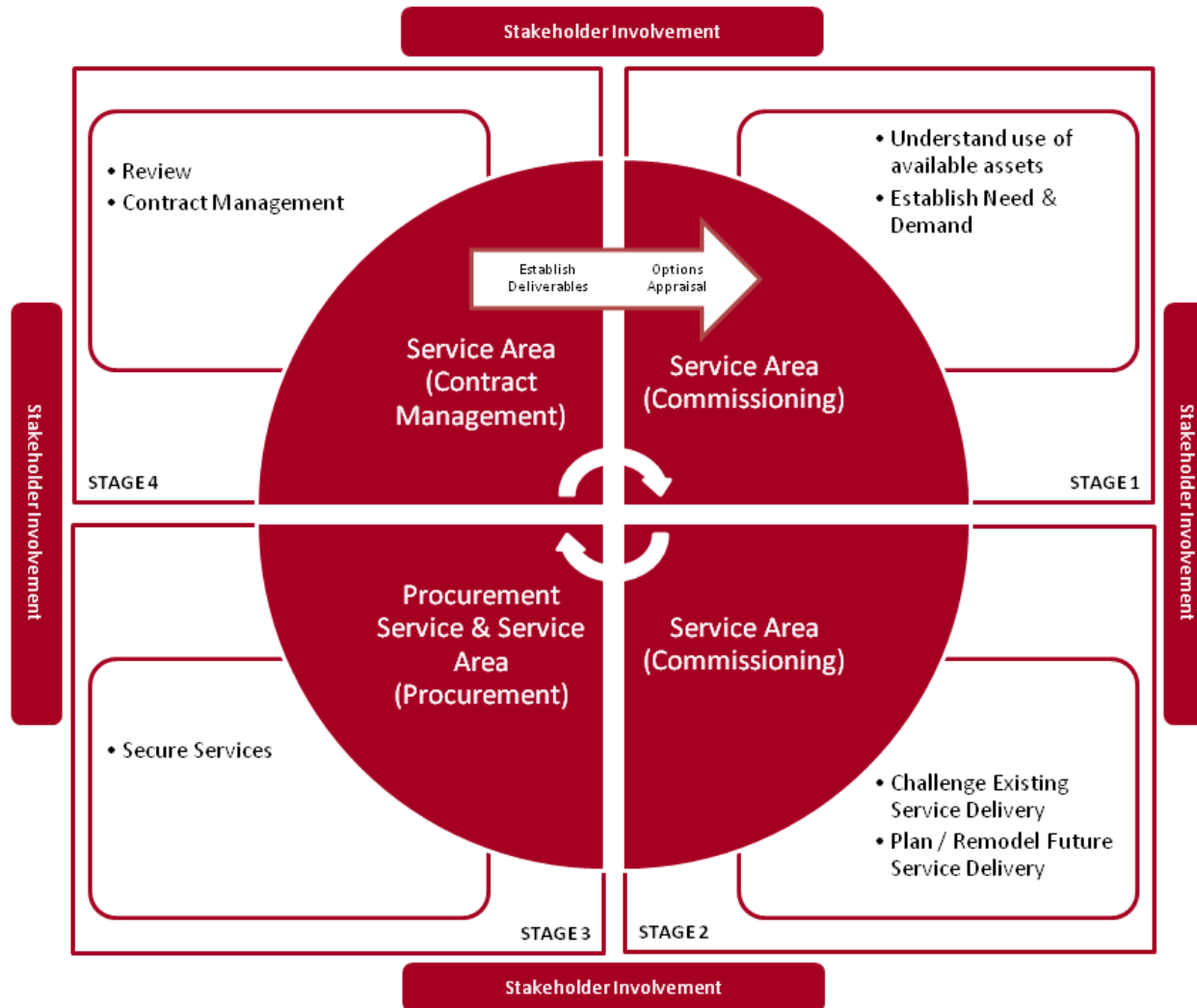
The stages of commissioning, procuring and contract managing are inter-dependent; each stage builds upon and supports the previous one.

The cycle is completed and starts again by establishing what has been delivered and then challenging need/demand etc. (Stage 1).

Figure 1 provides a summary of the Council's Commissioning Cycle.



Figure 1 – RCT Commissioning Cycle



*Involvement and obtaining feedback from stakeholders forms a critical part of each stage of the Commissioning Cycle.*

### 3. Defining and understanding Commissioning, Procurement and Contract Management

It is important that all stakeholders have a clear and consistent understanding of what is meant by the terms commissioning, procurement and contract management.

#### **Definition of commissioning:**

Commissioning is a set of activities by which the Council ensures that services are planned and organised to best meet the needs and demands of our communities and citizens in order to deliver appropriate and sustainable outcomes for now and for future generations.

It involves understanding the population need, best practice, local resources, assessing alternative delivery models and using these to plan, implement and review changes in services.

Put simply, in order to be considered an expert commissioner, the Council (and its services) needs to:

- Involve people and their communities at every stage of the commissioning process;
- Understand and challenge demand, need and current methods of delivery;
- Review alternative service delivery models;
- Focus on outcomes;
- Uses its purchasing power to promote the public sector equality duty;
- Commission in partnership and procure (where necessary) in order to promote sustainable and responsible procurement.
- Decommissions services where appropriate.

#### **Commissioning Approach/Cycle**

Our Commissioning activities take place broadly at three levels:

##### 1. Strategic Commissioning

An over-arching review and challenge of service provision across the Council (and possibly the local area), in order to ensure that services are delivered in a co-ordinated, consistent and targeted manner that delivers value for money and required outcomes.

##### 2. Operational Commissioning

A review of similar areas or similar categories of spend that may be administered in pockets across the Council with the aim of streamlining delivery, achieving value for money, economies of scale and ensuring that expenditure takes place on required activities in a co-ordinated manner that achieves a common outcome.

##### 3. Individual Commissioning

This can refer to the review of an individual service that may need to be tailored to a particular need, often historically 'spot purchased'. Commissioning at this level will set in place specific arrangements for individuals or small groups who require specific services.

### Understanding need, demand and priorities

Meeting local needs, including anticipating future need, should form the basis of all commissioning decisions to ensure a **strategic and long-term approach**. Customers, service users and suppliers should be a part of this process (where required). Understanding current levels of service provision, spend patterns and demand over time is vital to making a decision over what should be delivered in the future.

Key considerations:

- What do we currently deliver?
- Why do we need to deliver and/or receive this product or service?
- What is happening to local need?
- What are the legislative or regulatory requirements?
- What is currently being spent on services?
  - Understand how the service is funded and if the Council has specific responsibilities to funders (specific terms and conditions for example).
- What resources are currently being used to deliver the service?
- Who uses it and will the requirement change in the future (i.e. the demand in the short and longer term)?

### Challenging existing and reviewing alternative service delivery models

Once a need and demand for a service has been identified it is important to review and challenge the current provision to ensure continued value for money and delivery of required outcomes. Consideration should be given to any changes in the policy framework or market that may open up new opportunities.

Key considerations:

- How are people currently involved in the planning and delivery of the service and how can they become more involved in the future?
- What outcomes does the Council want to achieve?
- Does the current service model deliver:
  - The required outcomes?
  - Value for money?
  - A co-ordinated service?
- Does the current service prevent problems from getting worse or occurring in the first place?
- What are the current policies in respect of service delivery?
- Is there scope to collaborate with others?
- How does the service or planned service impact on other local services?
- Does the market offer competition, choice and diversity?
- Overall, how effective is current service provision?
- Can any or all of the elements of current delivery be decommissioned?
- Is there a requirement for the service(s) previously delivered to continue?
  - If so, why?
  - Describe the demand for this service.
  - What options are available to deliver the service in a different, more innovative way that will reduce cost(s)?
  - What alternative service delivery models are available?
- Which of the Council's priorities does this work support?
- How will the service contribute to supporting any of the [Future Generations Act](#) 7 Wellbeing Goals?
- How will outcomes be monitored and reported?

### Decommissioning

Decommissioning is part of the commissioning cycle and should be undertaken in a planned way. In some instances service reviews will lead to a process of ending a service or part of a service and a smooth transition to a new or alternative service delivery model in order to achieve the right outcomes for people is important.

If services are to be decommissioned, then consultation and involvement with all identified stakeholders is fundamental.

### **Commissioning for outcomes**

The Council recognises that part of being an expert commissioner means moving to commissioning for outcomes – i.e. in order to give greater opportunity for providers to arrange their services in more flexible and innovative ways the focus should be on outcomes, instead of the traditional approach to specifying inputs and outputs.

Agreed outcomes need to be set out as early as possible in the commissioning cycle and considered at every stage from service user involvement to the final review of the impact that the service has made, so that decisions can be made on more than price alone.

Key considerations:

- Where is the council now? Where does it need to be?
- How can provision be designed to meet future changes in need and demand?
- If procuring third parties is identified as a requirement of any revised delivery model, how can specifications be designed to enable the council to secure intended outcomes, service improvements and efficiencies?
- How can outcomes be measured and contract performance managed?

### **Building sustainability in the voluntary, third sector and encouraging social enterprises**

The Council has established arrangements in respect of working with the voluntary and community sector ('Third Sector'), and is committed to encouraging active citizenship and community empowerment. The focus on putting greater emphasis on the role of individuals, communities and Third Sector organisations in designing and delivering solutions for themselves is something that the Council is committed to.

The Third Sector can play a vital role in promoting social inclusion, innovation, building trust and tailoring services that better reflect local needs and preferences. At its best, the Third Sector has the capacity to build capacity, engage with excluded groups and secure wide social and economic benefits for the area (such as reducing crime, worklessness or improving basic skills).

The Third Sector is not a homogeneous community. Its members range from community groups with limited experience of delivering services to local arms of major national charitable organisations.

The Council will continue to work closely with the County Voluntary Council and a wide range of Third Sector representatives to encourage early engagement of potential providers when we are considering service provision in the long term.

The Council will also consider alternative delivery models in the form of social enterprises and co-operatives.

### **Promoting service user and citizen involvement in commissioning**

The concept of user or citizen involvement is important to our approach to commissioning in the Council. By involving people who will use services it is hoped that this will result in services that adequately reflect user need and demand.

The nature and extent of user or citizen involvement is difficult to prescribe in detail. It will differ according to the nature of the service, but there are principles we commit to through this strategy which support a commissioning culture that demonstrates the Council is open to engaging with service users rather than seeking to go through a 'tick-box' exercise or using service users to justify difficult decisions.

### **Definition of procurement**

Procurement is a set of activities by which the Council secures best value services to meet defined outcomes. It is one part of the commissioning process, and involves specifying requirements and securing services from the best providers.

Put simply, **procurement is about the purchase of the goods, works and services needed to enable the Council to deliver appropriate services to the people in the borough.**

As such, procurement forms a stage of the commissioning cycle and represents just one of the ways in which the Council can choose to deliver and/or receive services. It is the process by which the Council contracts with other organisations or businesses (known as third parties) to obtain the goods and services required to help fulfil a set of defined outcomes in the most timely and cost effective manner without jeopardising long term sustainability.

In this operating model **service departments continue to lead** and be responsible for:

- Identifying need and demand;
- Reviewing and challenging service delivery models;
- Identifying whether procurement of services from external organisations are necessary / required;
- Monitoring delivery of services (i.e. contract management).

Service departments are supported by a Corporate Procurement Service that is focused on developing strong working relationships.

### **Promoting sustainable procurement**

Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis, in terms of generating benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment.

Key considerations:

- How can investment in the local community be embedded in the procurement process?
- Is the planned process in line with the Council's environmental policy?
- How can we encourage third parties to adopt public sector principles around sustainable communities for future generations?

### **Category management**

Category Management works by ***taking an organisation-wide view of spend and grouping it based upon similar products or services into appropriate categories.***

The category management approach should complement the commissioning cycle by:

- Identifying areas of common and repetitive spend across different Council services;
- Examining ways to avoid unnecessary spend;
- Standardising products/services where appropriate - bundling up similar services/areas of spend across the council;
- Minimising wastage;
- Instead of negotiating on one service or product, the Council can begin to negotiate on a 'category' of spend.

The outcome is to help the Council to understand its spend data and use it within a commission cycle.

### **Definition of contract management**

Contract management relates the ongoing management and monitoring of contracts entered into with providers for works, goods or services. Contract management focuses on ensuring compliance with the terms and conditions, monitoring the delivery of defined outcomes as well as documenting and agreeing on any changes or amendments that may arise during its implementation, execution and through the lifetime of the contract.

**Ensuring that contracts are being delivered in accordance with the specific terms and conditions and that the desired outcomes are being achieved is fundamental to effective contract management.**

Contract management involves:

- The day-to-day operational contract management and supplier relationship management. It involves daily contact with providers to maintain the delivery of goods and services and regular operational review meetings and escalations where required.
- Performance management and supplier relationship management relates to the on-going review of contract performance with suppliers in order to identify supplier and Council improvements. It should occur at regular intervals throughout the contract e.g. on a quarterly basis and should take place in a robust and formalised manner.
- **Contract review** – This should happen towards the end of a contract. It involves reviewing contract performance against KPIs, overall delivery and impact against required outcomes and future need. It should also include identification of services and products that may no longer be required.

Contract management forms a vital part of the commissioning cycle and is important in ensuring that the services arranged actually deliver the required outcomes. The responsibility for contract management resides within service areas as outlined in Figure 1.



**COMMISSIONING REVIEW OF:**  
**'TITLE'**

<b>Prepared by:</b>	
<b>Date:</b>	
<b>Date submitted to the Commissioning &amp; Procurement Group:</b>	
<b>Outcome:</b>	

## STAGE 1 - UNDERSTANDING NEED & DEMAND

**What is currently delivered / received and how?**

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**Why do we need to deliver and/or receive this product or service?**

- What are the legislative, regulatory or statutory requirements?

---

**What are the current policies in respect of service delivery?**

---

**What is happening to (local) need?**

---

**Who uses it and will the requirement change in the future (i.e. the demand in the short and longer term)?**

---

**What is currently being spent on services?**

**What resources are currently being used to deliver the service?**

- How is the service funded and are there any specific responsibilities to funders (specific terms and conditions for example).

---

**Are there any contracts currently in place with external suppliers / contractors?**

- If so, provide full details of provision (including contracted dates etc.)

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## Stage 2 - Challenging existing and reviewing alternative service delivery models

Overall, how effective is current service provision?

- Does the current service model deliver:
  - The required outcomes
  - Value for money
  - A co-ordinated service

Are stakeholders currently involved in the planning and delivery of the service and how can they become more involved in the future?

Based upon the need & demand, now and in the future, what outcomes does the Service want to achieve?

Does the current service prevent problems from getting worse or occurring in the first place?

What options are available to deliver the service in a different more innovative way that will reduce cost(s) and deliver better outcomes? **KEY CONSIDERATIONS:**

Describe the need and demand for this service.

Is there a requirement for the service(s) delivered to continue?

- If so, why?

Can any or all of the elements of current delivery be decommissioned?

Does the market offer competition, choice and diversity?

Is there scope to collaborate with others?

What alternative service delivery models are available?

	Option			
	1 - Description / Overview	2 - Description / Overview	3 - Description / Overview	4 - Description / Overview
<b>Estimated Saving £'000</b>				
<b>Intended outcomes &amp; how they will be monitored</b>				
<b>Which of the council's priorities does this option support?</b>				
<b><u><a href="#">How will this option contribute to supporting any of the future generations act 7 wellbeing goals?</a></u></b>				

<b>Impact on service Users (public)</b>				
<b>Is this option likely to require a change in Policy?</b>				
<b>Impact on other council services</b>				
<b>Risks</b>				

**RECOMMENDED OPTION:**

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## RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

### CABINET

2<sup>ND</sup> NOVEMBER 2016

#### WALES AUDIT OFFICE – LOCAL AUTHORITY ARRANGEMENTS TO SUPPORT SAFEGUARDING CHILDREN FOLLOW UP

#### REPORT OF GROUP DIRECTOR CORPORATE & FRONTLINE SERVICES, AND GROUP DIRECTOR COMMUNITY & CHILDREN'S SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR A MORGAN

**Author:** Lesley Lawson, Performance Manager

#### 1. PURPOSE OF THE REPORT

This report updates Cabinet on the outcome of the follow-up visit undertaken by the Wales Audit Office (“WAO”) in respect of the Local Authority’s Arrangements to Support Safeguarding of Children, together with a progress report in respect of actions taken to address overall recommendations in relation to our Corporate Safeguarding responsibilities.

#### 2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Consider the content of the WAO report ‘*Local Authority arrangements to Support Safeguarding of Children follow up*’
- 2.2 Review and challenge the Council’s progress to date against the planned actions as set out in the Corporate Safeguarding Delivery Plan endorsed by Cabinet in March 2016.
- 2.3 Refer the WAO report and associated Delivery Plan to Audit Committee to further challenge the overall governance arrangements in place.
- 2.4 Refer the WAO report and associated Delivery Plan to the Children and Young People Scrutiny Committee.

### 3. **REASONS FOR RECOMMENDATIONS**

- 3.1 To ensure that Cabinet is aware of WAO findings and recommendations and is able to challenge the progress made to date in respect of actions taken to improve the Council's Corporate Safeguarding arrangements, which specifically include arrangements for safeguarding children as per the WAO review, but also ensure that adults are safeguarded and protected.
- 3.2 Safeguarding and protecting children and adults at risk is a key priority for Rhondda Cynon Taf County Borough Council and 'is everyone's business'.

### 4. **BACKGROUND**

- 4.1 Since October 2014, the Council has received three reports from the Wales Audit Office in respect of its safeguarding arrangements:

1.	Assessment of RCT's Arrangements to Support Safeguarding of Children	Local Report, issued October 2014
2.	'Review of Corporate Safeguarding Arrangements in Wales'	National Report, issued in July 2015
3.	Follow up of Assessment of RCT's Arrangements to Support Safeguarding of Children	Local Report, issued in May 2016

- 4.2 In 2014, the Wales Audit Office (WAO) conducted a '*Review of Local Authority Arrangements to Support Safeguarding of Children*' and produced individual reports in respect of arrangements in each local authority.

- 4.3 The local report issued to Rhondda Cynon Taf set out four recommendations:

- 1. Develop a Corporate Safeguarding Policy that clearly specifies roles, responsibilities and procedures for safeguarding.
- 2. Ensure all safeguarding risks are identified; ensure corporate and service level risks are integrated; and agree actions to mitigate these.
- 3. Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that systems are working effectively.
- 4. Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

- 4.4 An update of actions taken to address these recommendations, was reported to the Children and Young People's Scrutiny Committee on 21 March 2016 and a link to a report for that meeting is attached below:

<http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/ChildrenandYoungPeopleScrutinyCommittee/2016/03/21/Reports/Item3ArrangmentsforSafeguardingChildren.pdf>

- 4.5 Subsequent to the publication of the local report on '*Arrangements to Support Safeguarding of Children*', in July 2015, the Wales Audit Office issued a national report '*Review of Corporate Safeguarding Arrangements in Wales*'.
- 4.6 The recommendations contained in this national report superseded the recommendations in the earlier local report and helped to inform the Council's current Corporate Safeguarding arrangements.
- 4.7 The development of the Council's Corporate Safeguarding arrangements, which included a programme of accountability, policy development, training and communication, was set out in a report to Cabinet on 17<sup>th</sup> March 2016. At this meeting, Cabinet adopted the Corporate Safeguarding Policy, endorsed a Delivery Plan and Corporate Safeguarding Risk Register. Cabinet also recommended that the Corporate Safeguarding Policy be presented to the Corporate Parenting Board on the 11<sup>th</sup> April 2016. Links to these reports are included below:

<http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2016/03/17/Reports/Agendaltem11CorporateSafeguarding.pdf>

<http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/CorporateParentingBoard/2016/04/11/CorporateParentingBoard11Apr2016.aspx>

## **5. CURRENT POSITION**

- 5.1 The Wales Audit Office's follow up review of '*Local Authority arrangements to Support Safeguarding of Children*' took place in February 2016. Following the review, a report was sent to the Council in May 2016. A copy of the report is provided at Appendix 1. The report concluded that: '***The Council is strengthening its corporate arrangements to support the safeguarding of children and is making progress in addressing our previous proposals for improvement.***'
- 5.2 Given the timing of the publication of the report in May 2016, covering work carried out in its review in February 2016, the progress made in implementing the Corporate Safeguarding Delivery Plan was not fully reflected in the Wales Audit Office follow up report.
- 5.3 Work continues to address the recommendations made by the WAO within the overarching plans to strengthen and communicate the Council's Corporate Safeguarding arrangements
- 5.4 Cabinet is requested to consider the attached updated Corporate Safeguarding Delivery Plan (Appendix 2) and Risk Register (Appendix 3), which provides an update in respect of progress made and next steps.

## **6. EQUALITY AND DIVERSITY IMPLICATIONS**

6.1 An Equality Impact Assessment screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time.

## **7. CONSULTATION**

7.1 No specific consultation required at this time.

## **8. FINANCIAL IMPLICATION(S)**

8.1 Additional costs are likely given the scale and depth of training required, but these can be met from within existing resources.

## **9. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

9.1 Extracted from Safeguarding Policy:

- Social Services and Well Being Act 2014
- Education Act 2002 – plus 'Keeping Learners Safe' -The role of local authorities, governing bodies and proprietors of independent schools under the Education Act 2002
- Children Act 1989 and 2004,
- 'Safeguarding Children: Working Together under the Children Act 2004'.
- 'In Safe Hands' 2000
- Section 17 of the Crime and Disorder Act 1998,
- Mental Capacity Act 2005
- Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
- Housing Act 2004
- Licensing Act 2003
- Human Rights Act 1998

## **10 LINKS TO THE COUNCILS CORPORATE PLAN/OTHER CORPORATE PRIORITIES/SIP/FUTURE GENERATIONS – SUSTAINABLE DEVELOPMENT.**

10.1 Links to the 'PEOPLE' priority of the Council's Corporate Plan.  
Links to the 'SAFETY' Theme and 'SAFEGUARDING' Outcome of the current Single Integrated Plan.



Aligns with the Prevention aspect and the Healthier/More Equal/Cohesive Wales goals as set out in the Future Generation Act.

## **11. CONCLUSION**

- 11.1 The Council has made positive progress in implementing its Corporate Safeguarding arrangements which is evidenced in the Delivery Plan and Risk Register updates.

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# Improvement Assessment 2015-16: Local Authority Arrangements to Support Safeguarding of Children Follow-Up

## **Rhondda Cynon Taf County Borough Council**

**Issued:** May 2016

**Document reference:** 328A2016

# Status of report

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This document has been prepared as part of work performed in accordance with statutory functions.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties.

In relation to this document, the Auditor General for Wales and the Wales Audit Office are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at [info.officer@audit.wales](mailto:info.officer@audit.wales).

The team who delivered the work comprised Tim Buckle and Colin Davies.

# Contents

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The Council is strengthening its corporate arrangements to support the safeguarding of children and is making progress in addressing our previous proposals for improvement.

---

Summary report	4
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Appendices	
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Proposals for improvement and findings	5
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# Summary report

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1. In October 2014 we reported our local findings to Rhondda Cynon Taf County Borough Council (the Council) following our review of **Local Authority Arrangements to Support Safeguarding of Children**. The study focused on answering the following question: 'Do the Council's governance and management arrangements provide assurance that children are safeguarded?'
2. In reporting our findings we made four proposals for improvement to the Council that are set out below.

P1	Develop a Corporate Safeguarding Policy that clearly specifies roles, responsibilities and procedures for safeguarding.
P2	Ensure all safeguarding risks are identified; ensure corporate and service level risks are integrated; and agree actions to mitigate these.
P3	Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that systems are working effectively.
P4	Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

3. In February 2016 we reviewed the Council's progress in addressing the above proposals for improvement. We asked the question: 'Has the Council made progress in addressing the proposals for improving arrangements to support safeguarding of children?' We found that: 'The Council is strengthening its corporate arrangements to support the safeguarding of children and is making progress in addressing our previous proposals for improvement.' We came to this conclusion because the Council has:
  - developed a draft Corporate Safeguarding Policy;
  - developed a draft corporate safeguarding risk register, and intends to incorporate service risks into its service delivery plans;
  - identified key corporate performance measures for safeguarding, although not all of the measures are finalised; and
  - begun to deliver a training programme for staff, and there are plans to deliver training for elected members from May 2016.
4. Our findings are outlined in [Appendix 1](#).

# Appendix 1

## Proposals for improvement and findings

Proposal for improvement	Follow-up findings
P1 Develop a Corporate Safeguarding Policy that clearly specifies roles, responsibilities and procedures for safeguarding.	<b>In progress – the Council has developed a draft Corporate Safeguarding Policy</b> <ul style="list-style-type: none"><li>• The Council has developed a draft policy and intends to finalise this subject to Cabinet approval, in March 2016. The policy sets out the roles and responsibilities of a range of stakeholders.</li><li>• The draft policy also sets out the governance arrangements for safeguarding with reference to the Cwm Taf Safeguarding Children Board, the Cwm Taf Safeguarding Adult Board, the Council's Overview &amp; Scrutiny Committee and the Director for Social Services.</li><li>• The policy also sets out contact details for officers/members who have a concern regarding safeguarding.</li></ul>
P2 Ensure all safeguarding risks are identified; ensure corporate and service level risks are integrated; and agree actions to mitigate these.	<b>In progress – the Council has developed a draft corporate safeguarding risk register, and intends to incorporate service risks into its service delivery plans</b> <ul style="list-style-type: none"><li>• The Council has developed a draft corporate safeguarding risk register for safeguarding.</li><li>• The Council intends to identify service risks in children and adult services through the service self-evaluation process and include identified risks in the subsequent service delivery plans. However, as the delivery plans have not yet been finalised for 2016-17 it is too early to review the robustness of these arrangements.</li></ul>
P3 Improve the range, quality and coverage of safeguarding performance reporting to provide adequate assurance that systems are working effectively.	<b>In progress – the Council has identified key corporate performance measures for safeguarding, although not all of the measures are finalised</b> <ul style="list-style-type: none"><li>• The Council has identified key corporate measures, although these are not yet all clearly defined.</li><li>• It has not yet set targets for the measures as 2016-17 will be a baseline year.</li></ul>

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**Proposal for improvement**

P4 Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.

**Follow-up findings**

**In progress – the Council has begun to deliver a training programme for staff, and there are plans to deliver training for elected members from May 2016**

- The Council has begun to develop and deliver a training programme for staff.
- It will produce a training programme for elected members by April 2016 with a rolling training programme to be implemented from May 2016.





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<b>Corporate Safeguarding arrangements – Delivery Plan 2016/17</b>	
<b>What are we trying to achieve, the outcome</b>	The implementation of a framework that will protect Children and adults at risk across Rhondda Cynon Taf.
<b>Why we need to do it:</b>	<i>The number of children on the child protection register reduced by 22 (5%) in 2014-15 (449 compared to 471). However, the long term trend for Rhondda Cynon Taf is high and currently has the highest rate of child protection registration in Wales. (455 at 30th June 2016)</i> <i>The number of children in care reduced by 10% during 2014-15 but Rhondda Cynon Taf has the 4<sup>th</sup> highest rate of looked after children in Wales. (633 CLA at end of June 2016/17 compared to 623 at end of 2015/16)</i> <i>We have increased the number of adult protection referrals where risk has been managed and is above the Welsh Average. However, the number of referrals increased from 180 in 2013/14 to 200 in 2014/15 (201 in 2015/16) (Performance amongst the best in Wales for % of adult protection referrals where the risk has been managed, 100%)</i>
<b>Which of the Council's Priorities, as outlined in the Council's Corporate Plan, will this plan support?</b>	<b>People</b> – promoting independence and positive lives for everyone
<b>Which of the current Single Integrated Plan Theme(s) will this support</b>	<b>Safety theme</b> <i>Safeguarding outcome Children and Adults at risk are protected from harm</i>
<b>To which of the Wellbeing of Future Generations Act Well-being Goals does this plan contribute?</b>	<b>A Healthier/More Equal/Cohesive Wales</b>
<b>What difference will delivery of this objective make to Service Users/ residents of Rhondda Cynon Taf</b>	Children and adults at risk across RCT are protected from harm.
<b>Risks – extracted from (CS RR)</b>	<ol style="list-style-type: none"> <li>1. If robust performance monitoring and management arrangements in respect of corporate safeguarding are not in place then the ability to track progress, ensure on-going review and scrutiny could be hindered.</li> <li>2. If staff do not possess the relevant skills and knowledge in respect of identifying and reporting a potential safeguarding issue then the safety of a child and/or an adult at risk may be compromised.</li> <li>3. If the Council cannot demonstrate delivery of training to all relevant staff then its ability to evidence robust and adequate training in respect of corporate safeguarding is hindered.</li> <li>4. If safeguarding concerns are not reported to an appropriate central service then the consistency in respect of these are assessed and managed could be compromised which could result in the safety of a child and/or an adult at risk being compromised.</li> </ol>

<i>How will we measure our progress against the outcome</i>		<b>Data</b> 15/16	<b>2016/17 Target</b>	<b>Owner</b>
<i>Description</i>		<i>if available</i>		
<b>PI</b>	<p><i>% of (non specialised) staff trained in Corporate Safeguarding</i></p> <ul style="list-style-type: none"> <li>• Basic Level</li> <li>• Management Level</li> </ul>	<p>Management briefings delivered to 560</p> <p>Managers</p>	50% of managers and staff trained	DH
<b>PI</b>	<p><i>Measure around people who</i></p> <ul style="list-style-type: none"> <li>• <i>Are aware of their responsibilities in respect of Safeguarding</i></li> </ul> <p><b>Found it easy to access information if they had reason to report</b> <i>eg I know what to do if I have concerns about..similar to extract from WAO Childrens report.</i></p>		TBD	DH
<b>Survey Results</b>	<p><i>Links to above,</i></p> <ul style="list-style-type: none"> <li>• <i>Staff survey</i></li> <li>• <i>WAO measures (Children's Report)</i></li> </ul>		TBD	
<b>Inspection Feedback</b>	<p><i>The findings from the follow up on the WAO Study report issued in October 2014.</i></p> <p><i>These findings from the follow up were issued in May 2016. The fieldwork for the follow up was carried out in February 2016. The progress between February and May was not reflected in the WAO report.</i></p>	<p><i>Extract from WAO Report</i></p> <p><b><i>'The Council is strengthening its corporate arrangements to support safeguarding of children and is making progress in addressing our previous proposals for improvement' because</i></b></p> <ol style="list-style-type: none"> <li><i>1. Developed a draft Corporate Safeguarding Policy</i></li> <li><i>2. Developed a draft CS risk register and intends to incorporate service risks into its service Delivery Plans</i></li> <li><i>3. Identified key corporate performance measures for safeguarding although not all of the measures have been finalised</i></li> <li><i>4. Begun to deliver a training programme for staff and there are plans to deliver training for elected Members from May 2016</i></li> </ol>		

**NB any measures used to demonstrate and scrutinise progress within Cabinet Performance reports will be subject to a Data Assurance Process which will include review of target setting rationale**

Action		Ref	Key Milestones/Sub Actions	Delivery Date	Responsible Officer	Progress if not complete
1	Put in place robust governance and scrutiny that will deliver strengthened Council wide Safeguarding arrangements for Children and Adults at Risk.	1.1	<ul style="list-style-type: none"> <li>Identify and confirm lead officer accountability for Corporate Safeguarding.</li> <li>Identify and confirm lead Cabinet Member accountability for Corporate Safeguarding.</li> </ul>	Complete Complete	CL AM	COMPLETE
		1.2	<b>Establish a working group</b> that is tasked with critically reviewing the Council's current Corporate Safeguarding arrangements, taking into account the recommendations received from the Wales Audit Office, and putting in place a delivery plan for improvement where they are identified.	Complete	CL	COMPLETE
		1.3	<p><b>Produce a Corporate Safeguarding Delivery Plan</b> setting the out the required actions and measures for improvement:</p> <ul style="list-style-type: none"> <li>submit it to Cabinet for approval</li> <li>put in place appropriate scrutiny arrangements by ensuring that Corporate Safeguarding is included within the workplan of the Overview &amp; Scrutiny Committee.</li> <li>Ensure that the risks to achieving the Delivery Plan are set out in a Corporate Safeguarding Risk Register</li> </ul>	Complete 17/3/2016 Complete Complete	CL KM MC	COMPLETE
		1.4	<p><b>Agree and distribute a template</b> that can be used across the Council to collect information in respect of Corporate Safeguarding activity that can be used to inform the Director of Social Services Annual Report. <b>Previously 31/3/2016 agreed to extension 22 April 2016</b></p> <p><b>Include agreed template in SSE for SLT</b></p> <p><b>Establish information collection and reporting arrangements</b> to inform the Annual Corporate Safeguarding aspects of the Director's Report</p>	31/7/2016  31/3/2016	SLT  LAL/LP	COMPLETE
		1.5	Ensure that the Corporate Safeguarding arrangements are subjected to Internal Audit review during 2016/17.	Complete	MC	COMPLETE

Action	Ref	Key Milestones/Sub Actions	Delivery Date	Responsible Officer	Progress if not complete	
2	Put in place a Corporate Safeguarding Policy that reflects the Council's overarching Safeguarding responsibility and the service specific policies already in place.	2.1	<b>Establish those existing policies</b> that need to be reflected within Corporate Safeguarding Policy	Complete	LP/LAL	COMPLETE
	2.2	<b>Devise a draft Corporate Safeguarding Policy</b>  <b>Submit draft Policy for review and approval by Cabinet.</b> To be accompanied by the Corporate Safeguarding Delivery Plan and Risk Register.	Complete  March 2016	LP/LAL  LP/LAL	COMPLETE	
	2.3	<b>Deliver Initial Briefing sessions on Corporate Safeguarding</b> with Senior Managers as part of Manager briefing sessions <i>(First session took place on 11 February 2016)</i>	Feb/March 2016	DH	COMPLETE	

Action	Ref	Key Milestones/Sub Actions	Delivery Date	Responsible Officer	Progress if not complete
<p>Increase awareness of staff, elected Members, volunteers, partners and contractors of Corporate Safeguarding and whistle blowing across all Council services</p> <p><b>Officer Training</b></p>	3.1	Identify staff that require different levels of training/information on Safeguarding	April 2016	DH	Complete
		Produce programme(s) of training for staff identified	April 2016	DH	Complete
		Prioritise and implement rolling training programme – original date May 2016 extended to July 2016 in 22/4 meeting *e learning and face to face training launched	*October	DH	Ongoing
<b>Elected Member training</b>	3.2	a) Provide a report in respect of elected Members' Corporate Safeguarding training requirements to Democratic Services Committee	Complete	DH/LAL	Complete
		b) Provide a briefing note to Members in respect of DBS Checks	May 2016	RE	Complete
		c) Develop programme and schedule of training	May 2016	DH	
		d) Ensure elected Member Corporate Safeguarding responsibilities are included in role descriptions to be agreed as part of the constitution following AGM in May	July	AW (in KM absence)	Complete
	NEW @23/5	e) consider options for ongoing engagement and training/awareness raising in respect of their responsibilities for Safeguarding	October 2016	DH/KM	On target

Action	Ref	Key Milestones/Sub Actions	Delivery Date	Responsible Officer	Progress if not complete
Record of Training undertaken	3.3	<p><b>Develop/implement arrangements that will ensure</b> that all information about staff and elected Members trained in respect of Corporate Safeguarding responsibilities is reported quarterly to the SSG.</p> <p>Provisional data  e learning launched to 1,443 1,456 staff on 3 October , 380 outstanding to be picked up by the end of the year  2,000 require face to face training  3,400 school staff will be trained by existing school arrangements</p>	July 2016 to accommodate 1 <sup>st</sup> quarter data	DH	Provisional Baseline *3,600 staff trained to date
	3.4	<p><b>Review HR policies</b> to ensure that the reference to Corporate Safeguarding requirements is included where necessary</p> <p>Original date April 2016 extended to September in April meeting</p> <p>NEW Added on 24/8  List of all policies considered by HR to be provided to Corporate Safeguarding Group</p>	Sept 2016	RE	On target
	3.5	<p><b>Agree internal 'branding' and campaign</b> for Safeguarding to include IT and non IT access methods eg</p> <p>Intranet pages  Payroll insert booked for May 2016  Source</p>	<p><b>Complete</b></p> <p>Complete  Complete  Complete</p>	<p>LAL</p> <p>LAL  CD  AB</p>	<b>COMPLETE</b>
	3.6	<b>Start to implement campaign</b> to align/introduce Council wide training programme	April 2016	CD	<b>COMPLETE</b>



Action	Ref	Key Milestones/Sub Actions	Delivery Date	Responsible Officer	Progress if not complete	
	NEW@ 23/5 3.6 a	Agree approach to roll out of Policy through NETConsent	July 2016	CL/GI	Complete	
		Clarify Users requiring consent (4,000 staff in place) Agree approach e.g. staggered/prioritise Identify how queries/declines will be managed (eg shared in box)	September 2016	LAL	Complete	
		Implement – (staggered roll out starting October)	October 2016	LAL	On target	
	<b>Procurement and commissioning</b>	3.7	For all relevant contracts, <b>ensure that the Council's Corporate Safeguarding Policy is included.</b>	Post Cabinet approval	SL	<b>COMPLETE</b>
	<b>Recruitment</b>	3.8	<b>Ensure that recruitment processes enable</b> the safe recruitment of all staff	April 2016	RE	<b>COMPLETE</b>
	<b>Evaluation</b>	3.9	<b>Test the extent that staff and managers are aware of their Corporate Safeguarding responsibilities</b> as part of the staff survey scheduled for 2017 NB This action will be dependent on the progress of the training programme	TBD	LAL/DH	
	3.10 NEW @23/5	Revise MASH data collection processes to identify sources of staff contact to MASH (both children's and adults) that will help to establish the impact of training and awareness raising on Keeping children and adults at risk Safe  Review process six months after implementation (October 2016) to ensure systems are fit for purpose	December 2016  April 2017	LP/JN  LP/JN	Complete  On target	

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# **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

## **Corporate Safeguarding Risk Register**

**Update – Qtr 1 Update 2016/17**

**1. Introduction**

- 1.1 This Corporate Safeguarding risk register sets out the key risks to Rhondda Cynon Taf County Borough Council in achieving its vision of delivering embedded Corporate Safeguarding arrangements.
- 1.2 The risks are categorised in terms of their likelihood and impact.
- 1.3 The aim is to manage each risk so as to reduce the likelihood and/or the impact, by putting measures in place to support and delivery robust governance arrangements in respect of Corporate Safeguarding.
- 1.4 In addition to the risks set out in this register, there are operational risks that are managed within the Children’s and Adult’s Service Directorates respectively.
- 1.5 All risks across the Council are subject to a periodic review.
- 1.6 Risks change over time – new ones emerge or existing risks become more or less significant as a result of external or internal factors. This Corporate Safeguarding Risk Register is a living document; it is reviewed regularly, monitored and updated.

Rhondda Cynon Taf County Borough Council – Corporate Safeguarding Risk Register

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL'S CORPORATE SAFEGUARDING RISK REGISTER									
CSRR REF	RESPONSIBLE OFFICER	RISK DESCRIPTION	POTENTIAL CONSEQUENCES	Original Risk Rating			Current Risk Rating		
				I	L	RATING	I	L	RATING
1	Chris Lee & Giovanni Isingrini	If robust performance monitoring and management arrangements in respect of corporate safeguarding are not in place then the ability to track progress, ensure on-going review and scrutiny could be hindered.	Reportable major injuries to several people or death of an individual.  Intervention in a key service.  National adverse publicity / bad press.	4	4	16	4	2	8
<b>QUARTERLY UPDATE (INCORPORATING ACTIONS TAKEN TO MANAGE)</b>									
<p><u>QTR 4 Update 2015/16</u></p> <p>Positive progress has been made during quarter 4.</p> <p>A Strategic Corporate Safeguarding Group of Officers was established, tasked with overseeing and delivering improved safeguarding governance arrangements. A detailed delivery plan was developed that addressed, amongst other actions, all recommendations of the Wales Audit Office.</p> <p>Lead Officer &amp; Cabinet Member responsibility for Corporate Safeguarding was confirmed during quarter 4.</p> <p>A draft Corporate Safeguarding Policy &amp; Procedure was adopted by Cabinet on the 17<sup>th</sup> March 2016. The report to Cabinet included the delivery plan and the Council's Corporate Safeguarding Risk Register.</p> <p>The Children's and Young People Scrutiny Committee on the 21<sup>st</sup> March received an update on the recommendations arising from the WAO report of 'Safeguarding of Children and Young People in RCT'.</p> <p>The Council's ability to track progress has improved, given the establishment of the Strategic Group, the delivery plan and progress made to date. The risk rating has therefore been adjusted to reflect this with the likelihood being reduced from 4 to 3.</p> <p><u>QTR 1 Update 2016/17</u></p> <p>Governance arrangements have now been established and embedded. In addition to this, a section relating to Corporate Safeguarding has been developed for inclusion within the Service Self Evaluation in readiness for 2016.</p> <p>Given the improvements put in place during Qtr 4 2015/16 and developed further during 2016/17 the likelihood score has be reduced from 3 to 2.</p>									

Rhondda Cynon Taf County Borough Council – Corporate Safeguarding Risk Register

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL'S CORPORATE SAFEGUARDING RISK REGISTER									
CSRR REF	RESPONSIBLE OFFICER	RISK DESCRIPTION	POTENTIAL CONSEQUENCES	Original Risk Rating			Current Risk Rating		
				I	L	RATING	I	L	RATING
2	Chris Lee & Giovanni Isingrini	If staff do not possess the relevant <b>skills and knowledge</b> in respect of <b>identifying and reporting a potential safeguarding issue</b> then the safety of a child and/or an adult at risk may be compromised.	Reportable major injuries to several people or death of an individual.  Intervention in a key service.  National adverse publicity / bad press.	4	4	16	4	3	12
<b>QUARTERLY UPDATE (INCORPORATING ACTIONS TAKEN TO MANAGE)</b>									
<p><u>QTR 4 Update 2015/16</u></p> <p>Management briefings were delivered to 560 Service Managers during quarter 4 with Elected Members due to receive a safeguarding briefing during quarter 1 2016/17.</p> <p>Work in respect of planning, prioritising and rolling out training to all staff across the Council commenced.</p> <p>In order to raise awareness to all staff, work commenced on developing content for the Council's Intranet site and this went 'live' at the end of quarter 4. Plans to communicate to all staff using workplace posters and Payroll inserts are due for quarter 1 2016/17.</p> <p>Work to manage this risk has commenced however; no changes to the risk scores at this stage.</p> <p><u>QTR 1 Update 2016/17</u></p> <p>Work continues in terms of raising awareness to staff with Payroll inserts being issued to all staff during Qtr 1. Where the Council procures external services, the Corporate Safeguarding Policy has now been included within the standard suite of contract documentation.</p> <p>The roll out of training continues and good progress is being made in accordance with the delivery plan.</p> <p>Member awareness training was delivered during April 2016 with the role descriptions of Members being updated to include responsibility for safeguarding.</p> <p>Work is progressing in accordance with the agreed delivery plan, as a result the likelihood score has been reduced from 4 to 3.</p>									

Rhondda Cynon Taf County Borough Council – Corporate Safeguarding Risk Register

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL'S CORPORATE SAFEGUARDING RISK REGISTER									
CSRR REF	RESPONSIBLE OFFICER	RISK DESCRIPTION	POTENTIAL CONSEQUENCES	Original Risk Rating			Current Risk Rating		
				I	L	RATING	I	L	RATING
3	Chris Lee & Giovanni Isingrini	If the Council cannot <b>demonstrate delivery of training</b> to all relevant staff then its ability to evidence robust and adequate training in respect of corporate safeguarding is hindered.	Intervention in a key service.  National adverse publicity / bad press.	4	3	12	4	3	12
<b>QUARTERLY UPDATE (INCORPORATING ACTIONS TAKEN TO MANAGE)</b>									
<p><u>QTR 4 Update 2015/16</u></p> <p>During quarter 4 it was decided that a central record of all safeguarding training delivered was not feasible. A solution to centralising access to training records will therefore be considered during quarter 1 with the aim of addressing this risk.</p> <p>No changes to the risk scores at this stage.</p> <p><u>QTR 1 Update 2016/17</u></p> <p>Baseline data is available. Need to test arrangements for data collection.</p> <p>Work is progressing in accordance with the agreed delivery plan but no change suggested to risk rating at this stage</p>									

Rhondda Cynon Taf County Borough Council – Corporate Safeguarding Risk Register

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL'S CORPORATE SAFEGUARDING RISK REGISTER									
CSRR REF	RESPONSIBLE OFFICER	RISK DESCRIPTION	POTENTIAL CONSEQUENCES	Original Risk Rating			Current Risk Rating		
				I	L	RATING	I	L	RATING
4	Chris Lee & Giovanni Isingrini	If safeguarding concerns are not <b>reported to an appropriate (central)</b> service then the consistency in respect of these being assessed and managed could be compromised which could result in the safety of a child and/or an adult at risk being compromised.	Reportable major injuries to several people or death of an individual.  Intervention in a key service.  National adverse publicity / bad press.	4	3	12	4	3	12
<b>QUARTERLY UPDATE (INCORPORATING ACTIONS TAKEN TO MANAGE)</b>									
<p><u>QTR 4 Update 2015/16</u></p> <p>A central number has been agreed and put in place. This was included within the Council's Corporate Safeguarding Policy &amp; Procedure and provided to all Service Managers during the awareness sessions delivered to date. The contact details are also provided on the Council's Intranet site.</p> <p>Actions to raise awareness to all staff are scheduled to commence during quarter 1 &amp; 2 2016/17.</p> <p><u>QTR 1 Update 2016/17</u></p> <p>Actions are in place within the delivery plan to test awareness of staff and managers in respect of their Corporate Safeguarding responsibilities (this will include the knowledge of the central contact details). Following completion of this evaluation, the risk rating will be reviewed.</p>									



## RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

### CABINET

2<sup>nd</sup> NOVEMBER 2016

#### COUNCIL'S RESPONSE AS AN INDIVIDUAL PUBLIC BODY TO THE REQUIREMENTS OF THE WELL-BEING OF FUTURE GENERATIONS ACT 2015

#### REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR A MORGAN

**Author:** Lesley Lawson, Performance Manager. Tel 01443 680723

#### 1. PURPOSE OF THE REPORT

This report updates Cabinet on the steps taken by the Council as an individual public body, to address its responsibilities under the Well-being of Future Generation Act 2015.

#### 2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Consider the content of the Policy Statement in respect of the Well-being of Future Generations Act 2015.
- 2.2 Agree the approach to the implementation of the Well-being of Future Generations Act.
- 2.3 Review and challenge the Council's self assessment of the Corporate Plan – '*The Way Ahead*' against the requirements of the Well-being of Future Generations Act 2015.
- 2.4 Agree to update the Corporate Plan, for any Well-being of Future Generations Act 2015 requirements as part of the annual review of the Plan in April 2017.

#### 3 REASONS FOR RECOMMENDATIONS

- 3.1 In implementing the Well-being of Future Generations Act, and actively participating in the development and delivery of Well-being plan as part of the Public Service Board, it is also important to acknowledge and respond to the Council's responsibilities as an individual public body.

#### **4. BACKGROUND**

- 4.1 Steps are already being taken to address the Council's contribution to the Public Service Boards requirements to improve the Economic, Social, Environmental and Cultural wellbeing of the area by:
- Contributing to a Well-being Assessment, currently being undertaken;
  - Setting objectives to maximise the area's contribution to the seven national Well-being goals;
  - Taking reasonable steps to meet those objectives.
- 4.2 The Public Service Board's Well-being Plan will be published in 2018. This Plan will emerge from the Well-being Assessment and will provide the overarching strategic framework to which the corporate strategies of the partners will align.
- 4.3 However, the Act also applies to the Council as an individual public body.

#### **5. CURRENT POSITION**

- 5.1 The Council's duties under the WFG Act are to: "Carry out Sustainable Development, in other words work to improve the Economic, Social, and Cultural well-being of Wales". In carrying out Sustainable Development, the Council must:
- Set and Publish Well-being Objectives that are designed to maximise its contribution to achieving each of the seven national Well-being goals; and
  - Take all reasonable steps in exercising our functions, to meet those objectives;
  - Publish an annual report showing progress;
  - Scrutinise decisions in line with the requirements of the WFG Act;
  - Respond to the Future Generations Commissioner as and when appropriate.
- 5.2 As set out in the Council's Corporate Plan and its Corporate Performance Report, the Council's vision priorities and principles already support the seven national Wellbeing goals. Also, we can already evidence some good examples of working within the Sustainable Development principles.
- 5.3 However, until the PSB's Well-being Plan is published in 2018, we can continue to do more to maximise what we already do to meet the WFG and not create additional bureaucracy. This Act has already been acknowledged by the Commissioner as the 'common sense Act'.
- 5.4 To simplify the implementation of the Act as far as possible for all Members and officers, we have sought to set out a clear policy statement in respect of the implementation of the Act. Appendix 1 sets out a proposed Council Well-being of Future Generations Act 2015 Policy Statement which:
- Provides managers and staff with a transparent approach and consistent information about the Council's approach to the WFG Act;
  - Provides elected Members with information and the assurance that the Council is meeting its WFG requirements without creating additional burdens;

- Provides the WFG Commissioner and the Regulator with assurance that the Council is meeting its statutory requirements;
- Sets out the Council's intention to continually test the Council's Corporate Plan and its priorities to ensure that it fully complies with the requirements of the Act and take steps to strengthen if required.

5.4 The first test of the Council's Corporate Plan against the requirements of the Well-being of Future Generations Act 2015 is attached at Appendix 2. The areas recommended for an update are not fundamental issues but relate to a need to provide greater emphasis on some matters such as the Welsh language and biodiversity.

## **6 EQUALITY AND DIVERSITY IMPLICATIONS**

None.

## **7. CONSULTATION**

Not required.

## **8. FINANCIAL IMPLICATION(S)**

None at present.

## **9 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

Well being of Future Generations Act 2015.

## **10 LINKS TO THE COUNCIL'S CORPORATE PLAN/OTHER CORPORATE PRIORITIES/SIP/FUTURE GENERATIONS – SUSTAINABLE DEVELOPMENT**

Is fundamental to being able to address and evidence the seven national Well-being goals and the five ways of working as set out in the Well being of Future Generations Act.

## **11 CONCLUSION**

The Council is making positive progress in meeting its duties as an individual public body as required by the Well-being Future Generations Act.

**Other Information:-**

***Relevant Scrutiny Committee***

Overview & Scrutiny Committee

***Background Papers***

None

**Contact Officer:** Lesley Lawson 01443 680723

## **Policy Statement in respect of the Well-being of Future Generations Act 2015**

**The purpose of this statement is to set out the Council's approach to the implementation of the Well-being of Future Generations (WFG) Act 2015, in respect of its statutory responsibilities as an individual public body.**

Within the terms of the WFG Act, the Council has responsibilities within the Public Services Board as an active partner in the development and delivery of the Well-being Plan, to be published by April 2018. However, the Council is also listed as an individual public body subject to the Act. The Council will meet its individual duties by making sure it is maximising its contribution to the seven national well-being goals and publishing well-being objectives that demonstrate how services are doing so. The Council must plan and make all decisions based on the five ways of working set out in the WFG Act, i.e. the 'sustainable development principles'.<sup>1</sup>

The Council's Corporate Plan '*The Way Ahead 2016-20*' sets out a vision for 'a County Borough that has high aspirations, is confident and promotes opportunity for all', with a focus on meeting the challenges ahead. '*The Way Ahead*' also sets out the Council's commitment to meeting the requirements of the Well-being of Future Generations Act 2015.

The requirements of the WFG Act apply to all corporate and service functions of the Council. It is the Council's belief that the commitments of the Act are best met by ensuring that its requirements are integral to, and not separate from, the Council's business. The Council is already changing its processes which reflect these commitments e.g. in setting the Council's Improvement Priorities, strengthening governance and performance processes.

By setting out the Council's position in respect of the WFG Act, this policy statement further demonstrates the Council's commitment to meet the Act, as well as providing a transparent framework for Elected Members and staff. It will also give the Future Generations Commissioner and the Wales Audit Office assurance that officers and elected Members are seeking to embed the Act into our working practices.

It is likely that the Council's arrangements to meet, monitor and report the requirements of the WFGA will develop over time as will the understanding of all parties, including the Commissioner's Office of Welsh Government and Wales Audit Office.

The Cabinet is responsible for ensuring the Council meets the duties of the Act; however, embedding the sustainable development principles into service planning, commissioning, delivery and monitoring is the responsibility of all staff. Elected Members are expected to support and challenge this process to ensure the Council is delivering for future generations.

The Council will:

- Apply the 'spirit' of the WFG Act to Council processes to ensure the requirements of the WFG Act are fully embedded and avoid any additional burden to the leadership, management and governance of the Council.

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<sup>1</sup> Please see the *Essentials* guide to the Well-being of Future Generations Act for more details:  
<http://gov.wales/docs/dsjlg/publications/150623-guide-to-the-fg-act-en.pdf>

- Meet the requirements of the WFG Act through our corporate planning processes, including reporting and monitoring arrangements, in ways that align with and/or strengthen the Council's existing processes.
- Respond to the WFG by providing necessary information and training to officers and Elected Members.
- Be an active participant in Public Service Board arrangements.
- Continually test the Corporate Plan and its priorities to ensure that it fully complies with the requirements of the Act and strengthen if required.

**CONSIDERING FUTURE GENERATIONS OF RHONDDA CYNON TAF**

**Sustainable Development Self Assessment of the Council’s Corporate Plan ‘The Way Ahead 2016-20’**

In implementing the Well-being of Future Generations Act 2015, the Welsh Government has set a high level vision for Wales, made up of seven well-being goals that the Council, and other public bodies in Wales, must work towards to secure the long-term well-being of Wales. The Council must also show how we are maximising our contribution towards these seven goals through our work. The Council is also required to demonstrate that in everything we do we consider the five ways of working outlined in the Act, i.e. the Sustainable Development principles.

<b>Five Ways of working</b>	<b>Seven National Well-being Goals</b>
<ol style="list-style-type: none"> <li>1. Balancing short term need with long term and planning for the future</li> <li>2. Working together with other partners to deliver objectives</li> <li>3. Involving those with an interest and seeking their views</li> <li>4. Putting resources into preventing problems occurring or getting worse</li> <li>5. Considering impact on all wellbeing goals together and on other bodies</li> </ol>	<ul style="list-style-type: none"> <li>A Prosperous Wales</li> <li>A Resilient Wales</li> <li>A healthier Wales</li> <li>A more equal Wales</li> <li>A Wales of cohesive communities</li> <li>A Wales of vibrant culture and thriving Welsh Language</li> <li>A globally responsible Wales</li> </ul>

Page 127

The Council is well placed to meet our individual duties, in both considering the five ways of working and contributing to the seven well-being goal. There are already good examples in place across the Council to which we can point. However, we now need to build on this positive platform. We will do this by:

- applying the ‘spirit’ of the WFG Act to Council processes to ensure the requirements of the WFG Act are fully embedded and avoid any additional burden to the leadership, management and governance of the Council.
- meeting the requirements of the WFG Act through our corporate planning processes, including reporting and monitoring arrangements, in ways that align with and/or strengthen the Council’s existing processes.
- responding to the WFG by providing necessary information and training to officers and Elected Members.
- being an active participant in Public Service Board arrangements.
- continually testing the Corporate Plan and its priorities to ensure that it fully complies with the requirements of the Act and strengthen if required

This assessment forms the first formal test of the Corporate Plan and its priorities. The aim is to establish the extent to which the Plan is already meeting the requirements of Well-being of Future Generations Act 2015, i.e. how the work it is directing, is seeking to improve the economic, social, environmental and cultural well-being of Rhondda Cynon Taf, now and for future generations. This assessment also sets out what needs to be done to further strengthen these arrangements in the Corporate Plan in 2017.

In summary, this Assessment shows how the Council

- is contributing to the seven well-being goals;
- is maximising their contribution to the seven well-being goals;
- has considered the five ways of working (sustainable development principles).





**Part one – How the Council has considered the ‘Five Ways of Working’**

<p><b>5 Ways of Working</b></p> <p><b>Sustainable Development Principle</b></p>	<p><b>How is this way of working already reflected in the Corporate Plan 2016-20?</b></p>	<p><b>What needs to be included in the Corporate Plan to fully reflect the requirements of the Act in 2017/18?</b></p>
<p><b>Balancing short term need with long term and planning for the future</b></p> <p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind, (guidance says at least 10 years, but preferably 2)</i></p>	<p>A key principle of the Plan is <i>‘Building a sustainable County Borough’</i>, which involves keeping the County Borough working and moving in a way that avoids creating problems for future generations. This principle has a particular focus on stimulating economic growth and creating jobs.</p> <p>The Plan also includes the principle of <i>‘Living within our means’</i> – which is about making difficult decisions now to avoid passing financial problems on to the next generation.</p> <p><i>Priorities Ambitions:</i>  <i>‘Redesigned local services – integrated and efficient’</i> reflects that public services are changing and we need to look to the future to understand the most efficient models.</p>	

5 Ways of Working Sustainable Development Principle	How is this way of working already reflected in the Corporate Plan 2016-20?	What needs to be included in the Corporate Plan to fully reflect the requirements of the Act in 2017/18?
<p><b>Working together with other partners to deliver objectives</b></p>	<p>One of the key principles of the Plan is <i>'Helping communities to help themselves'</i> which involves working with the voluntary and community sector to encourage communities to step forward and take on new roles in providing local services and solutions.</p> <p>This also involves working with Welsh Government to ensure that poverty programmes are refocused to maximise their impact.</p> <p><b>Priorities / Ambitions:</b> <i>'Redesigned local services'</i> will mean residents can access services they need without having to negotiate different agencies; and increased collaboration can drive innovation in the way services are delivered e.g. as already seen with the Joint Education School Improvement Services / Multi Agency Safeguarding Hub.</p> <p>Within the priority to create <i>'more involved and resilient communities'</i>, an action includes <i>'build stronger partnerships with community groups'</i>.</p>	
<p><b>Involving those with an interest and seeking their views</b></p> <p><i>Who are the stakeholders who will be affected by the Plan? How will they be involved? Are they representative of the diversity of the area which is served?</i></p>	<p>A key principle of the Plan is <i>'Helping communities to help themselves'</i>.</p> <p><b>Priorities/Ambitions:</b> <i>'More involved and resilient communities'</i> is about greater community participation, engagement and involvement through 'RCT Together'. The Council will work with residents to increase self-sufficiency, reduce reliance on statutory services and make the best possible use of community strengths to tailor services to need.</p>	
<p><b>Putting resources into preventing problems occurring or getting worse</b></p>	<p>A key principle of the Corporate Plan is <i>'Providing essential services well'</i> – reflecting the need to focus on good outcomes from the service and spend where the need is greatest.</p>	

<b>5 Ways of Working</b>  <b>Sustainable Development Principle</b>	<b>How is this way of working already reflected in the Corporate Plan 2016-20?</b>	<b>What needs to be included in the Corporate Plan to fully reflect the requirements of the Act in 2017/18?</b>
<p><b>Considering impact on all wellbeing goals together and on other bodies</b></p> <p><i>‘Focuses on how the Plan balances any competing impacts on people, economy and environment under the Wellbeing Goals below. Also the impacts the Plan may have on other organisations.’</i></p>	<p>Priorities/Ambitions:  ‘Redesigned local services – integrated and efficient’ outlines an approach to public services to pool resources, share staff / assets, manage demand and thereby provide quality services.  Within the priority to create ‘more involved and resilient communities’, an action includes ‘co-ordinate and improve the support we give to communities’, suggesting integration with other supporting bodies.</p>	<p>The plan needs to reference consideration of any negative consequences of the four principles on other organisations and competing demands within the system.</p>

## Part 2 – How the Council is contributing to the seven national Well - being goals

National Well-being Goal as set out in the WFG Act	How do the priorities/ambitions of the Corporate Plan 2016-20 reflect the National Goals?	If the priority/ambition does not currently contribute to the National Goal, is there a way to reflect this in 2017/18?
<p><b>A prosperous Wales ECONOMY</b>  <i>'An innovative, productive and low carbon society which recognises the limits of global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work'</i></p>	<ul style="list-style-type: none"> <li>• Rhondda Cynon Taf's schools will be amongst the best in the country, and with all children achieving the best they can.</li> <li>• Children and young people will receive a great start in life.</li> <li>• There will be a broad offer of skills and employment programmes for all ages.</li> <li>• The local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill.</li> <li>• Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created.</li> <li>• Work in a way that makes the best and most sustainable use of our limited and decreasing resources – more co-ordinated commissioning by the Council.</li> </ul>	<p>The plan needs to reference how improved transport infrastructure will contribute to/benefit a more prosperous Wales.</p>
<p><b>A resilient Wales -PLACE</b>  <i>'Maintain and enhance biodiversity with healthy functioning ecosystems that support social, economic and ecological resilience and have</i></p>	<ul style="list-style-type: none"> <li>• The local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill.</li> <li>• Parks and green spaces will continue to be valued by residents.</li> <li>• Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created.</li> </ul>	<ul style="list-style-type: none"> <li>• In referencing the local environment, consideration of maintaining and enhancing biodiversity that supports ecological</li> </ul>

National Well-being Goal as set out in the WFG Act	How do the priorities/ambitions of the Corporate Plan 2016-20 reflect the National Goals?	If the priority/ambition does not currently contribute to the National Goal, is there a way to reflect this in 2017/18?
<i>the capacity to adapt to change e.g. climate change’.</i>		<p>resilience.</p> <ul style="list-style-type: none"> <li>• Reference to better management of all of our green spaces, including maintaining/enhancing biodiversity.</li> <li>• A reference to relationship between responsible physical regeneration and maintaining a functioning ecosystem.</li> </ul>
<p><b>A healthier Wales - PEOPLE</b>  <i>‘A society in which people’s physical and mental well-being is maximized and in which choices and behaviours that benefit future health are understood.’</i></p>	<ul style="list-style-type: none"> <li>• Health &amp; social care services will be personalised and integrated, with more people supported to live longer in their own homes.</li> <li>• Rhondda Cynon Taf’s schools will be amongst the best in the country, and with all children achieving the best they can.</li> <li>• Children and young people will receive a great start in life.</li> <li>• There will be a broad offer of skills and employment programmes for all ages.</li> <li>• Parks and green spaces will continue to be valued by residents.</li> <li>• Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created.</li> </ul>	<ul style="list-style-type: none"> <li>• A more explicit reference to the impact of education and employment on a healthier Wales needed.</li> <li>• Explicit link between physical regeneration, housing improvement and health needed.</li> </ul>
<p><b>A more equal Wales - PEOPLE</b>  <i>‘A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic</i></p>	<ul style="list-style-type: none"> <li>• Health &amp; social care services will be personalised and integrated, with more people supported to live longer in their own homes.</li> <li>• Rhondda Cynon Taf’s schools will be amongst the best in the country, and with all children achieving the best they can.</li> </ul>	

National Well-being Goal as set out in the WFG Act	How do the priorities/ambitions of the Corporate Plan 2016-20 reflect the National Goals?	If the priority/ambition does not currently contribute to the National Goal, is there a way to reflect this in 2017/18?
<i>background and circumstances).</i> '	<ul style="list-style-type: none"> <li>• Children and young people will receive a great start in life.</li> <li>• There will be a broad offer of skills and employment programmes for all ages.</li> <li>• Customer services will be intuitive and flexible, with increased user satisfaction.</li> </ul>	
<b>A Wales of cohesive communities - PEOPLE</b> <i>'Attractive, viable, safe and well connected communities.'</i>	<ul style="list-style-type: none"> <li>• Health &amp; social care services will be personalised and integrated, with more people supported to live longer in their own homes.</li> <li>• Children and young people will receive a great start in life – ref. to safeguarding.</li> <li>• Parks and green spaces will continue to be valued by residents.</li> <li>• Rhondda Cynon Taf will be amongst the safest places in Wales, with high levels of community cohesion and residents feeling safe.</li> <li>• Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created – ref. to town centre regeneration, housing schemes etc.</li> <li>• Customer services will be intuitive and flexible, with increased user satisfaction.</li> </ul>	
<b>A Wales of vibrant culture and thriving Welsh language PLACE &amp; PEOPLE</b> <i>'A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.'</i>	<ul style="list-style-type: none"> <li>• Health &amp; social care services will be personalised and integrated, with more people supported to live longer in their own homes – residents will be more active and healthy, benefiting from improved leisure facilities, visiting our theatres, libraries and heritage sites.</li> <li>• Rhondda Cynon Taf's schools will be amongst the best in the country, and with all children achieving the best they can.</li> <li>• Parks and green spaces will continue to be valued by residents.</li> <li>• Customer services will be intuitive and flexible, with increased user satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• A reference to Welsh language education in the priority around schools is needed.</li> </ul>
<b>A globally responsible Wales PLACE</b>	<ul style="list-style-type: none"> <li>• The local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill.</li> </ul>	

National Well-being Goal as set out in the WFG Act	How do the priorities/ambitions of the Corporate Plan 2016-20 reflect the National Goals?	If the priority/ambition does not currently contribute to the National Goal, is there a way to reflect this in 2017/18?
<p><i>'A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.'</i></p>	<ul style="list-style-type: none"> <li>• Work in a way that makes the best and most sustainable use of our limited and decreasing resources.</li> </ul>	

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