

# DRAFT AGENDA

ID	1805
Committee	Pwyllgor Craffu Trosolwg Corfforaethol
Date	12/02/2020
Attendees	<p>Cynghorwyr Stewart Healy (Cadeirydd)</p> <p>Cynghorwyr Greg Paulsen (Is-gadeirydd)</p> <p>Cynghorwyr Peter Baldwin (Aelod Pwyllgor)</p> <p>Cynghorwyr Martin Cook (Aelod Pwyllgor)</p> <p>Cynghorwyr Malcolm Cross (Aelod Pwyllgor)</p> <p>Cynghorwyr Gareth L. Davies (Aelod Pwyllgor)</p> <p>Cynghorwyr Phil Edwards (Aelod Pwyllgor)</p> <p>Cynghorwyr John Hill (Aelod Pwyllgor)</p> <p>Cynghorwyr Hedley McCarthy (Aelod Pwyllgor)</p> <p>Cynghorwyr Clive Meredith (Aelod Pwyllgor)</p> <p>Cynghorwyr Amanda Moore (Aelod Pwyllgor)</p> <p>Cynghorydd John P. Morgan (Aelod Pwyllgor)</p> <p>Cynghorwyr Lee Parsons (Aelod Pwyllgor)</p> <p>Cynghorydd Joanna Wilkins (Aelod Pwyllgor)</p> <p>Cynghorwyr David Wilkshire (Aelod Pwyllgor)</p> <p>Michelle Morris (Swyddog)</p> <p>Lynette Jones (Swyddog)</p> <p>Damien McCann (Swyddog)</p> <p>Richard Crook (Swyddog)</p> <p>Rhian Hayden (Swyddog)</p> <p>Anne-Louise Clark (Swyddog)</p> <p>Clive Rogers (Swyddog)</p> <p>Bernadette Elias (Swyddog)</p> <p>Andrew Parker (Swyddog)</p> <p>Gemma Wasley (Swyddog)</p> <p>Liz Thomas (Swyddog)</p> <p>Gwasanaethau Democrataidd (Notify)</p> <p>Leeann Turner (Secretary)</p> <p>Pob Cynghorydd (Notify)</p> <p>Louise Bishop (Notify)</p> <p>Sean Scannell (Swyddog)</p> <p>Steve Berry (Swyddog)</p> <p>Andrea Jones (Swyddog)</p>

Item ID	1333
Item Title	Cyfieithu ar y Pryd
Summary	<p>Mae croeso i chi ddefnyddio'r Gymraeg yn y cyfarfod, mae angen o leiaf 3 diwrnod gwaith o hysbysiad ymlaen llaw os dymunwch wneud hynny. Darperir gwasanaeth cyfieithu ar y pryd os gwneir</p>

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Item ID	1334
Item Title	Ymddiheuriadau
Summary	Derbyn ymddiheuriadau.

Item ID	1335
Item Title	Datganiadau Buddiant a Goddefebau
Summary	Ystyried unrhyw ddatganiadau buddiant a goddefebau a wnaed.

Item ID	1336
Item Title	Cofnodion Cyfarfod Arbennig o'r Pwyllgor Trosolwg Corfforaethol
Summary	Derbyn Cofnodion y cyfarfod arbennig o'r Pwyllgor Trosolwg Cyffredin a gynhaliwyd ar 19 Tachwedd 2019.  (Dylid nodi y cyflwynir y Cofnodion ar gyfer pwyntiau cywirdeb yn unig)

Item ID	2148
Item Title	Dalen Weithredu 5 Rhagfyr 2019
Summary	Derbyn y ddalen weithredu.

Item ID	2149
Item Title	Adolygiad Swyddfa Archwilio Cymru o'r Trefniadau Corfforaethol ar gyfer Diogelu Plant
Summary	Ystyried adroddiad y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol.

Item ID	2150
Item Title	Strategaeth Fasnachol 2020-2025
Summary	Ystyried adroddiad y Prif Swyddog Masnachol.

Item ID	2151
Item Title	Corporate Communications Strategy 2020-2025
Summary	Ystyried adroddiad y Rheolwr Cyfathrebu a Marchnata.

Item ID	2152
Item Title	Datganiad Safleoliad ar system CCTV y Cyngor
Summary	Ystyried adroddiad y Prif Swyddog Adnoddau, Pennaeth Gwasanaethau Cymunedol a Phennaeth Llywodraethiant a Phartneriaethau.

Item ID	2153
Item Title	Adroddiad Cynnydd Contractau dros £500k
Summary	Ystyried adroddiad y Pennaeth Gwasanaethau Cymunedol.

Item ID	2154
Item Title	Blaenraglen Gwaith - 1 Ebrill 2020
Summary	Derbyn yr adroddiad.

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**COUNTY BOROUGH OF BLAENAU GWENT**

**REPORT TO: THE CHAIR AND MEMBERS OF THE CORPORATE OVERVIEW SCRUTINY COMMITTEE**

**SUBJECT: SPECIAL CORPORATE OVERVIEW SCRUTINY COMMITTEE – 19<sup>TH</sup> NOVEMBER, 2019**

**REPORT OF: DEMOCRATIC SUPPORT OFFICER**

**PRESENT: COUNCILLOR S. HEALY (CHAIR)**

Councillors: G. Paulsen  
 P. Baldwin  
 M. Cook  
 M. Cross  
 P. Edwards  
 J. Hill  
 C. Meredith  
 M. Moore  
 L. Parsons  
 J. Wilkins

**Leader of the Council / Executive Member for Corporate Services**  
 Councillor N. Daniels

**AND:** Chief Officer – Commercial  
 Chief Officer - Resources  
 Head of Organisational Development  
 Head of Governance & Partnerships  
 Scrutiny & Democratic Officer / Advisor

**ALSO:** Dave Rees – Branch Chair - Unison

ITEM	SUBJECT	ACTION
No. 1	<p><b><u>SIMULTANEOUS TRANSLATION</u></b></p> <p>It was noted that no requests had been received for the simultaneous translation service.</p>	

No. 2	<p><b><u>APOLOGIES</u></b></p> <p>Apologies for absence were received from Councillors H. McCarthy and D. Wilkshire.</p>	
No. 3	<p><b><u>DECLARATIONS OF INTEREST AND DISPENSATIONS</u></b></p> <p>Councillor Phil Edwards declared an interest in Item 10 - Bridging The Gap – Income Recovery Strategic Business Review.</p>	
No. 4	<p><b><u>CORPORATE OVERVIEW SCRUTINY COMMITTEE</u></b></p> <p>The Minutes of the Corporate Overview Scrutiny Committee Meeting held on 4<sup>th</sup> September, 2019 were submitted.</p> <p>The Committee AGREED that the Minutes be accepted as a true record of proceedings.</p>	
No. 5	<p><b><u>ACTION SHEET – 4<sup>TH</sup> SEPTEMBER, 2019</u></b></p> <p>The action sheet arising from the meeting of the Corporate Overview Scrutiny Committee held on 4<sup>th</sup> September, 2019 was submitted, whereupon:-</p> <p><b><u>Forward Work Programme - CCTV</u></b></p> <p>In response to a Members question in relation to a progress update regarding CCTV, the Head of Governance and Partnerships said that a joint position statement with colleagues could be provided to the December meeting. The number of police requests to view evidence which lead to prosecutions would be provided as part of the report to the Corporate Overview Scrutiny in January 2020.</p> <p>The Committee AGREED, subject to the foregoing, that the action sheet be noted.</p>	
No. 6	<p><b><u>SPECIAL CORPORATE OVERVIEW SCRUTINY COMMITTEE</u></b></p> <p>The Minutes of the Special Corporate Overview Scrutiny Committee Meeting held on 26th September, 2019 were submitted.</p>	

	<p>The Committee AGREED that the Minutes be accepted as a true record of proceedings.</p>	
<b>No. 7</b>	<p><b><u>ACTION SHEET – 26TH SEPTEMBER, 2019</u></b></p> <p>The action sheet arising from the meeting of the Corporate Overview Scrutiny Committee held on 26th September, 2019 was submitted, whereupon:-</p> <p><b><u>Health &amp; Safety Annual Report</u></b></p> <p>In response to a Member’s question regarding the timescale for a more detailed breakdown of accidents/incidents e.g. violence and aggression against staff, the Head of Organisational Development said that a further breakdown of the data on violence and aggression towards staff in the Council and schools for 2018/19 would be provided to the Corporate Overview Scrutiny in January 2020.</p> <p>The Committee AGREED, subject to the foregoing, that the action sheet be noted.</p>	
<b>No. 8</b>	<p><b><u>EXECUTIVE DECISION SHEET FOR THE CORPORATE OVERVIEW SCRUTINY COMMITTEE</u></b></p> <p>Consideration was given to the Executive Decision Sheet.</p> <p>The Committee AGREED that the Executive Decision Sheet be noted.</p>	
<b>No. 9</b>	<p><b><u>BRIDGING THE GAP – FEES AND CHARGES STRATEGIC BUSINESS REVIEW</u></b></p> <p>Consideration was given to the report of the Chief Officer Commercial which was presented to update Members on the Strategic Business Review on Fees and Charges.</p> <p>The Chief Officer Commercial spoke to the report and highlighted the main points contained therein.</p> <p>A Member referred to bulky waste items and raised concerns around the health and safety aspect of items being left on pavements and roadsides for long periods before collection. The Chair advised that this item be referred to the Community Services Scrutiny Committee.</p>	

A Member commented that she welcomed the full cost recovery model and calculator which could provide an alignment of fees and charges.

In response to a Member's enquiry regarding the 700 lines of fees and charges, the Chief Officer Commercial said that a phased approach would be used to review and apply the full cost recovery calculator. She was working with Budget Holders and Finance Business Partners regarding market testing and the identified figures would show where there was an opportunity to do full cost recovery.

The Committee AGREED that the report be accepted and endorse Option 1; namely that the Corporate Overview Scrutiny Committee considered and scrutinised the proposed approach and appendix 1.

**No. 10** **BRIDGING THE GAP – INCOME RECOVERY STRATEGIC BUSINESS REVIEW**

Councillor Phil Edwards declared an interest in this item and remained and took part in discussion at the meeting.

Consideration was given to the report of the Chief Officer Resources which was presented to provide Members with an opportunity to scrutinise the work undertaken as part of the Income Recovery Strategic Business Review.

The Chief Officer Resources spoke to the report and highlighted the main points contained therein.

In response to a Member's enquiry regarding prompt payment of invoices and how invoices were sent, the Chief Officer Resources said that currently no early payment discount was offered and the majority of invoices were sent through the post, occasionally some were sent electronically. With regard to removal of bulky waste, payment was made in advance to avoid issuing invoices and the Council were looking to offer more services in this way where appropriate.

A Member commented on the good work of the Credit Union to support residents and requested that the Credit Union be invited to present at a Member Briefing Session. The Chair



	<p>advised that a Members Briefing Session would be arranged in the new year.</p> <p>A Member commented on collaboration work with the Citizen's Advice Bureau and the increased number of residents seeking advice around money management and debt and raised concerns if proposed cuts were to be implemented in future.</p> <p>In response to a Member's question regarding supporting and engaging with individuals, the Chief Officer Resources said that a pilot scheme was to be implemented within the Flying Start Hub in Cefn Golau to identify and test the most suitable method of engagement and develop appropriate ways in which the Council could support them.</p> <p>The Committee AGREED to recommend that the report be accepted and endorse Option 2, namely that Committee scrutinised and provided specific comment on the findings and the proposed actions prior to recommending to Council.</p>	
<p><b>No. 11</b></p>	<p><b><u>BRIDGING THE GAP – THIRD PARTY EXPENDITURE STRATEGIC BUSINESS REVIEW</u></b></p> <p>Consideration was given to the report of the Chief Officer Commercial which was presented to update Members on the Strategic Business Review on Third Party Expenditure.</p> <p>The Chief Officer Commercial spoke to the report and highlighted the main points contained therein.</p> <p>In response to a Member's enquiry, the Chief Officer Commercial said that a baseline had been established in July to September. The Strategic Business Review on Third Party Expenditure would streamline the systems used to monitor and manage contractual arrangements with suppliers and the overall impact of the expenditure would be monitored through the Bridging the Gap programme.</p> <p>A Member enquired regarding discount for prompt payments. The Chief Officer Commercial said that with approximately 7,000 suppliers it was important that prompt payment was made as a portion of that money would go back into the local economy.</p>	

	<p>In response to a Member’s question regarding procurement of the annual insurance premium, the Chief Officer Commercial said that the Council would always seek value for money. There were guidance rules and regulations to follow when procuring services, however, it was not always about price there were other considerations such as quality, social value and other responsibilities with spending the public pound. An analysis of the data could identify the Council’s investment in the local economy.</p> <p>The Committee AGREED to recommend that the report be accepted and endorse Option 1, namely that Members accept the report on the Strategic Business Review on Third Party Expenditure and appendix 1 and recommend to Council for approval.</p>	
<p><b>No. 12</b></p>	<p><b><u>BRIDGING THE GAP – WORKPLACE TRANSFORMATION STRATEGIC BUSINESS REVIEW</u></b></p> <p>Consideration was given to the report of the Chief Officer Commercial which was presented to update Members on the Strategic Business Review on Workplace Transformation.</p> <p>The Chief Officer Commercial spoke to the report and highlighted the main points contained therein.</p> <p>In response to a Member’s enquiry regarding the most up to date operating programme, the Chief Officer Commercial explained that licenses had to be purchased to run operating systems and current licences would no longer be supported in 2021. The operating system was being upgraded to Windows 10 and Office 2016 as preparation for deploying Office 365.</p> <p>A Member enquired regarding the asset register. The Chief Officer Commercial said that a critical part of the review process was to have a full asset register to control the IT estate more effectively going forward.</p> <p>A Member enquired if surplus laptops could be donated to charities. The Chief Officer Commercial said that some laptops would be at the end of life and others would be used for repairs to existing laptops. If at the end of the process</p>	

	<p>there were surplus laptops the Officer could explore this option.</p> <p>The Committee AGREED to recommend that the report be accepted and endorse Option 1; namely that the Committee considered and scrutinised the proposed approach and appendix 1.</p> <p>Councillor Martin Cook left the meeting at this juncture.</p>	
<p><b>No. 13</b></p>	<p><b><u>COUNCIL TAX – REMOVAL OF EMPTY PROPERTY DISCOUNT ALLOWANCE FOR PRESCRIBED CLASS C DWELLINGS</u></b></p> <p>Consideration was given to the report of the Chief Officer Resources which was presented to provide details of the current policy with regard to the Council Tax discounts.</p> <p>The Chief Officer Resources spoke to the report and highlighted the main points contained therein.</p> <p>A Member enquired if a levy could be imposed once a long term empty property had been sold. The Chief Officer Resources said that this proposal could be explored but the focus was to get properties back into habitable use. Grants were currently available to bring properties back to a habitable level.</p> <p>In response to a Member’s question regarding collection rates, the Chief Officer Resources said that collection rates were approximately 95%.</p> <p>A Member enquired if prior notification would need to be given. The Chief Officer Resources said that if Committee agreed the proposal, engagement with landlords and owners/occupiers would need to be undertaken before 2020.</p> <p>The Chief Officer commented that the Welsh Government was changing the funding formula and would no longer take into account the discounts for Class C properties. The Council could see a reduction in funding of approximately £480,000.</p>	

	<p>The Chair noted paragraph 6.3 which referred to the many positive results in encouraging empty homes back into use.</p> <p>The Committee AGREED to recommend that the report be accepted and endorse Option 1; namely that the Scrutiny Committee considered and recommend that Council approve to set the current discount for Class A, B &amp; C dwellings at 0% with effect from the 1<sup>st</sup> April 2020.</p>	
<p><b>No. 14</b></p>	<p><b><u>SICKNESS ABSENCE PERFORMANCE</u></b></p> <p>Consideration was given to the report of the Head of Organisational Development which was presented to provide Members with the opportunity to scrutinise and challenge sickness absence performance 2018/19 and the proposed actions for improvement.</p> <p>The Head of Organisational Development spoke to the report and highlighted the main points contained therein.</p> <p>The Chair invited the Branch Chair – Unison to address the Committee.</p> <p>The Branch Chair commented that as a result of the 9 year austerity measures local authorities had received lower settlements from the Welsh Government which meant that Councils had to do more with less and as a result staff workloads had increased considerably. He pointed out that 95% of staff took no sick leave and it would be unfair to allow the minority of staff to bring down the Authority’s reputation with the public and press.</p> <p>The Sickness Absence Policy was fit for purpose, however, Managers needed to use it more effectively. If sickness absence figures were high in a particular area Managers needed to understand the reasons behind those figures and address issues promptly in their one to one sessions with staff. Those staff who prioritised and remained in work needed to be appreciated.</p> <p>Unison had invested in mental health by paying for courses for staff to attend and had been working tirelessly with Organisational Development and the Chief Officer Commercial to identify areas where sickness absence was high. He pointed out that the Authority had an ageing</p>	

workforce with some front line staff having physical roles such as lifting people. He stressed that a strategy needed to be developed if staff were expected to work up to 67 years of age, although he was mindful of the overall picture as Blaenau Gwent was a small authority.

The Chair enquired regarding electronic HR/Payroll system iTrent. The Head of Organisational Development said that managerial self-service was rolled out in April 2018 and the electronic system and the manual sickness absence recording system were run in parallel for a period of time to support managers. A sickness absence dashboard had been developed and would be operational before the new year which would allow enhanced analysis of sickness trends.

In response to the Chair's question regarding quarterly reviews of sickness absence, the Head of Organisational Development explained that managerial information was developed monthly and that there would be detailed discussions at Directorate Management Teams on a quarterly basis.

The Branch Chair commented that the Counselling Service had been decommissioned due to budget savings and wanted to look at ways to resume this service possibly through Occupational Health as Counselling was a valuable and beneficial service for staff regarding well-being issues etc. The Head of Organisational Development said that plans were in place to review the Occupational Health contract and would look at the opportunity as part of that arrangement.

A Member referred to the Managerial actions arising from the Corporate Leadership Team Engagement and commented on the effectiveness of managers and felt that managers not following the managerial actions should be taken to task. Another Member felt that the system was robust and monthly meetings with second line managers should be held to support Managers in the first instance.

A Member again referred to training on the iTrent system. The Head of Organisational Development said that a whole raft of iTrent training had been completed in 2018 and again in 2019. Refresher training for managers would be rolled

	<p>out in early 2019 with an emphasis on pushing ownership of sickness absence to the individual.</p> <p>A Member referred to bullet point 7 of the 2018/19 Top Trigger Case review ‘lack of evidence that sickness absence documentation being completed’ and enquired if sickness levels had increased due to better recording. The Head of Organisational Development agreed that this could be a contributory factor, however, there were a number of reasons for increased sickness absence figures such as peaks at the time of service change programmes.</p> <p>The Chair invited to the Leader of the Council/Executive Member for Corporate Services to address the Committee.</p> <p>The Leader of the Council/Executive Member for Corporate Services commented that this report be debated at the Executive Committee and high levels of sickness absence was a serious issue for the Authority, he mirrored the Branch Chair’s comments and supported the Member’s view that line Manager’s needed support from senior Manager’s to address potential issues. In relation to absence monitoring, from January 2020 each Scrutiny Committee would have individual sickness review reporting as part of their Forward Work Programme for consideration. He undertook to relay the views of the Scrutiny Committee back to the Executive and Corporate Leadership Team.</p> <p>The Committee AGREED, subject to the foregoing, to recommend that the report be accepted and endorse Option 2; namely that the Scrutiny Committee endorse the report and proposed arrangements to support the improvement in attendance.</p>	
<p><b>No. 15</b></p>	<p><b><u>TREASURY MANAGEMENT MID-YEAR REVIEW REPORT – 1<sup>ST</sup> APRIL 2019 TO 30<sup>TH</sup> SEPTEMBER 2019</u></b></p> <p>Consideration was given to the report of the Chief Officer Resources which was presented to give Members the opportunity to scrutinise the Treasury Management activities carried out by the Authority during the first half of the 2019/20 financial year.</p> <p>The Chief Officer Resources spoke to the report and highlighted the main points contained therein which</p>	

	<p>included that the Authority had performed well in terms of Treasury Management.</p> <p>A Member enquired regarding fixed term loans. The Chief Officer Resources responded that the Authority had a mixture of fixed, temporary, long and short term loans.</p> <p>A Member referred to the policy of not investing in fossil fuels. The Chief Officer Resources explained that the Authority did not have a specific policy regarding this, however, the Authority was part of Torfaen Pension Scheme and they had begun to change their policy due to environment and climate change issues.</p> <p>The Committee AGREED to recommend that the report be accepted and endorse Option 2; namely that Members scrutinised the activity undertaken during the first half of the 2019/20 financial year and do not consider any amendments to the Treasury Strategy moving forward prior to its submission to full Council.</p>	
<p><b>No. 16</b></p>	<p><b><u>FORWARD WORK PROGRAMME – 5<sup>TH</sup> DECEMBER, 2019</u></b></p> <p>Consideration was given to the report of the Chair of the Corporate Overview Scrutiny Committee.</p> <p>The Committee AGREED that the report be accepted and endorse Option 2; namely that the Corporate Overview Scrutiny Committee Forward Work Programme for the meeting on 5<sup>th</sup> December, 2019 be approved.</p>	

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**Blaenau Gwent County Borough Council**

**Action Sheet**

**Corporate Overview Scrutiny Committee – 5<sup>th</sup> December 2019**

Item	Action to be Taken	By Whom	Action Taken
	<p><b><u>Action Sheet – 26<sup>th</sup> September 2019</u></b></p> <p><b>Health and Safety Annual Report:</b> Members requested an update to be provided to the next meeting.</p> <p><i>A member referred to paragraph 2.7 and asked if it would be possible for the number of employee accidents / incidents to be broken down with more detail provided, e.g. violence / aggression toward staff.</i></p>	Andrea Prosser, Head Organisation Development	Information attached.
4	<p><b><u>Action Sheet – 19<sup>th</sup> November 2019</u></b></p> <p><b>CCTV:</b> Members requested that officers seek advice on whether a demonstration could be provided to Members.</p>	Bernadette Elias / Rhian Hayden	<p>The Surveillance Camera Commissioner recommends that only officers authorised by the local authority, law enforcement officers and legal third parties (insurance and solicitors) should be permitted to monitor or receive recorded CCTV footage, provided the lawful criteria are met.</p> <p>CCTV footage of the public going about their business is regarded as personal data and as such must be handled in accordance with data protection laws. Personal data viewed by other parties will be regarded as a potential breach of data protection law.</p>

Item	Action to be Taken	By Whom	Action Taken
7	<p><b><u>Quarter 1 and 2 (April to September) Joint Finance and Performance Report</u></b></p> <p><b>Efficient Council:</b> A Member Briefing Session was requested to be held on partnership working and collaborations, in particular, collaborations within Regeneration and Community Services.</p>	<p>Richard Crook, Corporate Director Regeneration and Community Services / Democratic Team</p>	<p>Date to be confirmed.</p>

## Special Corporate Overview Scrutiny Committee

### Action - Briefing Note January 2020

#### **Background**

On Thursday 26<sup>th</sup> September 2020 the annual Health & Safety report for 2018/2019 was presented to members of Corporate Overview Scrutiny Committee.

#### **Action**

A Member referred to paragraph 2.7 and asked if it would be possible for the number of employee accidents/incidents to be broken down with more detail provided, e.g. violence / aggression toward staff.

#### **Response**

An exercise has been undertaken to collate all the recorded incidents of violence and aggression towards staff that occurred during 2018/19 and these have been separated in to two appendices as follows:

- Appendix 1 – Details all the incidents of violence and aggression towards non-school based employees.
- Appendix 2 – Details all the incidents of violence and aggression towards school based employees

All personal data has been removed in order to comply with GDPR regulations.

## Appendix 1 – Violence & Aggression against non-school based employees 2018/19

Date	Job Title	Premises	Incident
14-May-18	Care Assistant	Cwrt Mytton	Whilst assisting resident with personal care he hit out at her scrambling her left arm and drawing blood.
15-May-18	Care Assistant	Cwrt Mytton	A resident became agitated, physically and verbally aggressive towards four staff members and a lady resident. He raised his fists and run at her and thumped her in the left breast.
23-May-18	Escort Transport		On the bus going to Ebbw Vale
03-Jul-18	Night Care Assistant	Cwrt Mytton	Whilst carrying out personal care on a client the female client become disgruntled and punched her hard in the left breast. Her colleague was unable to prevent this happening as the client was also bending her fingers back.
21-Jul-18	Care Assistant	Cwrt Mytton	Whilst making a cup of tea for a resident he tried to grab the kettle, because she wouldn't let him he started punching her in the chest and arm and was swearing at her.
17-Aug-18	Care Assistant	Cwrt Mytton	She offered E.S personal care, he got angry and started shouting at staff. He ran at her and punched her in the stomach, walked away and without warning ran back at her and punched her again.
18-Aug-18	Care Assistant	Cwrt Mytton	He came into conservatory asking for sister in law. He got violent and punched her in the back. As she got up he kicked her in the leg and walked off to his room swearing.
26-Aug-18	Care Assistant	Cwrt Mytton	Whilst administering personal care a service user lashed out and caught wrist area with nails causing a scratch.
27-Aug-18	Care Assistant	Cwrt Mytton	Took a cup of tea of a service user and placed it on worktop. Because it wasn't done straight away they punched me in the back and winded me.
10-Sep-18	Community Support Worker	Augusta House	Attack by a service user. Neck and right arm affected.
14-Sep-18	Night Care Assistant	Cwrt Mytton	A male resident entered the lounge and barged with his elbow and forearm into my lower back ribs winding me. It was unexpected and purely unprovoked.
16-Sep-18	Night Care Assistant	Cwrt Mytton	Whilst assisting a service user to wash he punched the care assistant's upper arm leaving a red mark
16-Sep-18	Night Care Assistant	Cwrt Mytton	Whilst helping service user he brought his arm up and elbowed the care assistant in the shoulder and then slapped her arm.
26-Sep-18	Care Assistant	Cwrt Mytton	While helping service user he elbowed the care assistant in her ribs causing a red mark.
26-Sep-18	Care Assistant	Cwrt Mytton	While removing the shoes of a service user he kicked out and caught the care assistant in the left breast.
10-Oct-18	CSW	Bert Denning	Approached service user to stop her hitting herself and calm her down and she grabbed the staff's left wrist digging her nails in causing a scam, breaking the skin and causing a bruise.

Date	Job Title	Premises	Incident
10-Oct-18	Care Assistant	Cwrt Mytton	While assisting a resident in the toilet they hit out and scammed the care assistant on the right arm in 5 places.
16-Oct-18	Night Care Assistant	Cwrt Mytton	Whilst assisting with personal care a resident slapped the care assistant hard across the left side of the face and ear.
21-Oct-18	Care Assistant	Cwrt Mytton	Whilst assisting a service user into bed they lashed out scramming the care assistant's arm leaving 3 raised marks.
23-Oct-18	Care Assistant	Cwrt Mytton	Whilst helping a resident with personal care they suddenly became agitated and elbowed the care assistant in the chest causing a red, sore area and taking her breath away.
20-Nov-18	Night Care Assistant	Cwrt Mytton	Whilst assisting to change a resident's incontinence pad, the resident suddenly raised his knee and caught the assistant in the right breast causing discomfort which lasted some time.
21-Nov-18	Care Worker	Cwrt Mytton	Resident punched Care Assistant in the face and grabbed her left arm causing a bruise.
01-Dec-18	Care Assistant		In the foyer a resident in wheelchair asked to go back up, he mumbled and hit my arm twice. Another member of staff tried to reason with him but to no avail.
22-Dec-18	Care Assistant	Cwrt Mytton	Walked up corridor on Bluebell Suite a resident came charging behind and as I turned around he grabbed my right wrist and twisted it around. I said what are you doing?". He said "I don't want any meals on wheels".
03-Jan-19	Care Assistant	Cwrt Mytton	Asked a male resident if I could check if he was due medication, he was shouting NO NO NO, turned to leave and he grabbed my right forearm and began twisting it.
18-Jan-19	Night Care Assistant	Cwrt Mytton	Whilst seeing to residents toileting pad and changing it, she kicked me full force in my left knee.
23-Jan-19	Residential service operator	Augusta House	Red area on neck, broken Glasses. Client off baseline hit out towards myself by grabbing me by the throat and stopping me then grabbed my glasses snapped and twisted them.
25-Jan-19	Nigh Care Assistant	Cwrt Mytton	Whilst assisting a resident, he grabbed my wrist with some force leaving nail marks on my wrist breaking the skin.
26-Feb-19	Day Support Worker	Vision House	Pushed by service user into the handrail which resulted in bruised and lump to back.
12-Mar-19	Care Assistant	Cwrt Mytton	When I was giving a resident her tablets, she grabbed hold of my hand and dug her nails in breaking the skin. I had three scratches to the hand.
15-Mar-19	Care Assistant	Cwrt Mytton	A resident hit me in the right eye whilst I was assisting him to clean his bottom. He was lying on his left side towards me and hit out at me whilst I was helping him to prevent him falling off the bed. No further concerns at present.
17-Mar-19	Care Assistant	Cwrt Mytton	Assisting a resident to have a wash, when washing faeces from her leg, she got very upset and angry and punched me in the face. Had small red mark on face.

Date	Job Title	Premises	Incident
29-Mar-19	Care Assistant	Cwrt Mytton	Giving a resident's personal care, he charged at me with zimmer trapping me between toilet & sink. He grabbed my both wrists tightly, shouting at me. Only released me once I called to colleague to help.
30-Mar-19	Night Care Assistant	Cwrt Mytton	Assisting a resident's personal care, he stood up, pushed his zimmer into my legs, then came forward pushing me into wall with force, left arm and shoulder taking full impact. Later he also tried to kick me in face when putting his incontinence pants on, I moved in time

## Appendix 2 – Violence & Aggression against school based employees 2018/19

Date	Job Title	School	Incident
16-Apr-18	Teaching Assistant	Pen y Cwm School	A pupil dug their nails into her right hand and broke the skin. This caused cuts and bruises.
20-Apr-18	Nursery Nurse	Willowtown Primary School	A child was hitting another when I went to help and the child hit out several times. We fell to the floor in the shower room.
25-Apr-18	Additional Practitioner	Glanhowy Primary	On the way back to the classroom from the canteen a pupil bit her on the arm and pinched her chest. No skin was broken on her arm.
02-May-18	Teaching Assistant	ALC - Tillery St Campus	Whilst in the calming room a pupil was kicking out and punching. The TA held up her hand to protect herself when the pupil hit her little finger with his foot. It made a clicking noise at the time, later it started to swell and bruise.
02-May-18	Teaching Assistant	ALC - Tillery St Campus	Whilst in the calming room a child kicked her in the face and punched her in the cheek. Continued with calming strategies but the child continued to be violent throughout the afternoon.
04-May-18	Learning Support Assistant	Ystruth Primary	A pupil was sitting a maths test and became frustrated that he could not answer a question. He punched upwards and backwards catching her in the eye.
08-May-18	Teacher	Pen y Cwm School	Pupil punched her with force in the right arm when she took the iPad away to change the settings on it.
08-May-18	Teacher	Willowtown Primary School	A pupil in her class (who is being supported for ongoing emotional and behavioural issues) threw a pencil case with considerable force. The pencil case struck her on the right cheek bone just under her right eye.
16-May-18	Teacher	ALC - Secondary Campus	A teacher had to restrain a pupil who could have hurt himself and others.
16-May-18	Teaching Assistant	ALC - Tillery St Campus	A pupil became agitated in class when asked to get ready for home. He ran to the toilet, banging doors. Back in class he began throwing pencils, chairs and proceeded to throw a scissors at her. He hit her on the during this incident.
16-May-18	Supply Teacher	ALC - Tillery St Campus	A child hit her with his fist in the side
18-May-18	Supply Teacher	ALC - Tillery St Campus	Asked a pupil to stop hitting a child. The child picked up a chair and threw it at her with force. The chair hit her on the toe and knee. The chair almost hit another child.
18-May-18	Nursery Nurse	Willowtown Primary School	A child kicked her elbow removing skin
21-May-18	Teacher	ALC - Tillery St Campus	Tried to prevent a child hitting two other children by stepping in between when the child punched me in the breast and kicked me in the leg. Used caring "C"s to remove child from the classroom to calm down.
22-May-18	Teaching Assistant	ALC - Tillery St Campus	A child threw two spades at her and then went to bite her but she removed her arm before it happened. The child ran into the corridor she went to find the child and he began to hit her on the right arm and side.
23-May-18	Teaching Assistant	ALC - Tillery St Campus	A child had a chair above his head with the intention to throw it. Asked the child to put the chair down, attempted to follow his behaviour plan when he began pushing and hitting her and then threw board rubbers at her.
23-May-18	Teaching Assistant	Pen y Cwm School	A pupil punched her in the right breast and the right hand side of her groin. Pupil then elbowed her in the right side and spat in her face.

Date	Job Title	School	Incident
05-Jun-18	Teaching Assistant	ALC - Tillery St Campus	A pupil was asked to leave the room and began lashing out. Another member of class was asked to help when he started to move furniture. He began to kick out at her legs.
06-Jun-18	Supply Teacher	ALC - Tillery St Campus	A pupil refused to sit on carpet and began to sit on other children and hit them. He hit me directly in the chest with a clenched fist.
07-Jun-18	Teacher	The River Centre 3-16 Primary	Whilst taking a chair off a pupil he pushed it hard into her bending her fingers of her left hand back resulting in the middle finger being dislocated.
12-Jun-18	Supply Teacher	ALC - Tillery St Campus	A pupil hit her in the arm and side several times with force. He also kicked her legs. He attempted to spit by blowing bubbles at her.
12-Jun-18	Lunchtime Supervisor	ALC - Tillery St Campus	A pupil began hitting another child. She told him to stop but he then hit her on the arm.
12-Jun-18	Teaching Assistant	ALC - Tillery St Campus	A pupil started throwing lunch boxes and ruck sacks at her and a colleague. He ran and punched her in arm and kicked her in leg. He then ran at the TA and started punching her. They used caring C's to hold him.
12-Jun-18	Teaching Assistant	ALC - Tillery St Campus	A pupil started throwing lunch boxes at her and then kicked her in the leg and punched another member of staff. He then started spitting at her and throwing balls at her.
12-Jun-18	Teaching Assistant	Ebbw Fawr 3-16 Primary	A pupil was sat on her lap and she said to him that "we need kind hands in nursery" when he swore at her and then threw his head back and head butted her in the face. She attended hospital where they said she had concussion and sickness.
18-Jun-18	Teaching Assistant	ALC - Tillery St Campus	Whilst in the calming room a child showed very aggressive behaviour towards myself and another member of staff by punching and kicking continuously. Although we tried all calming strategies child's behaviour continued to escalate and became more violent.
18-Jun-18	Teaching Assistant	ALC - Tillery St Campus	Punched in the arm three times by a pupil and then had a large toy spider thrown at her face with full force.
18-Jun-18	Teaching Assistant	ALC - Tillery St Campus	A child head butted her chin. Whilst in calming room child continually punched and kicked her aggressively. Child was throwing items with force at her and other members of staff.
21-Jun-18	HL Teaching Assistant	ALC - Tillery St Campus	Asked a pupil to sit on her carpet spot like other children she refused and started pushing all the children on the carpet and hitting them. She then started to slap her and pushed her in the chest area and punched her in the stomach.
21-Jun-18	Teaching Assistant	ALC - Tillery St Campus	A child was hitting another child when she asked him to stop doing it he kicked her and said he was going to kill her and her baby.
26-Jun-18	Teacher	Pen y Cwm School	A pupil was upset and ran outside and banged his head on the floor. She gave him a pillow and offered her hand to encourage him to use the calm zone. He took her hand but turned and pulled her hard, hurting her back in the process.
03-Jul-18	Teaching Assistant	ALC - Secondary Campus	Whilst splitting up a fight the TA's little finger on her left hand got hurt.
09-Jul-18	Teaching Assistant	Pen y Cwm School	Pupil was guided to his chair to sit and he refused and hit out. Pupil had a firm hold of her upper arm. Her skin was broken and bleeding, bruising occurred instantly.



Date	Job Title	School	Incident
09-Jul-18	Teaching Assistant	The River Centre 3-16 Primary	A child threw a chair and it landed on the TA's foot causing swelling and bruising. Also hit head and wrist.
10-Jul-18	Teacher	Pen y Cwm School	Pupil was asked to sit down whilst on the school mini bus. Pupil pinched and scratched teacher on the arms. The skin was broken and bleeding and bruising of both arms occurred. Teach Teach techniques were used.
10-Jul-18	Teaching Assistant	Pen y Cwm School	Pupil went out on school trip with class staff. He grabbed her arm causing scratches and bruises to an already bruised arm from the day before.
12-Jul-18	Supply Teacher	Ebbw Fawr 3-16 Secondary	He cut his index finger on right hand on a student's bag strap whilst attempting to separate two pupils who were fighting.
12-Jul-18	Teaching Assistant	Willowtown Primary School	A pupil squeezed her hand and hurt it. Broken hand and attended hospital.
16-Jul-18	Teaching Assistant	Ystruth Primary	A pupil was upset after being told he had to turn the iPad down, he threw a chair at the TA. I took him to a quiet place to calm down where he continuously kicked my right leg.
18-Jul-18	Teaching Assistant	Willowtown Primary School	Children were asked not to go beyond a set boundary, when I approached a pupil to ask him to come back over he said "do you want me to punch you in the face" and as I turned he punched my head.
21-Jul-18	Headteacher	Glanhowy Primary	A pupil's mother attended the school premises for a meeting but she spoke to the teacher in an argumentative and aggressive manner making her feel threatened and intimidated.
10-Sep-18	Teaching Assistant	ALC - Tillery St Campus	A pupil kicked, punched and spat at me when encouraging him out of the toilet.
12-Sep-18	Additional Practitioner	Glanhowy Primary	Sat behind pupil on carpet to support him when he threw his head back into the TA's chest and winded her. He also grabbed her ear and pulled her earring out.
17-Sep-18	Teaching Assistant	ALC - Tillery St Campus	A pupil became aggressive in assembly and began hurting other children. He was ushered to the side of the hall and began kicking, punching and spitting at the TA. She was punched/kicked in the arms, legs and body.
17-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Staff took pupil to the quiet room to calm down after attacking children in the school hall. During this time he regularly punched and kicked 3 members of staff.
18-Sep-18	Additional Practitioner	Glanhowy Primary	Sat behind pupil to support him on carpet but he slid down to a lying position. The TA supported him to sit back up but he threw back his head which hit her in the jaw.
18-Sep-18	Teacher	Ystruth Primary	A pupil was escorted to the cloud room but bit me on the left arm causing bruising. An ice pack was applied.
19-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Child kicked leg with force.
19-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Child kicked leg with the back of his heel with great force.
24-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Pupil was kicking and punching at staff who were trying to calm him down.
24-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Thumped and kicked by pupil whilst trying to calm him down.
24-Sep-18	Teacher	ALC - Tillery St Campus	Whilst helping a pupil with their maths, the pupil lashed out punching the teacher in the arm and punching another child.
25-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Pupil tripped the TA over and kicked her in the shin whilst trying to remove him from classroom to calm him down.

Date	Job Title	School	Incident
26-Sep-18	Teacher	ALC - Tillery St Campus	Pupil ran out of class after being disruptive and aggressive. He ran through the double doors and when he couldn't get back through he kicked the teacher in the shin.
28-Sep-18	Teacher	ALC - Tillery St Campus	Pupil raised a chair to throw at the children in class. When the teacher put herself between the chair and the children the pupil punched her twice on the arm.
28-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Whilst escorting a disruptive, aggressive child to the time out room the pupil was kicking and spitting at the TA and other members of staff.
28-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Pupil ran towards main gate, realised he couldn't escape he came back to the yard but refused to come back into the building. Took pupil to time out room where he was hitting out and spitting at staff and thumped the TA several times.
28-Sep-18	Teaching Assistant	ALC - Tillery St Campus	Called to help with a pupil who was hurting staff and children in a classroom. Whilst removing the pupil he kicked and hit out at the TA.
01-Oct-18	Teaching Assistant	The River Centre 3-16 Primary	Pupil was climbing over tables and windows, when he was brought down for his safety he bit the TA's left forearm.
01-Oct-18	Teaching Assistant	The River Centre 3-16 Primary	Child wasn't in a good mood and lashed out causing cut/scram to right arm.
02-Oct-18	Teacher	ALC - Tillery St Campus	Pupil misbehaving on yard, shouting and sticking out his tongue at teacher. Pupil charged towards the teacher attempting to kick her legs but she managed to shield her legs with a rucksack.
02-Oct-18	Teaching Assistant	Willowtown Primary School	A pupil was having a melt down kicking, punching and pulled on my wrist and twisted it.
03-Oct-18	Additional Practitioner	Glanhowy Primary	Whilst escorting a pupil from one classroom to the next he threw himself to the floor. As staff member tried to make him stand he bit her left hand leaving teeth marks.
03-Oct-18	Teacher	The River Centre 3-16 Primary	Two pupils were fighting and as the teacher stepped between them she was hit by force in the knee with a chair.
04-Oct-18	Teaching Assistant	ALC - Tillery St Campus	Pupil was misbehaving and running around classroom. He was removed to the time out room where he repeatedly hit, kicked and spat at TA.
04-Oct-18	Teaching Assistant	ALC - Tillery St Campus	Pupil was very agitated and kicking, hitting and punching out whilst being restrained to calm him down.
04-Oct-18	Teaching Assistant	ALC - Tillery St Campus	Whilst trying to calm an agitated pupil, the pupil kept kicking and punching hurting the TA's leg and arm.
09-Oct-18	Teaching Assistant	The River Centre 3-16 Primary	Pupil was in a temper and bit the TA.
10-Oct-18	Teacher	ALC - Tillery St Campus	Pupil punched and kicked out at staff and children
11-Oct-18	Teaching Assistant	The River Centre 3-16 Primary	A child bit the TA on the right hand during a physical intervention.
15-Oct-18	Teaching Assistant	ALC - Tillery St Campus	Whilst removing a child to safety using agreed strategies the TA was punched and kicked a number of times on various parts of the body. One kick was particularly hard in the chest.
15-Oct-18	Teaching Assistant	ALC - Tillery St Campus	Pupil was in toilets kicking the cubicle walls and shouting at the children. He was removed to the quiet room where he repeatedly kicked and thumped until Mum arrived.
15-Oct-18	Teaching Assistant	ALC - Tillery St Campus	Whilst removing a child from the toilets to a place of safety they were punching and kicking at the TA.

Date	Job Title	School	Incident
15-Oct-18	Teaching Assistant	The River Centre 3-16 Primary	Pupil was running around and punching at the TA then caught him unaware and kicked him in the genitals
17-Oct-18	Teaching Assistant	Pen Y Cwm School	Agitated pupil was pulling hair and attempting to scratch and bite arms of staff whilst being calmed. He bit staff member's arm.
17-Oct-18	LSA	The River Centre 3-16 Primary	A pupil was being aggressive. The TA stood at the door to stop him leaving the hall but the pupil scrambled the staff member's arms and attempted to grab his genitals.
17-Oct-18	Teaching Assistant	The River Centre 3-16 Primary	Pupil was in an aggressive mood and hitting out. As the TA re-directed one of the pupils punches they hit the TA in the left eye with the other hand.
19-Oct-18	Teacher	The River Centre 3-16 Primary	While escorting a pupil they turned their head and bit the TA's left thumb.
24-Oct-18	Teacher	Pen Y Cwm School	Child was agitated in class. Teacher and TA trying to calm him down when child started biting and scratching. Staff member was bitten on the left hand.
05-Nov-18	Teacher	The River Centre 3-16 Primary	A pupil bit the TA on the right hand after he was escorted from assembly for misbehaving.
06-Nov-18	Teaching Assistant	The River Centre 3-16 Primary	The TA was trying to separate two boys who were wrestling when one of them bit him on the right hand causing a cut.
14-Nov-18	Teacher	The River Centre 3-16 Primary	The teacher was stopping two pupils from fighting and one of the pupils trapped her hand against the wall.
15-Nov-18	Teacher	The River Centre 3-16 Primary	The teacher was walking with a pupil to calm him down when they stabbed him in the finger with a pencil, kicked him twice in the genitals and bit his thumb
15-Nov-18	Teaching Assistant	The River Centre 3-16 Primary	The TA was walking with a pupil to calm him down when they kicked him twice in the genitals.
26-Nov-18	LSA	The River Centre 3-16 Primary	A pupil's behaviour was very aggressive and violent. He constantly attacked both the TA and the teacher. He drove his knee into the TA's lower left leg with great force causing bruising and swelling.
28-Nov-18	LSA	The River Centre 3-16 Primary	A pupil became violent during lesson and attempted to attack another pupil. Whilst trying to remove the pupil from the classroom with another TA he hit the TA in the face with a calculator causing bruising, swelling and a cut lip.
12-Dec-18	Teacher	Glyncoed Primary	A pupil refused to change after concert. Got angry, punched teacher in stomach and kicked her in shins. Following this threw chairs around class, other pupils removed for own safety.
13-Dec-18	LSA	The River Centre 3-16 Primary	Whilst assisting other staff in removing a violent child's shoes, the child kicked the TA in the face.
13-Dec-18	Teacher	The River Centre 3-16 Primary	A pupil kicked me in genitals whilst being restrained. He also grabbed a chair and picked it up and swung it around and caught me on the hip.
17-Dec-18	Teaching Assistant	The River Centre 3-16 Primary	Lower back bruise 5cm-9cm. A pupil aggressively charged at me hitting me into the door handle. Injured lower back on left side.
18-Dec-18	Teaching Assistant	The River Centre 3-16 Primary	A pupil was very aggressive first thing this morning. The pupil caught me by surprise and punched me in the genitals. This happened again at 2.50 because he was escorted off the bus.
18-Dec-18	LSA	The River Centre 3-16 Primary	A pupil assaulted me several times by scratching my arms with his long dirty fingernails.
20-Dec-18	LSA	The River Centre 3-16 Primary	Swelling and pain in lower leg. When being restrained the pupil violently kicked me in lower right leg.

Date	Job Title	School	Incident
29-Dec-18	Teacher	The River Centre 3-16 Primary	A pupil was trying to bite the teacher under restraint. The teacher attempted to stop him and he bit the teacher on the right hand finger.
09-Jan-19	Teacher	ALC - Tillery St Campus	Pupil scrambled hand and arm, punched several times to chest area, concerning as previously had breast cancer. Arm became swollen and cramping pains in breast which was very painful
17-Jan-19	Teaching Assistant	Pen Y Cwm School	A pupil was hitting out. He dug nails into arm, and was kicking out. Scratch to left side of neck and scratches on arm.
21-Jan-19	Teacher	The River Centre 3-16 Secondary	A pupil was being dangerous in the classroom with rulers and was acting irrational. To stop him being a danger I went to put him in a single elbow hold, and due to me being on my own he pulled with such a force he broke my finger.
22-Jan-19	Teaching Assistant	The River Centre 3-16 Primary	Pupil Deliberately kicked door which hit me on my left side of face/head. Caused immediate bruising.
24-Jan-19	Teaching Assistant	Pen Y Cwm School	Whilst assisting a pupil he pushed the TA down resulting in injury. The TA hit her back on the door.
30-Jan-19	Teaching Assistant	The River Centre 3-16 Primary	Cuts to hands from child digging in nails, Bruising to arms from being hit.
30-Jan-19	Teacher	The River Centre 3-16 Secondary	Cuts to hands, bruising to lip. Child dug in nails and punched face.
04-Feb-19	Teaching Assistant	The River Centre 3-16 Primary	Bruise to chest and knee. Escorting pupil and he kicked kneecap with force and head butt to right breast.
04-Feb-19	Head of Primary Campus	The River Centre 3-16 Primary	Called to help with verbally and physically aggressive pupil. Alongside JM escorted pupil down corridor, pupil went to ground and made myself and JM tilt to the side. Ibuprofen taken, and seen by chiropractor for treatment.
04-Feb-19	Head Teacher	The River Centre 3-16 Secondary	A pupil was very aggressive towards his Mum, starting to throw objects at her. I held his hands down and told Mum to leave, he then punched me to the right side of face. Attended Gwent 1 week later, told needed operation to put right.
07-Feb-19	Teaching Assistant	Glyncoed Primary	Whilst pupil was agitated, he tied a skipping rope around back of TA's knees pulling tight and creating a burn.
12-Feb-19	Teaching Assistant	St Illtyds Primary School	A pupil repeatedly kicking ankles and shins. I have gout in my right ankle so its caused quite severe pain.
15-Feb-19	Teaching Assistant	St Illtyds Primary School	Kicked at the bottom of left leg causing left ankle to swell
22-Feb-19	Teaching Assistant	Glyncoed Primary	Pupil lashed out when TA was assisting him down from window sill he climbed on. Scram to right arm. Wound cleaned and present after a few days.
04-Mar-19	Teaching Assistant	Pen y Cwm School	A pupil bit through the sleeve of TA's hoodie and wouldn't let go. Class teacher used team teach strategy to release bite hold. Lump and bruise formed quickly.
04-Mar-19	Teaching Assistant	The River Centre 3-16 Primary	Scratches and small cuts to arms. Whilst escorting a pupil to his bus at the end of the day he became violent and scrambled both my arms with his fingernails.
04-Mar-19	Teaching assistant	The River Centre 3-16 Primary	Spat in face and mouth, scratches to hands. The pupil was aggressive, physical intervention was used. Whilst in hold, tried to make conversation with the pupil when he spat in my face.
12-Mar-19	Teaching assistant/midday supervisor	Pen Y Cwm School	A pupil was stood next to TA when on the computer. The pupil bite the TA's arm.
12-Mar-19	Teaching Assistant	Pen Y Cwm School	A pupil jumped from his chair, ran around classroom then punched TA in face and tried pushing her to the floor. Another TA was able to encourage him away. He then grabbed her wrist when walking away and tried pulling her into the sensory room.

Date	Job Title	School	Incident
12-Mar-19	Dinner Lady	St Illtyds Primary School	A pupil was playing with a small rugby ball, hitting children. When myself and another dinner lady tried to take it off him, he bit my hand.
18-Mar-19	Teacher	The River Centre 3-16 Secondary	A pupil used a sharp object which he had made and cut my arm. Incident reported to police (log 318 18/03/19)
25-Mar-19	Teaching assistant	The River Centre 3-16 Primary	Bite to chest, scratches to both hands. The pupil became aggressive during Maths and attacked staff. The bite caused swelling and bruising.
25-Mar-19	Teaching Assistant	The River Centre 3-16 Primary	Cuts to wrist, bruise to left breast. The pupil dug his nails into wrist and pinched, grabbed and dug nails into breast.

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# Agenda Item 6

Executive Committee and Council only

Date signed off by the Monitoring Officer: N/A

Date signed off by the Section 151 Officer: N/A

Committee: **Corporate Overview Scrutiny Committee**

Date of meeting: **12<sup>th</sup> February 2020**

Report Subject: **Wales Audit Office Review of Corporate Arrangements for the Safeguarding of Children**

Portfolio Holder: **Councillor John Mason, Executive Member Social Services**

Report Submitted by: **Damien McCann, Corporate Director of Social Services**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	22.1.20	29.01.20	31.03.20		12.02.20			

## 1. Purpose of the Report

To present the findings of the Wales Audit Office (WAO) *follow up review of corporate arrangements for the safeguarding of children* and the management response to the proposals for improvement.

## 2. Scope and Background

- 2.1 WAO undertook a review of corporate arrangements for safeguarding children in 2014 and in addition made recommendations within the Auditor General's report *Review of Corporate Safeguarding Arrangements in Welsh Councils* (July 2015).
- 2.2 WAO undertook a review during June 2019 to seek assurance that the Council has acted upon their previous national and local recommendations.
- 2.3 The Council were asked to complete a self-assessment and provide documentation to support its self-assessment. WAO then interviewed key officers and the lead member for Corporate Safeguarding.
- 2.4 WAO review sought to answer the question *Can the Council provide assurance that it had addressed the recommendations and proposals for improvement contained in the Auditor General's national and local reports published in 2014-15?*
- 2.5 WAO overall conclusion was **that the Council made limited progress in addressing our previous recommendations and proposals for improvement and safeguarding arrangements are not consistent enough to provide assurance across all areas.**

### 3. **Options for Recommendation**

3.1 The management response at appendix 2 has been agreed by CLT.

#### **Option 1**

That Members of the Corporate Overview Scrutiny Committee:

- (i) Consider the WAO follow up review of corporate arrangements for the safeguarding of children and the management response and accept the report and appendices as provided prior to it being submitted to the Executive Committee;
- (ii) Following approval by the Executive Committee the report will be presented to Audit Committee for assurance; and
- (iii) Receive a 6 monthly review of the progress of the management response as part of the Committee's Forward Work programme.

#### **Option 2**

That Members of the Corporate Overview Scrutiny Committee:

- (i) Consider the WAO follow up review of corporate arrangements for the safeguarding of children and the management response and provide comment prior to it being submitted to the Executive Committee;
- (ii) Following approval by the Executive Committee the report will be presented to Audit Committee for assurance; and
- (iii) Receive a 6 monthly review of the progress of the management response as part of the Committee's Forward Work programme.

### 4. **Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

The Safeguarding agenda is considered as part of the Council's Corporate Strategies that includes:

- Corporate Plan;
- Corporate Risk Register and Directorate Risk Register;
- Safe Reduction of Children Looked After Strategy.

Social Services work to a number of regional and national safeguarding procedures which can be located on the South East Wales Safeguarding Children's Board website: <http://sewsc.org.uk>

### 5. **Implications Against Each Option**

#### 5.1 **Impact on Budget (short and long term impact)**

There are potentially financial options if Members should agree to mandatory safeguarding training for the Council. Training within Social Services can be funded through the Workforce Development Grant which is provided to Social Services. However, other directorates will have to financially contributed towards this training programme, which will be ongoing to ensure there is regular refresher training every 3 years.



## 5.2 ***Risk including Mitigating Actions***

The Directorate Risk Register within Social Services identifies safeguarding as the highest risk and this is monitored as part of the quarterly report of the Director of Social Services. This risk will be considered by Corporate Leadership Team to consider whether it should be escalated on to the Corporate Risk Register in light of the WAO review.

## 5.3 ***Legal***

There are no legal implications.

## 5.4 ***Personnel***

There are no potential implications for personnel, however to ensure all staff are mandatory trained then staff will have to be taken out of their daily work which may impact on service delivery.

## 6. **Supporting Evidence**

### 6.1 ***Performance Information and Data***

6.2 The findings of the WAO follow up review of *Corporate Arrangements for the Safeguarding of Children* is attached as Appendix 1.

6.3 A number of findings sat under the overall WAO conclusion **that the Council made limited progress in addressing our previous recommendations and proposals for improvement and safeguarding arrangements are not consistent enough to provide assurance across all areas** including:

- The Council does not currently include safeguarding in its corporate risk register;
- The information provided through its self-assessment and documentary evidence was limited to in its focus on safeguarding arrangements for its education and social services directorates;
- The Council needs to urgently strengthen oversight and assurance of corporate safeguarding arrangements across all directorates, and particularly for services delivered by third parties and stakeholders.

6.4 The WAO provided a number of suggestions on ways they thought the Council could improve corporate safeguarding of children. The management response to these is attached at Appendix 2.

### 6.5 ***Expected outcome for the public***

Those children who are assessed to be at risk of harm are protected and safeguarded, and that the Local Authority adheres to legislation regarding statutory intervention.

### 6.6 ***Involvement (consultation, engagement, participation)***

The development of the Corporate Safeguarding Policy and the Departmental Safeguarding Leads meetings will help ensure all departments within the Authority are aware of their responsibilities for safeguarding and are kept updated with any emerging issues or trends within safeguarding.

Termly meetings also take place with the Safeguarding Leads from all the schools and monthly meetings take place between the safeguarding team and lead education staff.

The SEWSCB local Safeguarding Network group also reviews the safeguarding information to ensure all partner agencies are as fully aware as possible.

**6.7 *Thinking for the Long term (forward planning)***

The Annual Council Reporting Framework (ACRF) enables Social Services to plan for the future as spend, risk and performance is continuously reported on and provides a baseline of where the Council is currently and where it needs to be in the future. Implementation of the recommendations will ensure that we are appropriately corporately safeguarding children to the best of our ability moving forward.

**6.8 *Preventative focus***

The work being undertaken by the Social Services Directorate and Education Directorate looks to promote a preventative approach to practice through early identification and intervention. Having a proactive rather than reactive approach to service planning can also help with planning resources.

Providing this report and the level of detailed safeguarding information to Scrutiny Committee enables members to ensure risks are identified and acted on.

**6.9 *Collaboration / partnership working***

The South East Wales Safeguarding Children's Board and its sub groups ensure a multi-agency collaborative approach to safeguarding. Blaenau Gwent fully participates in the Children's and Adults Safeguarding Boards.

Additionally, the Corporate Safeguarding Policy ensures each department has safeguarding leads and these meet together on a quarterly basis looking at safeguarding across the whole Authority. The Leisure Trust lead also participates in this meeting.

**6.10 *Integration (across service areas)***

All local authorities and partner agencies work together on safeguarding through the South East Wales Safeguarding Children Board and Gwent wide Adult Safeguarding Board.

**6.11 *EqIA(screening and identifying if full impact assessment is needed)***

There is no need to submit an impact assessment.

**7. *Monitoring Arrangements***

**7.1** The implementation of the management response and action plan will be monitored quarterly by Corporate Leadership Team and reported every 6 monthly to the Corporate Scrutiny Overview and Safeguarding Scrutiny Committee.

## **Background Documents /Electronic Links**

- *Appendix 1 – Follow-up Review of Corporate Arrangements for the Safeguarding of Children – Blaenau Gwent County Borough Council*
- *Appendix 2 – Management Reponse*

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WALES AUDIT OFFICE  
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Auditor General for Wales

# Follow-up review of Corporate Arrangements for the Safeguarding of Children – **Blaenau Gwent County Borough Council**

Audit year: 2018-19

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This document is also available in Welsh.

The team who delivered the work comprised Dave Wilson and Allison Rees, managed by Non Jenkins under the direction of Huw Rees.

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# Summary report

## Summary

### What we reviewed and why

- 1 We undertook this review to seek assurance that the Council has acted upon our previous national recommendations and local proposals for improvements for corporate arrangements for safeguarding children. We considered the findings of our 2014 report into the Council's arrangements to support safeguarding of children<sup>1</sup>. We also considered the Council's progress in implementing the recommendations contained in the Auditor General's report, **Review of Corporate Safeguarding Arrangements in Welsh Councils** (July 2015)<sup>2</sup>.
- 2 We undertook the review during June 2019. The Council completed a self-assessment of its progress in addressing the recommendations and proposals for improvement we made in 2014 and 2015. The Council provided documents to support its self-assessment. We then interviewed key officers and the lead member for corporate safeguarding.
- 3 We have not tested the effectiveness of the Council's safeguarding arrangements in practice as part of this review.

### What we found

- 4 Our review sought to answer the question: **Can the Council provide assurance that it has addressed the recommendations and proposals for improvement contained in the Auditor General's national and local reports published in 2014-15?**
- 5 Overall, we found that: **the Council has made limited progress in addressing our previous recommendations and proposals for improvement and safeguarding arrangements are not consistent enough to provide assurance across all service areas.**
- 6 Based on our review, we have concerns about the Council's corporate arrangements for safeguarding children across all of its directorates and by third parties and stakeholders delivering services on behalf of the Council. The Council does not currently include safeguarding in its corporate risk register. The information in the Council's self-assessment and in documentary evidence provided to us is limited in that it focusses on safeguarding arrangements for its education and social services directorates. The Council needs to urgently strengthen oversight and assurance of corporate safeguarding arrangements

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<sup>1</sup> Auditor General for Wales, **Local Authority Arrangements to Support Safeguarding of Children – Blaenau Gwent County Borough Council**, October 2014

<sup>2</sup> Auditor General for Wales, **Review of Corporate Safeguarding Arrangements in Welsh Councils**, July 2015



across all directorates, and particularly for services delivered by third parties and stakeholders.

7 The Council's Executive's commitment to safeguarding is stated in its Corporate Plan where it states that it aims 'to put effective safeguarding arrangements in place to protect people from harm'. However, it has yet to fully address most of our previous proposals for improvement and national recommendations as set out in **Exhibit 1**. **Exhibit 2** sets out our assessment of the Council's progress in implementing each national recommendation and local proposal for improvement.

**Exhibit 1: national recommendations and proposals for improvement that have yet to be fully addressed**

<b>National recommendations and proposals for improvement that have yet to be fully addressed</b>	
<b>PFI2</b>	Strengthen performance and risk management by regularly reporting conclusions from all department safeguarding activity to relevant forums to strengthen oversight and scrutiny.
<b>PFI3</b>	Include safeguarding within the internal audit programme to strengthen accountability and challenge.
<b>R1</b>	<p>Improve corporate leadership and comply with Welsh Government policy on safeguarding through:</p> <ul style="list-style-type: none"> <li>• the appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements;</li> <li>• the appointment of a lead member for safeguarding; and</li> <li>• regularly disseminating and updating information on these appointments to all staff and stakeholders.</li> </ul>
<b>R3</b>	<p>Strengthen safe recruitment of staff and volunteers by:</p> <ul style="list-style-type: none"> <li>• ensuring that Disclosure and Barring Service (DBS) checks and compliance with safe recruitment policies cover all services that come into contact with children;</li> <li>• creating an integrated corporate compliance system to record and monitor compliance levels on DBS checks; and</li> <li>• requiring safe recruitment practices amongst partners in the third sector and for volunteers who provide services commissioned and/or used by the council which are underpinned by a contract or service level agreement.</li> </ul>

**National recommendations and proposals for improvement that have yet to be fully addressed**

**R4** Ensure all relevant staff, members and partners understand their safeguarding responsibilities by:

- ensuring safeguarding training is mandated and coverage extended to all relevant council service areas, and is included as standard on induction programmes;
- creating a corporate-wide system to identify, track and monitor compliance on attending safeguarding training in all council departments, elected members, schools, governors and volunteers; and
- requiring relevant staff in partner organisations who are commissioned to work for the council in delivering services to children and young people to undertake safeguarding training.

**R6** Improve accountability for corporate safeguarding by regularly reporting safeguarding issues and assurances to scrutiny committee(s) against a balanced and council-wide set of performance information covering:

- benchmarking and comparisons with others;
- conclusions of internal and external audit/inspection reviews;
- service-based performance data;
- key personnel data such as safeguarding training, and DBS recruitment checks; and
- the performance of contractors and commissioned services on compliance with council safeguarding responsibilities.

**R7** Establish a rolling programme of internal audit reviews to undertake systems testing and compliance reviews on the council's safeguarding practices.

**R8** Ensure the risks associated with safeguarding are considered at both a corporate and service level in developing and agreeing risk management plans across the council.

## Assessment of progress against the recommendations from our 2015 report and proposals for improvement from our 2014 report

### Exhibit 2: assessment of the Council's progress in addressing the national recommendations

The table below sets our assessment of the Council's progress in addressing the national recommendations from our 2015 report and local proposals for improvement from our 2014 report.

National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>R1</b> Improve corporate leadership and comply with Welsh Government policy on safeguarding through:</p> <ol style="list-style-type: none"> <li>1. the appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements;</li> <li>2. the appointment of a lead member for safeguarding; and</li> <li>3. regularly disseminating and updating information on these appointments to all staff and stakeholders.</li> </ol>	<p><b>Summary – Partially Met</b></p> <p>The Council has appointed a senior lead officer. The Managing Director is ultimately accountable for ensuring the safeguarding of children is effective. The Director of Social Services is the designated safeguarding lead and oversees and reports to members and the Managing Director on the operation, monitoring and improvement of safeguarding systems.</p> <p>The Council has appointed a lead member for safeguarding.</p> <p>It is clear that the Council disseminates and makes information about these appointments accessible to staff but it is unclear to what extent it disseminates this information to its stakeholders to keep them informed.</p> <p>Safeguarding responsibilities and a link to the Corporate Safeguarding Policy have been included in the Managing Director's message sent to all staff.</p>

The Corporate Safeguarding Policy is available on the Council's website, but is not easy to locate. The Policy is available by clicking on the 'Resident' section and then 'Health, Social Care and Well-being' and finally the 'Safeguarding' section. In July 2019, the regional Children and Adult Safeguarding Boards launched their new website [www.gwentsafeguarding.org.uk](http://www.gwentsafeguarding.org.uk). There is a direct link to this website from the 'safeguarding' section on the Council's website.

There are 'safeguarding' sections on the Council's intranet, as are both a Children's Services and Adult Services learning resource, but not a corporate learning resource.

In June 2019, the Council completed a senior management re-structure. This restructure will result in a change of designated strategic safeguarding leads and deputy leads. The Council plans to revise the Corporate Safeguarding Policy shortly to reflect these changes.

However, at the time of our fieldwork we found that:

- while contracts outline safeguarding responsibilities, contractors do not receive the corporate safeguarding policy. Contractors are therefore unlikely to know who the lead safeguarding officers are or the Corporate procedures for reporting any safeguarding concerns.
- each directorate has a safeguarding lead and deputy safeguarding lead. Safeguarding issues are discussed at and information disseminated via the deputy designated strategic safeguarding leads' network, there are no terms of reference that clearly articulate the purpose and objectives of this network. In addition, regular safeguarding leads' network meetings did not take place for an extended period due to the long-term sickness absence of the network Chair. While regular network meetings have recently been reinstated following the appointment of a new Chair, the governance arrangements of this network need strengthening to ensure that it is not reliant on one individual and also to ensure the network has a clear purpose.

The Council has further work to do to fully address this national recommendation.

In addressing this recommendation, the Council should also look to:

- ensure that it communicates the names and roles of lead officers and members for corporate safeguarding to all staff, volunteers, agency workers and contractors when the Corporate Safeguarding policy is revised to reflect the new senior management restructure;
- ensure the new designated strategic safeguarding leads and the deputy leads are fully briefed on their safeguarding roles and responsibilities;

	<ul style="list-style-type: none"><li>• strengthen the governance arrangements supporting the deputy designated strategic safeguarding leads' network;</li><li>• ensure that the Corporate Safeguarding Policy is easily accessible from the main Council website;</li><li>• ensure that contractors receive the corporate safeguarding policy prior to commencing work at the Council to fully understand the corporate safeguarding roles and responsibilities and procedures; and</li><li>• test employees' awareness of the safeguarding policy and procedures, and confidence to use the policy (for example, through a staff survey).</li></ul>
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National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>Local Proposal for Improvement 1</b></p> <p>Confirm the Council's designated Officer for Safeguarding</p>	<p><b>See narrative above</b></p>
<p><b>R2</b> Ensure there is a corporate-wide policy on safeguarding covering all council services to provide a clear strategic direction and clear lines of accountability across the Council.</p>	<p><b>Summary – Fully met</b></p> <p>The Council has a Safeguarding Policy for children and vulnerable adults that covers all Council service areas and applies to all elected members, employees, volunteers and contractors.</p> <p>The Council's approach is that 'safeguarding children (and adults) from abuse is everybody's business and there is a shared responsibility, both corporately and individually to ensure all children (and adults) are treated with respect and protected from others who may abuse them'.</p> <p>Each Directorate is responsible for nominating a Designated Strategic Safeguarding Lead plus a Deputy Safeguarding Lead. The Corporate Safeguarding Policy outlines the roles and responsibilities of strategic safeguarding leads and deputy safeguarding leads.</p> <p>The Council approved the current Safeguarding Policy in January 2018, and the policy is subject to a review every three years. Due to the recent senior management restructure, we were informed the policy will be reviewed shortly to reflect changes to strategic safeguarding leads and deputy leads.</p> <p>The Corporate Safeguarding Policy provides good reference to possible signs and symptoms of neglect, physical abuse, sexual abuse, emotional and psychological abuse, domestic abuse of children and adults, child sexual exploitation and financial abuse of adults.</p>

National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>R2</b> Ensure there is a corporate-wide policy on safeguarding covering all council services to provide a clear strategic direction and clear lines of accountability across the Council.</p>	<p>The Council's Corporate Management Team has a standing agenda item on Management Team Meetings on safeguarding, and this helps to provide leadership on safeguarding at the highest officer level.</p> <p>The Council could consider the following options to further strengthen its arrangements:</p> <ul style="list-style-type: none"> <li>• the Safeguarding Policy outlines the governance arrangements for Safeguarding and the individual role and responsibilities of key senior officers as well as the South East Wales Safeguarding Children's Board and Gwent-wide Adult Safeguarding Board. Presenting this information in a schematic would improve clarity of how the individuals and groups align; and</li> <li>• setting out the role of the Joint Safeguarding Scrutiny Committee and the role of individual scrutiny committees in the Safeguarding Policy.</li> </ul>

National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>R3</b> Strengthen safe recruitment of staff and volunteers by:</p> <ol style="list-style-type: none"> <li>1. ensuring that Disclosure and Barring Service (DBS) checks and compliance with safe recruitment policies cover all services that come into contact with children;</li> <li>2. creating an integrated corporate compliance system to record and monitor compliance levels on DBS checks; and</li> <li>3. requiring safe recruitment practices amongst partners in the third sector and for volunteers who provide services commissioned and/or used by the council which are underpinned by a contract or service level agreement.</li> </ol>	<p><b>Summary – Partially Met</b></p> <p>The Council has acted to strengthen its safe recruitment of staff. The Council has policies and procedures applicable to all service areas which underpin its safer recruitment of staff. These policies and procedures include a Disclosure and Barring Service (DBS) eligibility assessment to determine if a DBS check is required prior to recruitment, a recruitment charter and a code of practice and a safe recruitment for schools' policy. The Council has assessed all employee posts to identify jobs that require a DBS check and the level. Although there is no legal requirement to renew DBS checks, the Council proactively ensures that employees' DBS checks are renewed every three years.</p> <p>The Council's payroll system records the date of employees' DBS check approvals. Three months prior to the three-year renewal date, the system alerts the employee and HR. HR monitors DBS renewals monthly. At the time of our fieldwork, the Council informed us that 2,335 jobs require a DBS check. 2,333 employees renewed their DBS check within the three-year renewal period. The two remaining employees did not renew their DBS within three years due to being on long-term sickness absence. The Council continues with face to face verification for staff for DBS renewals. The payroll system was not tested to verify these details as part of our review.</p> <p>We were informed by the Council that all school governors are DBS checked although we have not been provided with evidence of this.</p> <p>The Council has a Recruitment Charter and Code of Practice and a Recruitment and Selection Policy – Safer Recruitment in Schools which provide managers, head teachers and other officers involved in recruiting staff for schools with a corporate framework and a summary of the Council's expectations, however, we are not clear whether or how the Council checks compliance.</p> <p>We were informed that contracts with third parties place responsibility on the contractor for complying with the Council's Corporate Safeguarding Policy. This includes partners in the third sector and commissioned services. Compliance with these arrangements is not checked by the Council as part of its corporate safeguarding arrangements.</p>



	<p>There is a volunteer policy that states volunteers should be treated the same as staff and have a DBS every three years. Responsibility for compliance sits with the manager of the service where the volunteer is working. However, at the time of our fieldwork we found:</p> <ul style="list-style-type: none"><li>• there was no corporate oversight to check and to record that school governors, contractors, agency staff and volunteers are DBS checked on appointment or on renewal every three years;</li><li>• there is no integrated system to record all DBS checks and check compliance; and</li><li>• we are not clear whether or how the Council checks compliance with safe recruitment practices.</li></ul> <p>As such, the Council has further work to do to fully address this national recommendation.</p> <p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"><li>• ensure that its monitoring systems enable tracking of safe recruitment and DBS renewal process for agency staff, volunteers and contractors; and</li><li>• strengthen arrangements for monitoring that services commissioned by the Council undertake safe recruitment practices.</li></ul>
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National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>R4</b> Ensure all relevant staff, members and partners understand their safeguarding responsibilities by:</p> <ol style="list-style-type: none"> <li>1. ensuring safeguarding training is mandated and coverage extended to all relevant Council service areas, and is included as standard on induction programmes;</li>   <li>2. creating a corporate-wide system to identify, track and monitor compliance on attending safeguarding training in all Council departments, elected members, schools, governors and volunteers; and</li> </ol>	<p><b>Summary – Not met</b></p> <p>The Council requires all staff to undertake mandatory training on violence against women, domestic abuse and sexual violence (VAWDA&amp;SV) through the all-Wales academy learning platform, At the time of our review, 68% of the workforce had completed this training. Members have recently been offered two sessions on VAWDA&amp;SV and a third session was planned for shortly after our fieldwork.</p> <p>Council staff have access to the All Wales Academy online learning platform which contains online safeguarding resources, courses and information. Access is free to all staff from any internet enabled device in work or at home. For staff without a Council email address, the appointment letter contains a link to the online learning platform and username and password. This on-line platform is not available to volunteers or governors.</p> <p>Gwent Safeguarding offers training to all South East Wales councils and social care organisations from statutory and volunteer sectors who provide services for children and their families.</p> <p>The Council's Corporate Safeguarding Policy places a responsibility on the Designated Strategic Safeguarding Leads to ensure that staff within their directorates are briefed on the policy and to ensure all new employees, as part of their induction, are aware of the policy. The Corporate Safeguarding Policy refers to:</p> <ul style="list-style-type: none"> <li>• all employees participating in relevant safeguarding training and multi-agency working to safeguard children and vulnerable adults;</li> <li>• all employees will be made aware of their safeguarding responsibilities as part of their induction to their employment; and</li> <li>• employees have the responsibility to ensure they access the appropriate safeguarding training relevant to their role and responsibility.</li> </ul> <p>The Council offered a member briefing on corporate parenting and safeguarding as part of the new member induction programme in 2017. Fifteen members attended.</p>

<p>3. requiring relevant staff in partner organisations who are commissioned to work for the Council in delivering services to children and young people to undertake safeguarding training</p>	<p>Each term, the Safeguarding in Education Manager requests training records from schools including the training records for volunteers and Governors. The Safeguarding Education Manager records training information on a safeguarding matrix. The Governor Support at the Education Achievement Service (EAS) co-ordinates Governor training, with attendance at the training recorded by the Safeguarding in Education Manager and forwarded to the EAS. The training records of volunteers are recorded alongside the training of school staff and are collated with the whole school training registers and recorded on the matrix.</p> <p>The Safeguarding Education Manager monitors training and compiles termly reports and conducts quality assurance visits to schools/education settings.</p> <p>New social care staff have an induction which includes safeguarding. There are three levels of safeguarding training offered by the South East Wales Safeguarding Children Board and attendance is recorded and training needs analyses are completed and monitored by supervising officers.</p> <p>As referred to above, the Council places responsibility for compliance with its Safeguarding Policy by relevant staff in partner organisations who are commissioned to work for the Council in delivering services to children and young people with the host organisation. This includes training. Volunteers in schools are often trained alongside school staff.</p> <p>However, at the time of our fieldwork we found that:</p> <ul style="list-style-type: none"> <li>• whilst elements of safeguarding related training are undertaken, safeguarding training for all relevant staff and all members is not mandated;</li> <li>• there is no corporate understanding or oversight of who is required to complete mandatory safeguarding training;</li> <li>• while staff within social services receive an induction to include safeguarding roles and responsibilities, the Corporate Induction Programme for new employees in other Council services does not include the Corporate Safeguarding Policy, safeguarding roles and responsibilities or safeguarding training;</li> <li>• the Council does not have a corporate-wide system to identify, track and monitor compliance on attendance at safeguarding training for all Council departments, elected members and volunteers; and</li> <li>• the Council places reliance on service managers to ensure contractors comply with any safeguarding training and this is not monitored corporately.</li> </ul> <p>As such, the Council has further work to do to address this national recommendation.</p> <p>In addressing this recommendation, the Council should also look to:</p>
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	<ul style="list-style-type: none"><li>• include the Corporate Safeguarding Policy, safeguarding roles and responsibilities and safeguarding training in the corporate induction programme;</li><li>• ensure consistent recording of all staff safeguarding training to enable refresher training to be undertaken in a timely manner; and</li><li>• agree a minimum timescale within which staff, volunteers and contractors undertake basic initial training upon appointment.</li></ul>
<b>R5</b>	National recommendation for the Welsh Government only.

National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>R6</b> Improve accountability for corporate safeguarding by regularly reporting safeguarding issues and assurances to scrutiny committee(s) against a balanced and council-wide set of performance information covering:</p> <ul style="list-style-type: none"> <li>• benchmarking and comparisons with others;</li> <li>• conclusions of internal and external audit/inspection reviews;</li> <li>• service-based performance data;</li> <li>• key personnel data such as safeguarding training, and DBS recruitment checks; and</li> <li>• the performance of contractors and commissioned services on compliance with council safeguarding responsibilities.</li> </ul>	<p><b>Summary – Partially Met</b></p> <p>In 2017, the Council established a Joint Education and Learning and Social Services Scrutiny Committee (safeguarding). The Committee meets three times a year and receives Children and Vulnerable Adults safeguarding performance information to scrutinise and challenge. The Council's constitution reflects this joint scrutiny committee, but it is not included in the Corporate Safeguarding Policy as part of the governance arrangements.</p> <p>Performance reports to the Joint Education and Learning and Social Services Scrutiny Committee (safeguarding) include a range of safeguarding performance indicators and progress against the indicators. The Director of Social Services annual report 2018-19 includes conclusions of Care Inspectorate Wales (CIW) reviews where relevant.</p> <p>However, at the time of our fieldwork we found that:</p> <ul style="list-style-type: none"> <li>• there is no annual Corporate Safeguarding report reflecting safeguarding activity across all Council directorates;</li> <li>• performance reports to the Joint Education and Learning and Social Services Scrutiny Committee (safeguarding) do not include: <ul style="list-style-type: none"> <li>– the performance of contractors or commissioned services in complying with their safeguarding duties and responsibilities;</li> <li>– information on governor, staff, agency workers, contractors and volunteers DBS compliance, safeguarding training or recruitment checks;</li> <li>– comparative data from other councils; nor</li> <li>– corporate safeguarding assurance and oversight information across all services, but focuses on its Education and Social Services only.</li> </ul> </li> </ul> <p>As such, the Council has further work to do to fully address this national recommendation. In addressing this recommendation, the Council should also look to:</p>

	<ul style="list-style-type: none"> <li>• ensure safeguarding reports include performance information, DBS compliance and attendance levels at safeguarding training; and</li> <li>• ensure the reporting of safeguarding issues and risks across all Council directorates, partners, volunteers and third parties delivering services on behalf of the Council.</li> </ul>
<p><b>Local Proposal for Improvement 2</b> Strengthen performance and risk management by regularly reporting conclusions from all department safeguarding activity to relevant forums to strengthen oversight and scrutiny.</p>	See narrative above
<p><b>R7</b> Establish a rolling programme of internal audit reviews to undertake systems testing and compliance reviews on the council's safeguarding practices.</p>	<p><b>Summary – Partially Met</b></p> <p>Following our 2014 national corporate safeguarding review, internal audit undertook a safeguarding review in schools. This review considered several areas such as clear safeguarding roles and responsibilities, DBS checks and safeguarding training. Internal audit gave 'reasonable assurance' meaning 'controls appear to be operating effectively, however, some weaknesses have been identified'.</p> <p>Each school completes an annual control risk self-assessment (CRSA). Internal Audit analyses the returns and decides if an audit is required. In 2017-18, Internal Audit undertook a review of the Schools Safer Recruitment process to determine the effectiveness of the internal controls operating as identified as part of the Control Risk Self-Assessment process. This audit included both volunteers and school staff. Internal Audit gave Limited Assurance and all schools were informed of the outcome of this audit. A follow-up review forms part of Internal Audit's 2018-2023 audit plan. During 2017-18, Internal Audit reviewed the schools control risk self-assessment process and gave an audit opinion of 'reasonable assurance'.</p> <p>Internal Audit has a five-year plan (2019-2024) which is updated annually. Annually, the different services and arrangements within the audit plan are risk assessed to determine a risk rating. Internal Audit writes an annual audit plan following the assessment of risks.</p> <p>The 2019-2024 audit plan contains safer recruitment of staff in schools, social services safeguarding, Protection of Vulnerable Adults (POVA), corporate parenting and DBS. However, despite a service or safeguarding working practice included in Internal Audit's five-year plan, Internal Audit may not review it. An Internal Audit review is dependent on the</p>

	<p>outcome of the annual risk-rating process. On 23 July 2019, the Audit Committee received Internal Audit's annual plan but it is not clear if any safeguarding arrangements are subject to an Internal Audit review in 2019-20.</p> <p>At the time of our fieldwork we found that:</p> <ul style="list-style-type: none"> <li>• even though the five-year Internal Audit Plan contains services and safeguarding processes, these will not necessarily be subject to an internal audit review. Therefore, safeguarding and/or safeguarding procedures may not receive any review from Internal Audit.</li> <li>• apart from its approach to safeguarding audits in schools, the Council has not clearly established a rolling programme of internal audit reviews to test systems and compliance with the Council's Corporate Safeguarding Policy.</li> </ul> <p>As such, the Council has further work to do to fully address this national recommendation.</p> <p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"> <li>• clarify the role of Internal Audit and Audit Committee in relation to assuring the effective operation and governance of Corporate Safeguarding arrangements, including within the Corporate Safeguarding Policy; and</li> <li>• ensure that relevant information and insight from Internal Audit's programme of work are shared and feed into the Council's oversight and assurance framework for safeguarding including with the Corporate Safeguarding Board.</li> </ul>
<p><b>Proposal for Improvement 3</b> Include safeguarding within the internal audit programme to strengthen accountability and challenge.</p>	<p><b>See above narrative</b></p>

National recommendations from the 2015 report and local proposals for improvement from the 2014 report	Wales Audit Office assessment of Council's progress
<p><b>R8</b> Ensure the risks associated with safeguarding are considered at both a corporate and service level in developing and agreeing risk management plans across the council.</p>	<p><b>Summary – Partially Met</b></p> <p>'Failure to ensure adequate safeguarding arrangements are in place for all vulnerable children' is an Education directorate risk. 'Failure to ensure adequate safeguarding arrangements are in place for all vulnerable people' is a Social Services directorate risk.</p> <p>However, at the time of our fieldwork we found that</p> <ul style="list-style-type: none"> <li>• safeguarding is not a corporate risk;</li> <li>• safeguarding is not a service level risk for any other Council service; and</li> <li>• consequently, risk management plans covering safeguarding are not in place.</li> </ul> <p>As such, the Council has further work to do to fully address this national recommendation.</p> <p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"> <li>• consider safeguarding risks in services other than Social Services and Education.</li> </ul>





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## Management Response – WAO Follow-up review of Corporate Arrangements for the Safeguarding of Children

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Date Issued: 10/10/19

Ref	Original Proposal for Improvement	Additional Areas from the WAO	Actions to take forward	Completion Date	Responsible Officer
R1	<p><b>Partially Met</b></p> <p>Improve corporate leadership and comply with Welsh Government policy on safeguarding through:</p> <ul style="list-style-type: none"> <li>the appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements;</li> <li>the appointment of a lead member for safeguarding; and</li> <li>Regularly disseminating and updating information on these appointments to all staff and stakeholders.</li> </ul>	<p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"> <li>ensure that it communicates the names and roles of lead officers and members for corporate safeguarding to all staff, volunteers, agency workers and contractors when the Corporate Safeguarding policy is revised to reflect the new senior management restructure;</li> <li>ensure the new designated strategic safeguarding leads and the deputy leads are fully briefed on their safeguarding roles and responsibilities;</li> <li>strengthen the governance arrangements supporting the deputy designated strategic safeguarding leads' network;</li> <li>ensure that the Corporate Safeguarding Policy is easily accessible from the main Council website;</li> <li>ensure that contractors receive the corporate safeguarding policy prior to commencing work at the Council to fully understand the corporate safeguarding roles and responsibilities and procedures; and</li> <li>test employees' awareness of the safeguarding policy and procedures, and confidence to use the policy (for example, through a staff survey).</li> </ul>	<p><b>1. Corporate Safeguarding Policy:</b></p> <ul style="list-style-type: none"> <li>Update the Policy</li> <li>Update the structure</li> <li>Include updated information from the All Wales Policy</li> <li>When adopted in April 2020, include information from the All Wales Safeguarding Procedures</li> </ul>	April 2020	Alison Ramshaw (Corporate Safeguarding Group)
			<p><b>2. Development of a terms of reference for the Corporate Safeguarding Group (via a diagram)</b></p>	January 2020	Alison Ramshaw (Corporate Safeguarding Group)
			<p><b>3. All Wales Policy App:</b></p> <ul style="list-style-type: none"> <li>Request for work mobile phones to be able to receive the All Wales Policy App</li> <li>Identify who needs the app</li> </ul>	Feb 2020  March 2020	Lee Williams  Alison Ramshaw (Corporate Safeguarding Group) Sean Scannell
			<ul style="list-style-type: none"> <li>Include App on Intranet, MD Message and Managers Brief</li> </ul>	March 2020	
			<p><b>4. Include Corporate Safeguarding Policy and Information on front page of Intranet and Internet highlighting everyone's responsibilities with safeguarding</b></p>	January 2020	Sean Scannell
			<p><b>5. Identify a safeguarding lead for each directorate at Wider CLT and a supporting officer beneath this level</b></p>	January 2020	Damien McCann
			<p><b>6. (i) Include the Corporate Safeguarding Policy into the paperwork for contractors (above £75k). (ii) Include in the Contract Procedural Rules (above £25k)</b></p> <p>For both state that 'there is an expectation to follow the Corporate Safeguarding Policy' and include a requirement for a signature.</p>	April 2020  April 2020	Lee Williams
			<p><b>7. Include safeguarding in the Leadership Development Programme</b></p>	April 2020	Andrea Prosser
<p><b>8. Raise the profile and importance of safeguarding in Safeguarding Week (November each year), include scenario based information and a small quiz for staff</b></p>	November 2020	Damien McCann			

**Management Response – WAO Follow-up review of Corporate Arrangements for the Safeguarding of Children**

**Document Reference: 1521A2019-20**

**Date Issued: 10/10/19**

Ref	Original Proposal for Improvement	Additional Areas from the WAO	Actions to take forward	Completion Date	Responsible Officer
R1	Continued...		9. 7 minute Safeguarding briefing to be provided to staff for awareness raising	April 2020	Sean Scannell
			Include safeguarding as a question in the bi annual staff survey	July 2021	Andrea Prosser
R2	<b>Fully Met</b> Ensure there is a corporate-wide policy on safeguarding covering all council services to provide a clear strategic direction and clear lines of accountability across the Council.	The Council could consider the following options to further strengthen its arrangements: <ul style="list-style-type: none"> <li>• The Safeguarding Policy outlines the governance arrangements for Safeguarding and the individual role and responsibilities of key senior officers as well as the South East Wales Safeguarding Children's Board and Gwent-wide Adult Safeguarding Board. Presenting this information in a schematic would improve clarity of how the individuals and groups align; and</li> <li>• Setting out the role of the Joint Safeguarding Scrutiny Committee and the role of individual scrutiny committees in the Safeguarding policy.</li> </ul>	1. As identified in R1, the Corporate Safeguarding Group to develop a diagram as part of the Corporate Safeguarding Policy to identify responsibilities and arrangements.	March 2020	Lee McDonald and Alison Ramshaw (Corporate Safeguarding Group)
			2. Development of options for Scrutiny Committees moving forward: <ul style="list-style-type: none"> <li>• Broaden the remit of Corporate Overview to include Corporate Safeguarding; or</li> <li>• Development of a whole Joint Safeguarding Scrutiny Committee (replacing the current Joint Education and Learning and Social Services Safeguarding Scrutiny Committee)</li> </ul>	For AGM May 2020	Gemma Wasley

**Management Response – WAO Follow-up review of Corporate Arrangements for the Safeguarding of Children**

**Document Reference: 1521A2019-20**

**Date Issued: 10/10/19**

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Ref	Original Proposal for Improvement	Additional Areas from the WAO	Actions to take forward	Completion Date	Responsible Officer
R3	<p><b>Partially Met</b></p> <p>Strengthen safe recruitment of staff and volunteers by:</p> <ul style="list-style-type: none"> <li>ensuring that Disclosure and Barring Service (DBS) checks and compliance with safe recruitment policies cover all services that come into contact with children;</li> <li>creating an integrated corporate compliance system to record and monitor compliance levels on DBS checks; and</li> <li>requiring safe recruitment practices amongst partners in the third sector and for volunteers who provide services commissioned and/or used by the council which are underpinned by a contract or service level agreement.</li> </ul>	<p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"> <li>ensure that its monitoring systems enable tracking of safe recruitment and DBS renewal process for agency staff, volunteers and contractors; and</li> <li>strengthen arrangements for monitoring that services commissioned by the Council undertake safe recruitment practices.</li> </ul>	1. Development of a Corporate Policy for volunteers	September 2020	Andrea Prosser
			<ul style="list-style-type: none"> <li>Include in recruitment contracts about DBS requirements;</li> <li>Reminder information on DBS and renewals to be provided to contractors;</li> <li>Check list questions to be developed for contractors.</li> </ul>	This is already considered as part of procurement & commissioning strategies for contractors and agency staff	Lee Williams / All Contract Managers
			3. Identify the contractors who would most require a DBS check	April 2020	Lee Williams and Damien McCann
			4. Every 2 years undertake a 'spot check' of contractors and compliance with DBS	May 2020 AGM	Internal Audit
			5 Include in contract compliance meetings to discuss DBS and renewals, including monitoring safeguarding compliance	April 2020	All Contract Managers
Ref	Original Proposal for Improvement	Additional Areas from the WAO	Actions to take forward	Completion Date	Responsible Officer

**Management Response – WAO Follow-up review of Corporate Arrangements for the Safeguarding of Children**

**Document Reference: 1521A2019-20**

**Date Issued: 10/10/19**

R4	<p><b>Not Met</b> Ensure all relevant staff, members and partners understand their safeguarding responsibilities by:</p> <ul style="list-style-type: none"> <li>ensuring safeguarding training is mandated and coverage extended to all relevant council service areas, and is included as standard on induction programmes;</li> <li>creating a corporate-wide system to identify, track and monitor compliance on attending safeguarding training in all council departments, elected members, schools, governors and volunteers; and</li> <li>requiring relevant staff in partner organisations who are commissioned to work for the council in delivering services to children and young people to undertake safeguarding training.</li> </ul>	<p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"> <li>include the Corporate Safeguarding Policy, safeguarding roles and responsibilities and safeguarding training in the corporate induction programme;</li> <li>ensure consistent recording of all staff safeguarding training to enable refresher training to be undertaken in a timely manner; and</li> <li>agree a minimum timescale within which staff, volunteers and contractors undertake basic initial training upon appointment.</li> </ul>	1. A training needs analysis needs to be undertaken to determine what level of training is required by each member of staff. A rolling training programme will then be developed on a 3 yearly basis.	April 2020	Andrea Prosser and Alison Ramshaw
			2. Consider e-learning - what is already available from Health and Social Care Wales and Academy Wales	April 2020	Andrea Prosser
			3. Review of the Corporate Induction Checklist – Simon is reviewing this (Andrea Prosser)	Completed	Andrea Prosser and Simon Green
			4. Categorise contractors who will need to undertake training – DBS / Level 1 / or more	April 2020	Lee Williams and Damien McCann
			5. Director to speak to Gwent Directors on their findings and actions.	Complete	Damien McCann

## Management Response – WAO Follow-up review of Corporate Arrangements for the Safeguarding of Children

Document Reference: 1521A2019-20

Date Issued: 10/10/19

Ref	Original Proposal for Improvement	Additional Areas from the WAO	Actions to take forward	Completion Date	Responsible Officer
R6	<p><b>Partially Met</b> Improve accountability for corporate safeguarding by regularly reporting safeguarding issues and assurances to scrutiny committee(s) against a balanced and council-wide set of performance information covering:</p> <ul style="list-style-type: none"> <li>• benchmarking and comparisons with others;</li> <li>• conclusions of internal and external audit/inspection reviews;</li> <li>• service-based performance data;</li> <li>• key personnel data such as safeguarding training, and DBS recruitment checks; and</li> <li>• the performance of contractors and commissioned services on compliance with council safeguarding responsibilities.</li> </ul>	<p>In addressing this recommendation, the Council should also look to:</p> <ul style="list-style-type: none"> <li>• ensure safeguarding reports include performance information, DBS compliance and attendance levels at safeguarding training; and</li> <li>• ensure the reporting of safeguarding issues and risks across all Council directorates, partners, volunteers and third parties delivering services on behalf of the Council.</li> </ul>	<p>1. Performance Reporting to include DBS compliance, training, risks and issues: Corporate Safeguarding group has performance information DBS Compliance is undertaken by OD</p>	Implement following decision in R2 above	Performance Team liaise with Corporate Safeguarding Group and OD
			<p>2. Baseline of training – delivered strategically Education and Social Services and then plan to go to all directorates.</p>	April 2020 onwards	see R4 1.
			<p>3. Approach EAS to include mandatory safeguarding as part of Governor training. To be checked annually</p>	April 2020	Damien McCann and Lynette Jones
R7 and PF13	<p><b>Partially Met</b> Establish a rolling programme of internal audit reviews to undertake systems testing and compliance reviews on the council's safeguarding practices Include safeguarding within the internal audit programme to strengthen accountability and challenge.</p>	<p>In addressing this recommendation, the Council should also look to:</p> <p>clarify the role of Internal Audit and Audit Committee in relation to assuring the effective operation and governance of Corporate Safeguarding arrangements, including within the Corporate Safeguarding Policy; and ensure that relevant information and insight from Internal Audit's programme of work are shared and feed into the Council's oversight and assurance framework for safeguarding including with the Corporate Safeguarding Board.</p>	<p>1. Discussion with Internal Audit to include Safeguarding in the programme for Internal</p>	May AGM	Damien McCann and Louise Rosser
			<p>2. Include the safeguarding audit information onto the relevant Scrutiny Forward Work Programme and Audit Forward Work Programme.</p>	May AGM	Louise Rosser and Gemma Wasley

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Ref	Original Proposal for Improvement	Additional Areas from the WAO	Actions to take forward	Completion Date	Responsible Officer
R8	<b><u>Partially Met</u></b> Ensure the risks associated with safeguarding are considered at both a corporate and service level in developing and agreeing risk management plans across the council.	In addressing this recommendation, the Council should also look to:  consider safeguarding risks in services other than Social Services and Education.	1. Linked to R2 action re safeguarding into Scrutiny Committee – risk from all areas to be reported into this committee.	For AGM and new cycle	Gemma Wasley



# Agenda Item 7

*Executive Committee and Council only*

Date signed off by the Monitoring Officer: N/A

Date signed off by the Section 151 Officer: N/A

Committee: **Corporate Overview Scrutiny**  
Date of meeting: **12<sup>th</sup> February 2020**  
Report Subject: **Commercial Strategy 2020 - 2025**  
Portfolio Holder: **Councillor Nigel Daniels, Leader / Executive Member Corporate Services**  
Report Submitted by: **Anne-Louise Clark, Chief Officer Commercial**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
X	22/01/20	29.01.20			12/02/20	11/03/20	26/03/20	

## 1. Purpose of the Report

- 1.1 The purpose of this report is to present the Blaenau Gwent Commercial Strategy for the period 2020 – 2025. This strategy is aligned to the Council's priority 'Efficient Council' however, it is designed to cover all services and be a document that all staff, suppliers and partners can see their role in delivering.

## 2. Scope and Background

- 2.1 The Council's Commercial Strategy 2020 – 2025 was developed over the summer of 2019 with input from senior leaders in the October 2019. It brings together themes that will contribute to Blaenau Gwent County Borough Council being a commercially minded council. It covers the development of commercial activities and also highlights the conditions required for the Council to behave as a commercial organisation. This is within the context of maintaining the Council's core purpose to provide public services delivering social value.

- 2.2 Critical themes to being like a commercial organisation are:

- Focussing on the customer experience for existing and new services;
- Understanding our investments including return on investment (benefits), profits and losses;
- Building a trusted brand known for delivering quality services;
- Controlling our costs;
- Using data, technology and insights wisely;
- Having an agile workforce aligned to opportunities

- 2.3 There are a number of related strategies and programmes that contribute to the delivery of our Commercial Strategy and ambitions. These are:

- A Communications Strategy, 2020 – 2025;
- A Digital and Customer transformation programme;
- The Workforce Strategy.

- 2.4 These will also go through the full decision making process separately to ensure there is every opportunity for member engagement and scrutiny.

2.5 In addition to the supporting strategies and programmes highlighted above there are 5 specifically commercial ambitions. These will be driven by the Commercial Services team but clearly involve all services, suppliers and partners. These are:

- Commissioning and Procurement;
- Developing an investment Portfolio;
- Creating true commercial activities – profit and loss;
- Commercial and Entrepreneurial Culture;
- Contract and Supplier Management.

2.6 These ambitions will be governed through a newly created Strategic Commercial Board. This will replace the Strategic Procurement Board. The Procurement and Commissioning cycle will be strengthened to support the Strategic Commercial Board which will also have a role reviewing the delivery of our Service Level Agreements to schools, monitoring the commercial viability of our traded services and in governing investment options using an investment framework.

2.7 Each of 5 commercial ambitions has a set of actions that make up a programme of work. This programme of work will be scrutinised over the next five years. The actions are detailed in Appendix 1 'Blaenau Gwent County Borough Council – Commercial Strategy 2020 - 2025'. Reporting on the delivery of the work programme will be through CLT quarterly and Corporate Overview Scrutiny on an annual basis. This will be also provided as monitoring report to Executive annually.

### 3. **Options for Recommendation**

3.1 **Option 1:** That Corporate Overview Scrutiny Committee considers and supports the Commercial Strategy and associated work programme prior to approval by Executive and Council

3.2 **Option 2:** That Corporate Overview Scrutiny Committee provides comment and challenges the Commercial Strategy and associated work programme prior to approval by Executive and Council.

### 4. **Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

The Local Government (Wales) Measure 2009 (Section 15), places a duty on all Local Authorities in Wales to make arrangements to secure continuous improvement. As part of this, the Council is required to develop a Corporate Plan. The Well-being of Future Generations (Wales) Act 2015 also places individual duties on public bodies. The legislation is about improving the social, economic, environmental and cultural well-being of Wales and creating a Wales that we all want to live in, now and in the future.

The Commercial Strategy supports these objectives and the Corporate Plan priority 'Efficient Council'. It is a critical organisational strategy for the future sustainability of the organisation. It is designed to secure the best use of our resources and to create ways of working that are fit for the 21<sup>st</sup> Century.

## 5. Implications Against Each Option

### 5.1 ***Impact on Budget (short and long term impact)***

It is intended that this strategy complements and supports the Medium Term Financial Strategy and key aspects of its delivery are included in the Bridging the Gap Programme.

### 5.2 ***Risk including Mitigating Actions***

The features of the Commercial Strategy are to be built into the performance management framework so that they are embedded into Directorate Plans and individual objectives. The risks associated with underperformance against the strategy will be mitigated through a whole Council adoption of the ways of working.

### 5.3 ***Legal***

Changes in service delivery that might emerge through the deployment of the strategy will be reviewed from a legal perspective. Where alternative delivery models are explored due diligence will be undertaken before any decisions are made. This will include legal and financial reviews of any business cases.

### 5.4 ***Human Resources***

Where changes in service delivery or role are identified normal human resources processes and policies will be applied including consultation with the Trade Unions.

## 6. Supporting Evidence

### 6.1 ***Performance Information and Data***

Key performance information and data will include:

- Delivery of the associated strategies and programmes;
- Transparency and challenge for all third party expenditure;
- Visibility of all commercial activities and publication of profit and loss accounts;
- Business cases and business plans for all new commercial activities;
- Leadership Development activities including entrepreneurial thinking; commissioning and negotiations skills plus contract management;
- Programme of supplier relationship meetings and a clear timeline for contract re-negotiations

### 6.2 ***Expected outcome for the public***

Through the delivery of the strategy the Council will become more effective in the deployment of its resources to ensure value for money is achieved and investments are made in activities that deliver the best outcomes for the public. This strategy will also contribute to the financial resilience and sustainability of the organisation therefore protecting front line services.

- 6.3 ***Involvement (consultation, engagement, participation)***  
User research will be a key part of the commissioning cycle to ensure service specifications take account of the needs of service users. Any changes to service delivery models will be consulted on in the usual way.
- 6.4 ***Thinking for the Long term (forward planning)***  
This strategy is at the heart of the medium and long term planning for Blaenau Gwent and recognises not only where the Council needs to seek new income streams but also where it needs to review how it deploys its current expenditure.
- 6.5 ***Preventative focus***  
This strategy is designed to support the needs of the Council now and in the future. It is designed to build financial resilience and to prevent the need to seek service cuts.
- 6.6 ***Collaboration / partnership working***  
There are opportunities through this strategy to consider commercially advantageous ways of working across local authorities and the Public Service Board. This strategy seeks to identify commercial opportunities to work with suppliers across public sector organisations and to spend the Blaenau Gwent pound wisely.
- 6.7 ***Integration (across service areas)***  
This strategy takes a whole Council approach and promotes transparency across the organisation, learning from each other, building best practice outside of directorate silos and sharing skills. Through the supplier relationship element of the strategy benefits will be seen across services.
- 6.8 ***EqlA (screening and identifying if full impact assessment is needed)***  
All service changes arising for this strategy will be screen to ensure there is no adverse impact on any protected characteristics.

## 7. **Monitoring Arrangements**

- 7.1 The Commercial Strategy will be monitored through the Performance Management Framework at directorate level and all activities will be monitored through Corporate Leadership Team. Regular updates on impact will be discussed with the Executive Member. An annual performance report will be presented to Council having previously been through Corporate Overview Scrutiny.

### **Background Documents /Electronic Links**

- Appendix 1 - Commercial Strategy and work programme 2020 - 2025



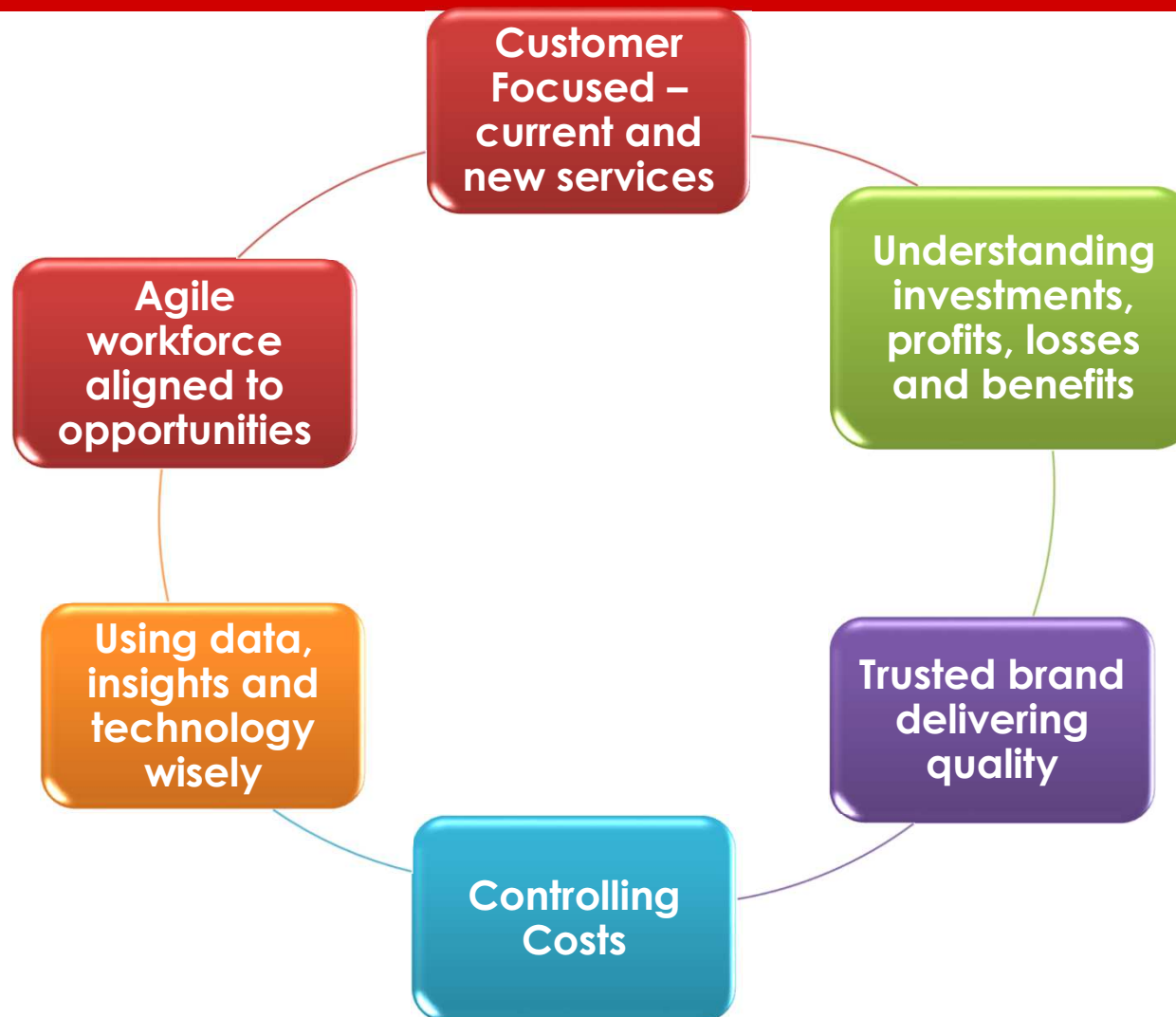
# Blaenau Gwent County Borough Council

## Commercial Strategy and Work Programme

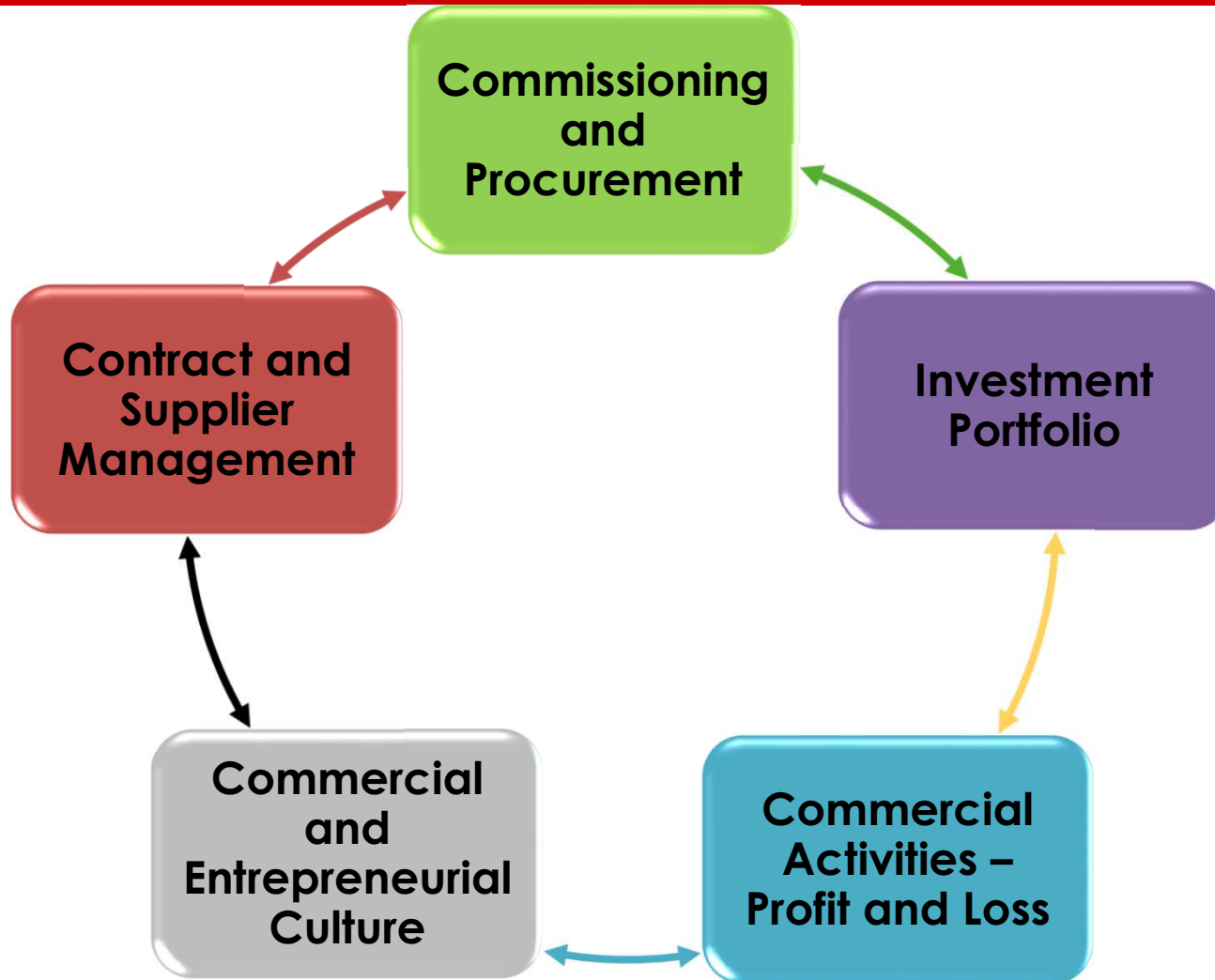
*Commercial ambitions for Blaenau Gwent*

# Blaenau Gwent County Borough Council

## Thinking like a commercial organisation



# Blaenau Gwent County Borough Council Commercial Ambitions



# Blaenau Gwent's Commercial Ambitions

- **Commissioning and Procurement**

*Commissioning the right services in the right way to ensure value for money and delivering better outcomes*

- **Investment Portfolio**

*Shaping the investment options based on robust business cases, risk assessment and market intelligence*

- **Commercial Activities – Profit and loss**

*Identification of truly commercial opportunities based on market intelligence, assessment of business opportunities and strong profit and loss accounting*

- **Commercial and Entrepreneurial Culture**

*Involvement of staff and partners in identifying opportunities along side the ability to create robust business cases, seek investment and have capacity to scale operations*

- **Contract and Supplier Management**

*Improved contract management and negotiation skills working with our suppliers to control costs, achieve value for money and deliver innovative solutions*



# Ambition 1 – Commissioning and Procurement

*Commissioning the right services in the right way to ensure value for money and delivering better outcomes*

## Commissioning and Procurement



# Ambition 2 – Investment Portfolio

*Shaping the investment options based on robust business cases, risk assessment and market intelligence*



# Ambition 3 – Income

*Identification of truly commercial opportunities based on market intelligence, assessment of business opportunities and strong profit and loss accounting*

**Commercial  
Activities  
Profit and  
Loss**

- Review of current commercial activities Year 1
- Create business plans to support existing commercial activities Year 1
- Agree a vehicle for identifying commercial opportunities Year 2
- Agree appropriate business case development Year 2
- Agree triggers to end commercial activities that are not profitable Year 2
- Agree further investments to scale and grow successful commercial activities Year 3

# Ambition 4 – Commercial and Entrepreneurial Culture

*Involvement of staff and partners in identifying opportunities along side the ability to create robust business cases, seek investment and have capacity to scale operations*

## Commercial and Entrepreneurial Culture

- Create a vehicle for capturing ideas for commercial activities Year 1
- Identify roles that have the freedoms to be entrepreneurial Year 1
- Build the skills to assess market opportunities Year 2
- Build the skills to assess best commissioning options Year 2
- Identify the organisational barriers Year 2
- Agree investment routes to build new commercial activities Year 3
- Agree governance arrangements to ensure quality is achieved and risks mitigated Year 3

# Ambition 5 – Contract and supplier management

*Improved contract management and negotiation skills working with our suppliers to control costs, achieve value for money and deliver innovative solutions*

## Contract and supplier management



# Commercial Governance

CLT

## Strategic Commercial Board

Commissioning and Procurement base on strategic imperatives

Commercial and Entrepreneurial opportunities

Investment Strategy Programme

Monitor Commercial Activities and projections

**Other Inputs:** Senior Managers from Service Areas - Legal, Procurement, Finance, Communications etc.



# Commercial Strategy

## Feedback

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# Agenda Item 8

*Executive Committee and Council only*

Date signed off by the Monitoring Officer: N/A

Date signed off by the Section 151 Officer: N/A

Committee: **Corporate Overview Scrutiny Committee**

Date of meeting: **12<sup>th</sup> February 2020**

Report Subject: **Corporate Communications Strategy 2020-2025**

Portfolio Holder: **Nigel Daniels, Leader / Executive Member  
Corporate Services**

Report Submitted by: **Sean Scannell – Communications and Marketing  
Manager**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
X	22/01/20	29.01.20			12/02/20	11/03/20	26/03/20	

## 1. Purpose of the Report

- 1.1 The purpose of this report to present a Corporate Communications Strategy for the period 2020 – 2025. This strategy is aligned to the Council's Commercial Strategy and is designed to support the delivery of the Council's priorities, vision and values.

## 2. Scope and Background

- 2.1 The Council's Commercial Strategy states that thinking like a commercial organisation means been seen as a trusted brand that is delivering quality services. This Corporate Communications Strategy is designed to deliver that ambition.
- 2.2 The communications landscape has changed dramatically over recent years and is constantly evolving. The era of the internet has changed expectations and it is even more critical that our strategy reflects those expectations. Whilst these changes provide multiple channels through which we can reach our audiences it also brings with it challenges. Digital and social media need to be serviced through a constant flow of information, opinion and education. They provide a tool for two-way communication however the speed and frequency of changing content is a challenge meaning that regulation and our ability to respond is difficult.
- 2.3 In this dynamic environment and due to the pace of change in the public sector the Communications team need to be proactive, provide impetus and anticipate the impact of change for our residents, businesses and visitors. The speed of change means the Communication team need to act as trusted advisors for the Council and individual services so that opportunities are maximise to support a positive reputation, anticipating good news stories and manage reputational risks. Members of the team will attend all forward planning meetings for Scrutiny Committees and Executive Committees so that agenda items can be

reviewed ahead of publication. Advice can be provided to maximise the positive impact of communication opportunities.

2.4

The overall objective of the strategy is to deliver excellent, innovative and cost effective two-way communications, building a positive reputation and increasing trust and confidence that the Council is delivering services that meet resident, businesses and visitor's needs. Regular attendance at Directorate Management Team meetings will also ensure that there is early engagement with services on managing communication campaigns and opportunities.

2.5

The plan also aims to support elected members and staff by promoting the impact of the Council's vision, priorities and core values.

2.6

There are 6 ambitions or themes which will drive the communications delivery led by the Corporate Communications team:

- Build and maintain a strong reputation.
- Residents know how we are delivering council priorities.
- Informed and engaged staff.
- Ensure marketing campaigns are well planned, targeted and provide value for money.
- Promote the use of digital communications channels and encourage self-service where appropriate.
- Make sure residents are informed in advance of and at times of emergency.

2.7 Each of 6 ambitions has a set of actions that make up a programme of work. This programme of work will be scrutinised over the next five years. The actions are detailed in Appendix 1 'Blaenau Gwent County Borough Council – Communications Strategy 2020-2025'. Reporting on the delivery of the work programme will be through CLT quarterly and Corporate Overview Scrutiny on an annual basis. This will be also be provided as a monitoring report to Executive annually.

### 3. **Options for Recommendation**

3.1 **Option 1:** That Corporate Overview Scrutiny Committee considers and supports the Communications Strategy and associated work programme for approval by Executive and Council.

3.2 **Option 2:** That Corporate Overview Scrutiny Committee provides comments and challenges the Communications Strategy and associated work programme prior to approval by Executive and Council.

### 4. **Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

The Local Government (Wales) Measure 2009 (Section 15), places a duty on all Local Authorities in Wales to make arrangements to secure continuous

improvement. As part of this, the Council is required to develop a Corporate Plan. The Well-being of Future Generations (Wales) Act 2015 also places individual duties on public bodies. The legislation is about improving the social, economic, environmental and cultural well-being of Wales and creating a Wales that we all want to live in, now and in the future.

The Corporate Communications Strategy supports these objectives by delivering timely and informative communications to residents and staff.

## 5. Implications Against Each Option

### 5.1 ***Impact on Budget (short and long term impact)***

There is no direct impact on budgets.

The majority of Council communications uses digital channels. Individual marketing campaigns are often externally funded by partners (eg WRAP).

### 5.2 ***Risk including Mitigating Actions***

The Corporate Communications team will work with colleagues and partners to ensure communications plans are delivered in a timely manner.

### 5.3 ***Legal***

All internal and external communications activities will take account of any legal issues that may arise from publications and potential challenge.

Communication activities reflect the decision making of the Council and any exempt items will be treated in confidence. Communications relating to individuals will also protect their privacy rights.

### 5.4 ***Human Resources***

There are no human resource implications.

## 6. Supporting Evidence

### 6.1 ***Performance Information and Data***

Key measures will include:

- Accurate and balanced media coverage.
- Increased specialist and national media coverage.
- Increasing number of visitors to the Council website.
- More social media followers.
- Staff feel well informed and understand priorities measured by staff survey feedback.

### 6.2 ***Expected outcome for the public***

Increased transparency and openness regarding the delivery of public services. Increased levels of trust in the quality of service provision and the use of public funds. Improved access to relevant information delivered in a timely manner utilising multiple channels.

**6.3 *Involvement (consultation, engagement, participation)***

Research will be carried out with residents on a regular basis to check the impact of our external communications activities. Internal communication will also be measured for impact through regular staff engagement activities.

**6.4 *Thinking for the Long term (forward planning)***

The role of the Council in building the reputation of the area and shaping Blaenau Gwent the place is significant. The Communication Strategy articulates the approach the Council will take to ensure the longer term objectives of the Corporate Plan and The Well-being of Future Generations (Wales) Act 2015 and represented and the impact of the Council's work is promoted positively.

**6.5 *Preventative focus***

It is anticipated that effective and proactive communications will contribute to education and information campaigns designed to influence behaviour. Campaigns relating to littering, recycling and fly tipping and fostering are examples of this however across the life of the Communications Strategy there will be many other areas of behavioural change that will be significant.

**6.6 *Collaboration / partnership working***

The Council works with other local authorities, partners and Welsh Government on a regular basis to deliver local, regional and national campaigns.

**6.7 *Integration (across service areas)***

Opportunities for promoting cross cutting service impact will be identified as part of the communication campaigns and particularly in relation to integrated marketing. Developing our reputation as a trusted brand will include demonstrating how our services collectively impact in positive ways for our households and businesses.

**6.8 *EqlA (screening and identifying if full impact assessment is needed)***

All communication activities will be screened to ensure there is no adverse impact on protected characteristics.

**7. *Monitoring Arrangements***

7.1 The Communications Strategy will be monitored as part of the Directorate Performance Management arrangements and all activities will be monitored through Corporate Leadership Team. Regular updates on impact will be discussed with the Executive Member.

**Background Documents /Electronic Links**

- Appendix 1 - Corporate Communications Strategy 2020-2025



# Blaenau Gwent County Borough Council

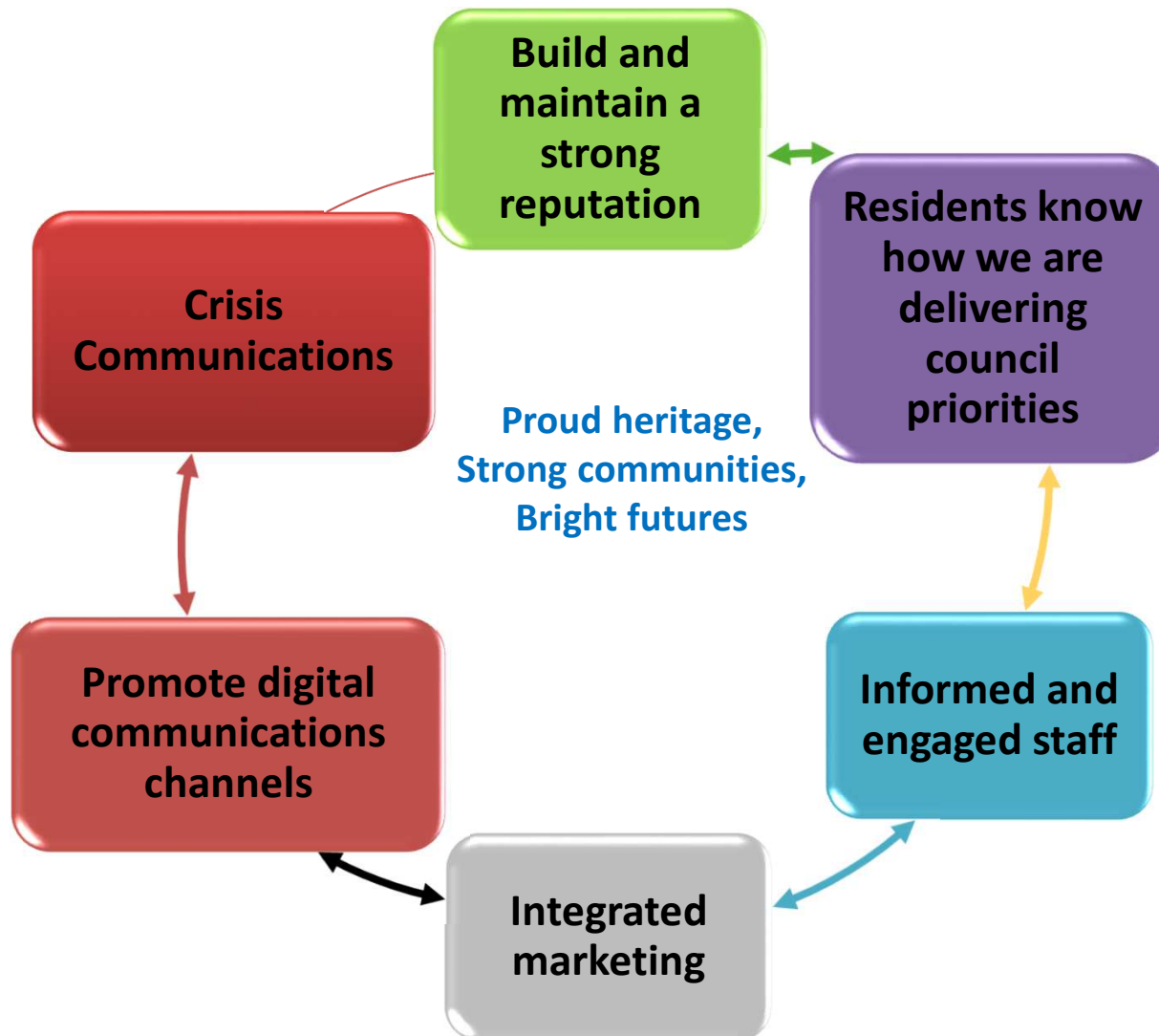
Communications Strategy  
*Putting Blaenau Gwent on the map*

## Communications Objectives

Deliver excellent, innovative and cost effective two-way communications, building a positive reputation and increasing trust and confidence that the Council is delivering services that meet resident, businesses and visitors needs

Support elected members and staff by promoting the impact of the Council's vision, priorities and core values.

# Blaenau Gwent's Communication Ambitions



# Blaenau Gwent's Communication Ambitions

## **Build and maintain a strong reputation**

- *Be proactive to promote key council achievements and initiatives and if needed defend the council against unfair criticism.*

## **Residents understand council priorities and how we are doing**

- *Ensure residents are kept informed of council decisions and service standards to increase understanding of the impact of our work and improve levels of satisfaction.*

## **Informed and engaged staff**

- *Delivery innovative Internal communications and engagement activities so staff identify their contribution in delivering council priorities and celebrate achievements.*

## **Integrated marketing**

- *Marketing activity will support service delivery and campaigns will be centrally planned using customer insight and delivered to the target audience through appropriate channels.*
- *Campaigns monitored to ensure value for money*

## **Promote digital channels**

- *Capitalise on the opportunity that digital and social media offers to reach our local community and use of these channels to support customer service delivery strategy.*

## **Crisis Communications**

- *Effective warning and informing communications delivery*
- *Effective and timely communications are essential in any emergency.*



# Build and maintain a strong reputation

*Be proactive to promote key council achievements and initiatives and if needed defend the council against unfair criticism*

**Build and  
maintain a strong  
reputation**

Regular media releases.

Regular sharing of collaborative and partnership working

Proactive digital content including images and video to promote services using digital channels.

Anticipate any unfair criticism in the media and provide a counter balanced position

# Consistent Messages to promote Council priorities.

*Ensure residents are kept informed of council decisions and service standards to increase understanding of the impact of our work and improve levels of satisfaction*

**Residents know  
how we are  
delivering  
council priorities**

Promote success in education.

Promote economic development and regeneration.

Promote social services priorities.

Campaigns to support strong and environmentally smart communities

Efficient Council. Inform residents about service changes and encourage self service where appropriate

# Informed and engaged staff

*Delivery innovative Internal communications and engagement activities so staff identify their contribution in delivering council priorities and celebrate achievements.*

**Informed and engaged staff**

Promote regular staff engagement sessions

Regular staff newsletter

Regular Managing Director Message

Regular manager brief

Intranet and internal social media for 2 way communications

# Integrated Marketing

*Marketing activity will support service delivery and campaigns will be centrally planned using customer insight and delivered to the target audience through appropriate channels. Ensure that campaigns deliver value for money.*

## Integrated Marketing

Support Council priorities with integrated marketing campaigns.

Aim messages at the right target audience. Use customer insight to target key audiences when developing campaigns

Take advantage of digital media as this offers speed to market and lower costs than traditional media. Use traditional media where appropriate.

Support marketing with high quality graphic design to ensure consistent branding and visual identity for Council communications.

# Promote digital communications channels

*Capitalise on the opportunity that digital and social media offers to reach our local community and use of these channels to support customer service delivery strategy*

## Promote digital communications channels

Support the Council's digital ambitions

Lower cost communications with well targeted campaigns

Trackable and measurable results (web analytics, social media reach)

Personalised campaigns reducing waste

# Crisis Communications

*Deliver effective warning and informing communications*  
*Effective and timely communications are essential in any emergency.*

## **Crisis Communications**

Review and update communications in all major incident and off-site business continuity plans.

Take part in learning, training and de-brief sessions

Support the lead partner (or lead) in delivering communications plans during major incidents and during recovery.

# Hierarchy of Plans

## Heirachy of plans



# Measures and Evaluation

Area	Measure
Media relations	Accurate and balanced media coverage for the Council.
Internal Communications	Staff feel involved and able to use their skills to deliver our priorities (pulse events and staff survey)
Council website	Increased number of visitors. Increased in the volume and proportion of online transactions.
Social media	Increased followers. Positive feedback on Council posts.





# Communications Strategy

## Feedback

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# Agenda Item 9

*Executive Committee and Council only*

Date signed off by the Monitoring Officer: N/A

Date signed off by the Section 151 Officer: N/A

Committee: **Corporate Overview Scrutiny Committee**  
Date of meeting: **12<sup>th</sup> February 2020**  
Report Subject: **Position Statement on the Council's CCTV system**  
Portfolio Holder: **Councillor Nigel Daniels, Leader / Executive Member  
Corporate Services**  
Report Submitted by: **Rhian Hayden, Chief Officer Resources (SIRO for CCTV)  
Clive Rogers, Head of Community Services  
Bernadette Elias, Head of Governance and Partnerships**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	w/c 27.01.20	31.01.20			12.02.20	11.03.20		

## 1. Purpose of the Report

1.1 To provide a position statement on the Council's new overt CCTV system.

## 2. Scope and Background

### 2.1 Service Review 2018/19

As part of the Council's budget setting process for 2019/20 a review of the CCTV arrangements was undertaken. On 24<sup>th</sup> October 2018, the Council agreed an option to continue the provision of a CCTV service in Blaenau Gwent. This involved a move away from the existing Service Level Agreement with Newport City Council and the development of a sustainable solution.

2.2 The option agreed by Council changed the monitoring arrangements. This meant moving the system from a 24/7 monitored system with Newport City Council to a 'record only' system. Footage is available for download on request of authorised agencies via a local unmanned control room, with no 'live' feeds being monitored.

2.3 The new system uses digital technology with new high definition cameras utilising wireless technology to improve quality of the imagery and reduce connectivity costs.

2.4 As part of the review, work was undertaken with Gwent Police on the camera locations, the aim being to reduce the estate to 32 cameras providing coverage, with a focus on town centres based on evidence of crime and anti-social behaviour. The new arrangements would also allow for improving flexibility of CCTV coverage by adding new or relocating existing cameras where the infrastructure, site location and data networks are suitable and available. Cameras may be easily removed with no implications to the functionality of the system. The use of deployable cameras for crime hot spots can be added to the system as and when required.

**2.5 Location update**

There are currently 53 CCTV cameras installed on 33 specific posts in seven CCTV zone areas. These zones cover Ebbw Vale, Abertillery, Brynmawr, Tredegar, Cwm, Blaina and Llanhilleth train station. Each zone is legally compliant through Data Protection Impact Assessments (DPIAs) in-line with the expectation of the Surveillance Camera Commissioner.

2.6 This is an increase in the number of cameras agreed in the Council report in 2018. This due to on-site surveys and the pre-tender design process which identified technical restrictions associated with wireless transmission, site lines at specific locations, and camera fields of view to ensure effective coverage.

2.7 It has not been viable to put cameras in all of the locations initially identified due to technical and financial challenges. These challenges included the remote locations of sites which resulted in no direct line of sight between the camera locations and main recording equipment. This would result in the need to install extensive additional wireless infrastructure to serve a small amount of cameras. Provision of additional 4G network cameras was considered, however, these have limitations due to local signal strength and would require additional works to ensure operation that could ultimately be unsuccessful. As a consequence, to date no new cameras have been installed at Rassau Underpass and there are less cameras in Cefn Golau (two as opposed to four). Four cameras have been installed as a result of consolidating CCTV requirements at the new school site in Six Bells, and is being funded by the School Programme.

2.8 As part of the new arrangements, four deployable cameras were purchased and a testing phase has been implemented which has highlighted a number of key issues. This included solving software issues for downloading footage, and preparatory work aligned to Health and Safety for camera deployment which has included the fabrication of heavy duty brackets for deployment on standard street lighting columns.

**3. Options for Recommendation**

**3.1 Option One**

That the Committee:

- Considers the position statement on the overt CCTV function;
- includes the draft Policy and Strategy Framework for CCTV on the forward work programme prior to it being presented Executive for endorsement; and
- receives the annual monitoring report.

**Option Two**

That the Committee:

- considers and provides comment on the position statement on the overt CCTV function
- includes the draft Policy and Strategy Framework for CCTV as part of their forward work programme prior to it being presented Executive; and
- Receives the annual monitoring report.

4. **Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

The provision of a CCTV service is non-statutory function and not required under legislation, however the CCTV system is one of a range of tools the Council uses with its partners to tackle crime and disorder, in-line with the requirements of its community safety partnerships (CSP) powers.

In utilising CCTV to tackle crime and disorder the Council is contributing to the Blaenau Gwent Well-being Plan Objective for Safe and Friendly Communities.

5. **Implications Against Each Option**

5.1 ***Impact on Budget (short and long term impact)***

The provision of the new CCTV system, led to financial savings for the 2019/20. i.e. the termination of both the BT Contract (£68,000) and the Service Level Agreement with Newport City Council (£81,000).

The capital cost for implementing the new CCTV system as described was £150,000 and the additional cameras were covered by contingency sums, provisos in the tender contract and therefore the final outturn costs for the project were within the agreed budget.

The overall increase in number of cameras deployed (note above) has not impacted on the operational revenue costs required to run and maintain the equipment and will be covered within the current allocated revenue provision.

The 2019/20 operational revenue budget for CCTV is £83,000, which incorporates the provision for power (£8,000), annual running and maintenance (£25,000) and revenue requirements for monitoring and the provision of footage (£50,000).

As of month nine of 2019/20 the budget is forecasting a small underspend. This is as a consequence of reduced costs for maintenance (as it is a new system still under warranty), and staffing (not full year costs), but increased costs for unlimited power supply to the camera system (metered power supplies are being investigated to reduce this cost for 2020/21).

To ensure continued efficient operation of the system the budget should also provide allowance for planned preventative maintenance including regular replacement of components such as Recording media (hard drives), Cameras, Wireless transmission equipment, and ICT equipment such as server and PC's. Without this the system will degrade and become obsolete due to its location within the external environment and future technological and software changes.

## 5.2 ***Risk including Mitigating Actions***

### 5.2.1 **Legal Compliance**

There is risk associated with non-compliance of good practice guidance provided by the Surveillance Commissioners and GDPR requirements

This risk will be mitigated by the appropriate policies / strategies being in place ensuring compliance with legislation and best practice.

### 5.2.2 **Revenue Implications moving forward**

There is a risk that unforeseen revenue costs related to dealing with operation of the CCTV arrangements will exceed the agreed budget.

This will need to be kept under review and corrective action taken as appropriate as part of normal budget monitoring.

### 5.2.3 **Technical Issues**

There has been a number of technical issues as the system has been installed and implementation and operational use has begun. There is a risk that there may be on-going technical issues.

To mitigate these issues technical services will be regularly monitoring the system for faults and working closely with the contractor to remedy these. Technical Services will be holding regular meetings with the contractor to discuss the status of the system, any future works remedial works required and what future improvements will need to be considered.

Due to the reduced data transfer rates resulting from removing the high cost rental fibre lines from the previous scheme, there are operational issues with retrieval in some instances of extremely large volume of video images when requested by the police. Options to mitigate this have been investigated with the contractor.

## 5.3 ***Legal***

The Council when operating a surveillance camera system needs to operate within the appropriate legislation e.g. Human Rights and Data Protection laws. The Surveillance Camera Commissioner provides guidance via the Surveillance Camera Code of Practice to support appropriate compliance.

A crucial step to ensure that the Council is operating in-line with these expectations is the completion of Data Protection Impact Assessment (DPIA) for our CCTV cameras and supporting systems. DPIAs help to ensure that the Council is lawfully operating systems, and establish and identify the 'pressing need' to capture CCTV images.

The Control Room where images captured by the system can be checked and transferred is restricted to authorised people. The Council has an obligation to guard against unauthorised use, access or disclosure.

There is a requirement for the Council to regularly review the CCTV system to ensure it remains justified, with an expectation from the use of the DPIA process on an annual cycle.

#### 5.4 **Human Resources**

The Council's Senior Information Risk Officer (SIRO) is the Chief Officer Resources, aligned to the responsibilities via the General Data Protections Regulations (GDPR).

The Council's Technical Services Team has project managed the tendering, design, and implementation of the Council's new CCTV's system.

The Policy Team (Community Safety) has provided policy support to ensure that the Council is taking into considerations the Surveillance Camera Code of Practice, and has been providing operational support to enable to transfer of imagery to responsible authorities such as Gwent Police.

Out of hours cover for the CCTV system, for major emergency incidents is provided by the Emergency Duty Team.

### 6. **Supporting Evidence**

#### 6.1 **Performance Information and Data**

The CCTV system is operational and has been actively providing high quality digital imagery to appropriate responsible authorities, such as Gwent Police, to aid the detection and prevention of crime and disorder across the local areas.

Following the installation of the new system there have been a number of technical issues which have presented as the process moves into operational delivery. The technical and external issues have included security and stability of the local Low Voltage power supplies, use of existing columns and their condition, local wireless interference, outages in broadband lines, vandalism, adverse weather conditions and premature failure of equipment. The issues may continue into the foreseeable future, however Technical Services will be implementing procedures to regularly monitor the system status and undertaking remedial works. The result of these issues has been and may continue to be that the transmission and recording of images has been and maybe interrupted at some periods. As a consequence of these issues, Technical Services and the contractor continue to liaise to ensure that the system is operating effectively.

The Council has received 42 requests for CCTV footage from all seven camera zones (30-Jul-19 to 15-Jan-20):

- 26 requests from Gwent Police in relation to the prevention and detection of crime;
- Four from Insurance companies in relation to road traffic accidents;
- Eight from members of public relating to road traffic incidents, potential crimes and subject access requests.
- Four incidents reported by local Councillors.

Footage has been shared with the Police on 16 occasions, for a variety of incidents including serious violence and disorder, burglary, criminal damage, drink-driving and road traffic incidents. This footage is provided in an evidential format for the Police to use to investigate and prosecute offenders, and to share as appropriately within the criminal justice system.

When appropriate footage from incidents reported by councillors and members of the public have been passed to the police, as the responsible authority.

Some incidents reported have been outside the scope and view of the CCTV system so no footage has been captured. Also, there has been a small number of occasions (four requests) when footage has not been available because of operational issues with cameras or system.

### **Compliance update**

The cameras that are recording in each of the zones have been subject to the necessary DPIAs and have been approved and signed off by the Council's Senior Information Risk Officer (SIRO).

The CCTV Policy and Operating Framework for the Council is being revised in-line with the new GDPR Privacy Commissioner expectation.

#### **6.2 *Expected outcome for the public***

The provision of CCTV is in place to assist with the prevention and detection of crime and disorder. The DPIA process described above ensures that appropriate consideration is given to the pressing need for surveillance to ensure that the Council is lawfully breaching people's rights under relevant legislation such as human rights and data protection.

#### **6.3 *Involvement (consultation, engagement, participation)***

As part of the implementation of the new CCTV system, there was extensive involvement with Gwent Police who also represented views from town centres traders. This dialogue included discussions on the camera positions to identify overlaps and obsolete positions.

Support for the continuation of a CCTV service in the local areas was also provided by correspondence from the local MP.

In terms of the DPIAs process supporting evidence was utilised to establish the pressing need for cameras, e.g. crime statistics.

Moving forward, proactive involvement will be a key part of the annual review process of the CCTV system.

#### **6.4 *Thinking for the Long term (forward planning)***

The new CCTV system utilises up-to-date hi-tech equipment and software which will provide a long-term CCTV solution, as long as there is appropriate investment in the running, upkeep and maintenance of the overall system. An annual review process will support this process, and



allow for forward planning and technological advancement to be regularly considered.

The CCTV Policy and Operating Framework for the Council is being revised in-line with the new GDPR Privacy Commissioner expectation.

6.5 ***Preventative focus***

The CCTV system provides a service which is focused on reactively providing evidence to police in relation to crime and disorder which will have already occurred.

6.6 ***Collaboration / partnership working***

There has been extensive collaboration with Gwent Police in relation to the implementation of the new CCTV system, and this continues in relation to the exchange of imagery as evidence.

The Council remains in discussions on the opportunities at regional basis with partner organisations and neighbouring local authorities for greater collaboration in relation to CCTV. However, currently there are no definitive proposals for any regional collaborations.

6.7 ***Integration (across service areas)***

The new policy and strategy framework for CCTV for the Council, taking into account the Surveillance Camera Code of Practice, will look to take wider consideration of CCTV as a whole, which is utilised by the Council.

6.8 ***EqIA(screening and identifying if full impact assessment is needed)***

As this is a progress report there is no requirement to carry out an Equality Impact Assessment. Equality Issues are considered as part of the operational delivery of the service.

7. **Monitoring Arrangements**

7.1 The Surveillance Camera Code of Practice outlines considerations for monitoring arrangements for CCTV systems noting there should be effective review and audit mechanisms. This will inform the Council's new CCTV Policy and Operating Framework.

The Council's SIRO will establish an officer group to monitor the arrangements to ensure compliance.

An annual monitoring report will form part of the committee forward work programme.

**Background Documents /Electronic Links**

N/A

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# Agenda Item 10

*Executive Committee and Council only*

Date signed off by the Monitoring Officer: N/A

Date signed off by the Section 151 Officer: N/A

Committee: **Corporate Overview Scrutiny Committee**

Date of meeting: **12<sup>th</sup> February 2020**

Report Subject: **Progress Report Contracts over £500k**

Portfolio Holder: **Cllr G Collier, Deputy Leader / Executive Member Environment**

Report Submitted by: **Clive Rogers, Head of Community Services**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
14/01/20	21/01/20	29.01.20			12/02/20	Info Item 11.03.20		

## 1. Purpose of the Report

- 1.1 The purpose of the report is to provide Members with updated information on the progress of capital projects over £500,000 in cost, undertaken within the Authority and, where appropriate, seek the necessary approval required under the Contract Procedural Rules to additional expenditure incurred on a particular project.

## 2. Scope and Background

- 2.1 The report is required to inform Members of the progress with these capital works projects, and also to satisfy the reporting requirements of Contract Procedural Rules. Appendix 1 includes each major contract with financial details and commentary update. The report is presented to Members on a six monthly basis, informing them of progress on delivering key projects.
- 2.2 Members of the Corporate Overview Scrutiny Committee have requested that they be kept informed of the progress of projects being undertaken within the Authority, particularly where contracts have been affected by additional costs or time overruns.
- 2.3 Contract Procedural Rules also require reports to be presented to Executive Committee seeking approval for additional expenditure if the funding budget is not available and/or excessive time period over-runs have been experienced.

## 3. Options for Recommendation

- 3.1 The report has been presented to RCSLT and CLT.

### **Option 1**

Members to provide specific comment on the information included within the report, and request further information and clarification where required.

### **Option 2**

Members to accept the information included within the report as presented.

## **4. Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

The report has been developed to satisfy the requirements of the Contract Procedural Rules, and supports the key priorities identified in the Corporate Plan.

## **5. Implications Against Each Option**

### **5.1 *Impact on Budget (short and long term impact)***

The financial positions of individual contracts are shown in the attached schedule Appendix 1.

### **5.2 *Risk including Mitigating Actions***

The risks associated with not completing a contract within budget or time scale could have a financial and negative reputational impact on the Council.

Where the financial risks associated with these projects have impacted on the capital programme allocations they would have previously been subject to review and approval by CLT and Council.

### **5.3 *Legal***

There are no legal implications associated with this report.

### **5.4 *Human Resources***

There are no staffing implications associated with this report.

## **6. Supporting Evidence**

### **6.1 *Performance Information and Data***

There are three current contracts valued over £500,000 and of these the risk assessed performance shows:-

- Blue – one contract
- Green – two contracts

In respect of the one contract risk assessed blue, the project has been completed on site within the contractually agreed programme, including the two weeks minor delay for adverse weather conditions, and is within the funding budget allocation for the project.

Regarding the two contracts risk assessed as green, Phase 2 of the project has been completed to programme, and Phase 3 is due to commence in the spring of 2020. The other contract is due to commence on site during January 2020. Both contracts are within their funding budget allocations.

**6.2 *Expected outcome for the public***

The Contracts Over £500k support the development and/or re development of buildings and infrastructure across the Blaenau Gwent authority, thus providing better facilities and highways for use by the community and members of the public.

**6.3 *Involvement (consultation, engagement, participation)***

Where relevant, consultation, engagement and involvement with the public and other interested parties have been carried out as part of delivery requirements of the capital projects.

**6.4 *Thinking for the Long term (forward planning)***

The investment in property and infrastructure across Blaenau Gwent is identified to ensure sustainability for the future, removing redundant and substandard facilities, improving highway infrastructure, and providing new modern facilities to meet the service requirements and wellbeing of future generations.

**6.5 *Preventative focus***

Investing in capital projects will prevent problems exacerbating with our property and infrastructure, by making prudent decisions to invest now rather than in the future when the costs are likely to be higher through further deterioration and inflation.

**6.6 *Collaboration / partnership working***

The works undertaken are in collaboration with a number of partner funding agencies, e.g. WG 21<sup>st</sup> Century Schools, and WG Waste Grant funding.

**6.7 *Integration(across service areas)***

The works undertaken impact on a number of service areas across the Council such as education, infrastructure and corporate landlord.

**6.8 *EqIA(screening and identifying if full impact assessment is needed)***

An EQIA is not relevant to the content of this report.

**7. *Monitoring Arrangements***

7.1 The Contracts Over £500k are routinely monitored within the service areas and six monthly reports on progress with contracts will be provided to Corporate Overview Scrutiny Committee.

**Background Documents /Electronic Links**

- *Appendix 1 – Contracts Over £500k*



**PROGRESS REPORT TO COMMITTEE – CONTRACTS OVER £500,000**

Red (R)	There are significant issues with the project in respect of cost time or scope risks and the matter has to be reported to Corporate Management Team and/or Executive Committee for consideration and approval.	R
Amber (A)	There are issues with the project, in respect of cost, time or scope risks, and the matter can be resolved at project officer team level.	A
Green (G)	The project is progressing as planned, to original/revised budget allocation, scope and programme.	G
Blue (B)	The project is complete within approved original/revised budget allocation, scope and contractually agreed timescales.	B

**DEFINITIONS**

- A** - Name of Project.
- B** - The amount of funding allocated to the project.
- C** - Amount of the contract approved in accordance with the Authority’s Contract Procedure Rules.
- D** - The estimated final cost of the project.
- E** - Estimated underspend/overspend of contract comparing the Funding Budget (B) and Anticipated Final Cost.(D)
- F** - The date at which the contractor takes possession of the site.
- G** - The date included within the contract for completion of the project.
- H** - The date at which the project is actually completed for use by the Authority.
- I** - The number of weeks the project has been delayed after the contract complete date.

## PROGRESS REPORT TO COMMITTEE – CONTRACTS OVER £500,000

Project Title <b>A</b>	Funding Budget <b>B</b>	Contract Cost <b>C</b>	Anticipated Final Cost <b>D</b>	Underspend/ (Overspend) <b>E</b>	Contract Start Date <b>F</b>	Contract Complete Date <b>G</b>	Anticipated Complete Date <b>H</b>	Contract Delay <b>I</b>	Comments	RAGB Rating
Construction of Six Bells Primary School and associated Sewer Diversion	£8,322,256.00	£8,048,256.14	£8,312,290.00	£9,966.00	03/04/2018	11/08/2019	23/08/2019 (Actual)	2 weeks	The sewer diversion works was completed on 3 <sup>rd</sup> August 2018. The progress with the construction of the school was carried out substantially as programmed. Adverse weather delayed completion by 2 weeks. Completion was achieved on the 23 <sup>rd</sup> August 2019. The furniture for the project originally to be procured by the client department in the sum of £145,000 has been added to the main contract. This sum together with variations throughout the contract has increase the contract sum to the estimated final cost of £8,312,290. The overall funding available for the Sewer Diversion, School and Furniture is £8,322,256. The overall contract cost is within the funding available for this project..	B



**PROGRESS REPORT TO COMMITTEE – CONTRACTS OVER £500,000**

Project Title	Funding Budget	Contract Cost	Anticipated Final Cost	Underspend/ (Overspend)	Contract Start Date	Contract Complete Date	Anticipated Complete Date	Contract Delay	Comments	RAGB Rating
Highways Capital Works Programme 2018 - 2021	£3,841,000.00	£3,111,000.00	£3,841,000.00	£Nil	21/05/2018	13/09/2020	13/09/2020	Nil	<p>A report is to be presented to February Community Services Scrutiny detailing Phase 2 (2019/20) Programme and outturn costs.</p> <p>The report will also present Options for a Phase 3 (2020/21) Programme of Works commencing April / May 2020.</p> <p>Funding budget both WG and PB £3,841,000</p> <p>Contract cost and commitments to date £3,111,000</p>	G

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## PROGRESS REPORT TO COMMITTEE – CONTRACTS OVER £500,000

Project Title	Funding Budget	Contract Cost	Anticipated Final Cost	Underspend/ (Overspend)	Contract Start Date	Contract Complete Date	Anticipated Complete Date	Contract Delay	Comments	RAGB Rating
Roseheyworth Household Waste Recycling Centre	£2,800,000.00	£1,404,247.90	£1,404,247.90	£Nil	21/01/2020	29/05/2020	29/05/2020	Nil	<p>Tender has been awarded to Jim Davies CEL.</p> <p>Anticipated start date for the main Civils contract is 21/01/2020.</p> <p>Contract Sum £1,404,247.90.</p> <p>Separate contracts relating to:</p> <ol style="list-style-type: none"> <li>1. the provision of a traffic signalised junction off the A467 at Roseheyworth</li> <p style="text-align: center;">and</p> <li>2. the provision of mechanical &amp; electrical plant, skips &amp; containers</li> </ol> <p>are to be tendered shortly and procured from the overall £2.8 WG Funding budget provision for the scheme.</p>	G

# Agenda Item 11

*Executive Committee and Council only*

Date signed off by the Monitoring Officer: N/A

Date signed off by the Section 151 Officer: N/A

Committee: **Corporate Overview Scrutiny Committee**  
Date of meeting: **12<sup>th</sup> February 2020**  
Report Subject: **Forward Work Programme – 1<sup>st</sup> April 2020**  
Portfolio Holder: **Cllr Nigel Daniels, Leader / Executive Member  
Corporate Services**  
Report Submitted by: **Cllr Stewart Healy, Chair of the Corporate  
Overview Scrutiny Committee**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
x	x	29.01.20			12.02.20			

1. **Purpose of the Report**
  - 1.1 To present to Members the Corporate Overview Scrutiny Committee Forward Work Programme for the Meeting on 1<sup>st</sup> April 2020 for discussion and to update the Committee on any changes.
2. **Scope and Background**
  - 2.1 The Scrutiny Work Programmes are key aspects of the Council's planning and governance arrangements and support the requirements of the Constitution.
  - 2.2 The topics set out in the Forward Work Programme link to the strategic work of the Council as identified by the Council's Corporate Plan, corporate documents and supporting business plans. Effective work programmes are essential to ensure that the work of scrutiny makes a positive impact upon the Council's delivery of services.
  - 2.3 The Committee's Forward Work Programme was agreed in June / July 2019, recognising the fluidity of the document to enable the Committee to respond to urgent and emerging issues, and included timescales when reports will be considered by the Committee. The work programme is managed and implemented by the Scrutiny and Democratic Officer under the direction of the Chair and Committee.
  - 2.4 The forward work programme for the forthcoming meeting will be presented to Committee on a 6 weekly cycle in order that Members can consider the programme of work; request information is included within the reports, as appropriate and / or make amendments to the work programme.
3. **Options for Recommendation**
  - 3.1 **Option 1:** The Scrutiny Committee consider the Forward Work Programme for the meeting on 1<sup>st</sup> April 2020, and;
    - Make any amendments to the topics scheduled for the meetings;

- Suggest any additional invitees that the committee requires to fully consider the reports; and
- Request any additional information to be included with regards to the topics to be discussed.

3.2

**Option 2:** The Scrutiny Committee agree the Forward Programme for the meeting on 1<sup>st</sup> April 2020, as presented.

**Background Documents /Electronic Links**

- Appendix 1 – Forward Work Programme - Meeting on 1<sup>st</sup> April 2020

**Corporate Overview Scrutiny Committee**  
**Forward Work Programme**

**Scrutiny Meeting Date:** Wednesday 1<sup>st</sup> April 2020

**Scrutiny Deadline to receive reports:** Tuesday 17<sup>th</sup> March 2020

Report Title	Lead Officer	Purpose of Report	Method/ Expert Witness/Exec Member	CLT Sign Off	Executive Meeting Date	Council Meeting Date
Joint Finance and Performance Report – Quarter 3	Bernadette Elias	<b>Monitoring</b> To provide quarterly monitoring information across all directorates, to include information in relation to Finance, Performance and Risk and key themes and notable activity across the Council.	Agenda Item	17.03.20	22.04.20	N/A
Corporate Property Review	Richard Crook	<b>Service Delivery</b> To consider the Business Case.	Agenda Item	17.03.20	22.04.20	2020/21 FWP
Preparations for Exiting the EU	Bernadette Elias	<b>Monitoring</b> Update on preparedness for exiting the EU.	Agenda Item	17.03.20	22.04.20	2020/21 FWP

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