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Bridgend County Borough Council



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Rhowch wybod i ni os mai Cymraeg yw eich  
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**Cyfarwyddiaeth y Prif Weithredwr / Chief  
Executive's Directorate**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147 / 643694

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 1 September 2020

Dear Councillor,

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Corporate Overview and Scrutiny Committee will be held in the Remote meeting via Skype for Business on **Monday, 7 September 2020 at 14:00.**

**AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 20  
To receive for approval the minutes of 4/11/19 and 24/1/20
4. Cross-Party Recovery Panel - Phase 1 Findings and Recommendations 21 - 36
5. Council Performance against its Wellbeing Objectives for 2019-20 37 - 84
6. Urgent Items  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

**K Watson**

Chief Officer, Legal, HR & Regulatory Services

Please note: Due to the requirement for social distancing this meeting will not be held at its usual location. This will be a virtual meeting and Committee Members and Officers will be attending remotely. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available once the meeting has concluded. If you have any queries regarding this, please contact [cabinet\\_committee@bridgend.gov.uk](mailto:cabinet_committee@bridgend.gov.uk) or tel. 01656 643147 / 643148.

Councillors:

JPD Blundell  
NA Burnett  
N Clarke  
J Gebbie

Councillors

T Giffard  
CA Green  
M Jones  
RL Penhale-Thomas

Councillors

KL Rowlands  
RMI Shaw  
JC Spanswick  
T Thomas

# Agenda Item 3

## CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 4 NOVEMBER 2019

### MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON MONDAY, 4 NOVEMBER 2019 AT 10:00

#### Present

Councillor CA Green – Chairperson

JPD Blundell  
T Giffard

NA Burnett  
RMI Shaw

N Clarke  
T Thomas

J Gebbie

#### Apologies for Absence

RL Penhale-Thomas, KL Rowlands and JC Spanswick

#### Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Laura Griffiths	Principal Solicitor
Andrew Rees	Democratic Services Manager
Kevin Stephens	Democratic Services Assistant
Tracy Watson	Scrutiny Officer

#### Invitees:

Kevin Mulcahy	Group Manager - Highways Services
Zak Shell	Head of Neighbourhood Services
Mark Shephard	Chief Executive
Guy Smith	Community Asset Transfer Officer

#### 140. DECLARATIONS OF INTEREST

The following declarations of interest were made:-

Councillor R Shaw – Prejudicial interest in Agenda Item 3., in that he was involved in the Community Asset Transfer (CAT) with several Clubs/Associations. He left the meeting whilst the item was being considered.

Councillor N Burnett – Personal interest in Agenda Item 3., due to her father being Chairperson of Bridgend Athletic Rugby Club.

Councillor JP Blundell – Personal interest in Agenda Item 3., due to him being a non-paying fee Member of Brackla AFC.

Councillor J Gebbie – Personal interest in that she had been involved in initial discussions regarding a possible CAT to be pursued in respect of an asset(s) in the location of Kenfig Hill, which had not yet commenced.

#### 141. CALL-IN OF CABINET DECISION: PLAYING FIELDS, OUTDOOR SPORTS FACILITIES AND PARKS PAVILIONS

The Chairperson opened the meeting and welcomed all those in attendance. She thanked all the public speakers for attending and contributing towards debate on this important item.

She advised that there had been some criticism received with regard to holding the meeting so early in the day, as opposed to in the afternoon, ie around 5.00pm or later after people finished work. She confirmed however, that this was difficult given that the Council closed its offices at 6.30pm.

She finally confirmed that after the public speakers had given their submissions then they would retire from the lectern and remain in the meeting to observe proceedings, during which time they could not ask questions of the Invitees or 'heckle' during debate.

The Legal Officer advised that a number of Overview and Scrutiny Committee Members had signed the appropriate form calling-in the decision made by Cabinet at its last meeting with regards to the future support of Playing Fields, Outdoor Sports Facilities and Parks Pavilions. In terms of this, she reiterated that those Members were required to attend today's meeting with an open mind and it was a decision for them whether the extent of interest they had shown in this item had been pre-determined or not.

If they had pre-determined the matter then they should declare a prejudicial interest and retire from the meeting. Or if they felt that they had not made any such pre-determination, then they could declare a personal interest (if they so wished, as it was a decision for Members to make ultimately), and remain in the meeting and include themselves in general debate, including asking questions of the Invitees.

The Member who had initiated the call-in advised that he had adopted an open mind to the Cabinet proposals and the report before Members, though he had adopted a stance objectively with regard to the Cabinet resolution. He assured those present however, that he had not pre-determined this matter despite what had been said on social media, ie that he was against the Cabinet's proposals.

The Chairperson then invited public speakers to, in turn, to address the Committee through inviting their comments, objections and representations to the decision of Cabinet (made at its meeting on 22 October 2019).

There were also some written representations and objections received and these were read out by the Democratic Services Manager after the public speakers had given their respective submissions.

The list of public speakers together with those who gave written representations/objections were as follows:-

	<u>Name</u>	<u>Club</u>
1.	Terry Boast	Nantyllyllon RFC
2.	Richard Edwards	Bridgend Town AFC
3.	John Sawyer	Bridgend Sports RFC
4.	Jamie Wallis	Not known
5.	Richard Walters	Bridgend District Football League
6.	Stephen Davies	Chair, Pencoed FRC
7.	Graham Thomas	Tondu RFC

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 4 NOVEMBER 2019**

8.	Rhys Jones	Bridgend Athletic RFC
9.	Darren Ward	Brackla under 12's Football Coach
10.	Alun Bunston	Bridgend Town Cricket Club
11.	Ian Brunt	Barckla FC Seniors
12.	Keely Svikeris	Not known
13.	Chairman	K. Hill RFC Mini/Junior Club
14.	Andrew Jones	Maesteg Park Secretary
15.	Matthew Symonds	Heol Y Cyw Rugby Club
16.	Dr Richard Lewis	Maesteg Harlequins
17.	Paul White	Chairperson, Wyndham Bowls Club
18.	Michelle Mitchell	Porthcawl Town AFC
19.	Cllr Keith Edwards	County Borough Councillor
20.	Cllr Amanda Williams	County Borough Councillor
21.	Cllr Tim Thomas	County Borough Councillor
22.	Cllr Carolyn Webster	County Borough Councillor
23.	Cllr Ross Penhale-Thomas	County Borough Councillor
24.	Cllr Alex Williams	County Borough Councillor

The comments, objections and representations so made, covered the following themes and issues:-

- The reduction in subsidence will cost our Club £900k and we will cease to exist
- This is a 'Poison Chalice' passed on to Clubs to deal with
- Maintenance costs for the up-keep of facilities will be too high for Clubs/Associations to fund some of which are already in a poor condition
- There will be Insurance and Public Liability issues as a result of the proposals
- Some Clubs will end up playing away games only as they will have no facilities to play at home
- The reduction in subsidy by the Council would see a maximum rise of 500% compared with current costs that Clubs/Associations would have to bear. This for one Club would see an increase from £2,600 to £15,000 per season/year
- Reliance would have to be made upon the goodwill and generosity of others such as local businesses to assist with such increase in costs
- Rhondda Cynon Taf CBC have continued their support to Clubs and Associations regarding subsidising fees for Playing Fields, Outdoor Sports Pavilions and Parks Pavilions hire. Why can't BCBC?

- The proposals are wrong and this has been reflected by the level of public opposition against them
- If the subsidy is lost a lot of Clubs will no longer be able to function
- Have enough comparisons with the proposals been 'benchmarked' against what other authorities are doing
- If there is to be an decrease in subsidy, it should be more gradual and staggered over a number of years, not imposed in one go
- Costs are not just associated with hiring facilities, Clubs also have to pay for referees, match balls, team kit etc. Of the 27 Bridgend town based football teams, only a few will survive if the subsidy is taken away to the level proposed
- The proposals go against the principles of core priorities of Welsh Government, 'Play Sport and participate in Leisure and Cultural activities' & their Healthy Weight: Healthy Wales' programme
- Of the 1,000's participating in sports within the County Borough, the proposals will reduce this to a few 100
- The reduction in subsidy will go against one of the Council's core commitments, namely the Well-being of Future Generations (Wales) Act 2015
- Further engagement needs to be made between Council officials and representatives of all Clubs and Associations that will be affected.
- Loss of sport will take away the good start in life for the younger generation
- Proposals will discourage progress made to date in the playing of sports by females, for example, in football, rugby and even cricket
- 3 pitch allocations per week in Bridgend over an 8 month period of a season will see a cost increase of £30k which is far too high
- Participation in leisure and sporting activities encourages good mental health, combats obesity, reduces crime and school suspensions, illegal drug use and crime
- Proposals will jeopardise the population, community and long term financial benefits BCBC are trying to achieve.
- Community Asset Transfer process appears flawed and though a £1m has been set aside to aid Clubs in the financial support of assets, this is well short of the £3.5m required for this purpose. This fund has also targeted building maintenance, but what about pitch maintenance also?
- Reduction in sport will go against a growing population in the BCB, borne out by the fact that there has been and still is, a significant amount of new housing being developed in the location of Bridgend, with a lack of infrastructure to support this.
- Any financial turnover made by Clubs, ie through gate entrance charges and bar intakes will not go anywhere near covering the cost required for Clubs to bear the running costs of sports facilities.
- Funding available should also be put aside for pitch maintenance and not just the up-keeping of Sports Pavilions etc.
- Full charging from September 2020 gives little time for Clubs and Associations to generate income and be able to afford to take over the operation and maintenance assets from the Council
- Sports bring together local communities
- The Council and its partners should re-look at its whole Sport and Leisure Strategy
- The proposals of Cabinet go against Maslow's theory of belongings of the five tiers of human needs, namely, physiological, safety, love and belonging, esteem and self-actualisation

- Sport assists individuals who are not academic, promoting their feeling of being valued
- Friendships made through sports helps people who feel isolated, makes them feel disciplined and enhances community spirit
- £3m from Council Reserves was contributed to the regeneration of Porthcawl harbour to enhance sailing, why cannot a similar amount go to continuing subsidising the hire of Sports Playing facilities
- My 3 children participate in sport. The removal of the subsidy would result in me facing an annual increase from £750 to £3,750
- The proposed increase would be too much for families on low income and their children would therefore be prejudiced from engaging in competitive sport and recreation
- How much will there be in the proposed Trust Fund that has been set aside to support mini Clubs etc, largely supported by volunteers and does this include support for the elderly and disadvantaged groups
- Could the Council be financially supported by some of the Sports Governing bodies, for example the Welsh Rugby Union (WRU) and the Football Association (FA) in order to minimise the financial impact for Clubs/Associations
- Some alternatives should be shared with all Members (ie through Council) before final determination by Cabinet.

The Cabinet Member – Communities opened debate after the Committee had heard from all the public speakers and commenced by stating that he had an immense sense of sympathy with some of the issues they had shared with Members/Invitees at today's meeting.

He fully acknowledged the value of sport and what it brought to the County Borough, particularly its values and especially for the younger generation as a form of enjoyment and a welcome alternative to their studying in school or college. Team building for one assisted them in other aspects of their life he felt.

He was not adverse to some of the raised today, but he reminded those present, that the local authority had suffered 10 years of austerity which had led to unprecedented cutbacks in budget which inevitably then meant, it having to cut back its level of services previously provided due to a lack of resources.

The Cabinet Member – Communities advised that BCBC had to make £36m in savings during the last 10 years and still had to make a further £34m in the next 4 years. It was required to achieve this level of savings in order to make year on year during the recession, a balanced budget.

The cuts had impacted all areas of the Council including statutory services provided in respect of Children's and Adults Social Services. These service areas were very important, in that they were services that the Authority provided to its most vulnerable, ie for both the young and the elderly and the level of the services had to be maintained as effectively as possible, as not to do so would place these categories of the population in the County Borough at risk. Local authorities were duty bound he added to protect these elements of society.

Therefore, in order not to compromise the levels of support provided for the above key services, the Communities Directorate, that provided mostly non-statutory services, had also faced some considerable cuts to its Budget and he acknowledged that these had been unprecedented.

The Council were also, in the face of continued cuts, having to make harder and harder decisions, the level of which, were now starting to a degree to impact upon constituents. He wanted to assure however, that the Council did not wish to make some of these decisions, though it was faced with the fact that it had no alternative as it could not provide the services to the level it had before with continuous diminished budgets year on year.

With regards to the future maintenance of assets such as Outdoor Sports Pavilions, Parks Pavilions and Playing Fields, the Council had to look to work together with organisations such as clubs and organisations as users or Town/Community Councils, as failure to do so, would result in these facilities closing as there would be little or no investment committed to them to maintain them to the standard required for usage under health and safety regulations.

The Cabinet Member – Communities raised the point also, that the Council had set its Medium Term Financial Strategy (MTFS) in February of this year and part of this included a cut in terms of subsidy previously given to Clubs and Associations, in support of their use of the facilities subject of the report.

He wished to emphasise however, that notwithstanding this, the Council did wish to work with them to ensure that they can pursue financial support through CAT. He reiterated that there was a significant saving that was required to be made in respect of the future running and maintenance of these assets and the Council could simply not sustain the financial commitment it had previously made due to its financial restraints.

A Member recognised the extent of financial cuts that had to be made in respect of supporting financially, Outdoor Sports Facilities, Pavilions and Playing Field areas. He asked if a Strategy could be introduced that would help Clubs and Associations from a financial perspective, in order that they could still exist and play sport at within these locations.

The Chief Executive advised those present that austerity had brought about a stark reality for local authorities and BCBC was no exception to that end. He explained that the Operating Module supporting organisations in Outdoor Sports activities and, in particular, the financial commitment previously given by the Council, was no longer sustainable. The Council could not provide financial support for the maintenance of facilities and some of these buildings were not in a good condition and would deteriorate further and eventually have to close, as had been the case for 4 or 5 pavilions to date. Any financial commitment made also had to be for the longer term, as opposed to a 'quick fix' type of arrangement in order to support the provisions of the Well-being of Future Generations (Wales) Act 2015. He acknowledged that CAT was challenging, however, this option was definitely the option that organisations should look at committing to. Other Councils such as Neath Port Talbot, the Vale of Glamorgan and Carmarthen had successfully adopted that which BCBC were pursuing ie the CAT process, though Rhondda Cynon Taf CBC had invested further in such assets. Under CAT Clubs would take an increased responsibility in Pavilions and Playing Fields, though they would still be supported by BCBC, as appropriate. He felt it was important to stress, that the Council would not increase charges next year for any for those organisations that fully committed to CAT and that this pot of money would be supported further through the Authority's Capital Fund. He added, that a further fund would be set aside for junior Clubs and teams, who were more volunteer led and who had less income than Senior Clubs. Town/Community Councils would be approached he added, as this could alleviate the financial pressures also. The Chief Executive could understand Clubs and Organisations being sceptical over having increased responsibility for the above assets, though he again stressed that failure to do so, would lead to more structures being closed due to their state of disrepair.



A Member felt that female participation in outdoor sports would be compromised as a result of the Council's proposals. He felt also that there should be more interaction between the Council and all Clubs and Organisations who use facilities, so that they could be made more aware of the CAT process, which was somewhat complex. Also, there was only one designated CAT Officer and he would not be able to support the amount of work the changes would bring about.

The Head of Operations – Community Services acknowledged that the CAT process was not straightforward, in that it was not a process that could be completed from start to finish quickly. Though a revised process introduced by the CAT Task and Finish Group had streamlined this to a degree. There was likely to be a situation in the immediate future, whereby a considerable number of CAT's would be coming into the Council for completion in a relatively short space of time and this may result in increased administrative support being required in order to cope with the extra work pressures, this would bring about, by the September 2020 deadline. Clubs taking over assets under a Licence arrangement, meant that this could be achieved fairly quickly, however, if the takeover was by way of lease, this took a longer time to complete.

The Cabinet Member – Communities reiterated that there were issues at Newbridge Fields that needed to be looked at separately from other areas, so Clubs that used the facilities there may not be required to enter into any CAT arrangement and any increase in fees would not apply to these Clubs in the first instance. He also emphasised that any Club or Organisation that submitted an Expression of Interest in the CAT Scheme, even if this was received after the deadline date, would not be subject to any increased subsidy proposals.

A Member felt that aside of looking at Clubs/Organisations and Town or Community Councils to face an increase in subsidy fees previously financially supported by the local authority, such assistance could be looked at elsewhere, such as through certain 3<sup>rd</sup> sector organisations.

The Cabinet Member – Communities advised, that BCBC were increasingly having to make difficult decisions the more the recession continued and that if cuts were not made in certain service areas that comprised the Council, then they would either have to be made in alternative areas, or increase Council Tax (next year), somewhere in the region of 8.5%.

A Member stated that he fully appreciated, as did all Members, the financial pressures the Council faced both in the past and the future. He acknowledged that these were unprecedented and that some very hard decisions were needed in order to fully achieve these. He was concerned however, of the impact on sport within the area if Clubs had to bear the cost of the reduced subsidy that the Authority would be withdrawing. This would, he felt as had been borne out by some of the public speakers, have a negative impact on both the mental and physical health of residents within the County Borough, for both the young and more elderly citizens alike. He felt that it would also result in an increase in anti-social behaviour and criminal activity. He added that an increase in charges for Clubs would also to a degree be counterproductive, in that less of them would be able to continue producing teams, which would in turn, result in Sports Pavilions having to close in any event due to them not being used.

The Chief Executive advised that the idea behind CAT was that no Club or Association would be required to face an increase in subsidy, nor would they if they took over assets through a Lease or Licence Agreement. This was the way forward in order to make outdoor sport throughout communities sustainable. This would in turn, assist the health and wellbeing of individuals who participated in such sports throughout the County

Borough. The Council did not wish to take the option it was pursuing, but the decision had been taken out of its hands due to ongoing budget pressures that showed no signs of easing. This was therefore the only feasible long term solution. Cuts were being imposed basically throughout the Authority including in key areas where the Council provided statutory services such as in Childrens (including schools) and Social Services. The Strategy supporting CAT would preserve sport in the County Borough he added.

The Cabinet Member – Communities advised that the Cabinet together with Officers were fully aware of the health benefits for people who regularly played sport and how this combated health problems such as obesity, high blood pressure and the onset of diabetes etc. That's why the Council were looking to financially support Clubs taking over facilities via CAT's. The Council would both meet and work with them in order to benefit both, he added.

The Head of Operations – Community Services advised that Neath Port Talbot County Borough Council had previously had to withdraw the subsidy they paid to Clubs and Associations within their area due to budget pressures and they introduced CAT. Since then they had successfully worked with the above and as a result of this all their Sports Facilities and Playing Fields had remained in being for continued use by teams competing in a variety of different sports.

The Chairperson questioned some of the costings outlined in the Cabinet report (paragraph 3.6) dated 22 October 2019 in respect of savings required in respect of Sports Pavilions and Playing Fields etc, in that these did not accurately correspond (when cross-referencing) to those detailed in Appendix E to the report, where various charges for different sports users were itemised.

The Head of Operations – Community Services advised that the proposed hire charges were shown more for a guide of the level of scale of increases

She added that she had calculated that there would be an average increase in pitch hire cost from approximately £36 to £199, so Members and the public who participated in outdoor sports, needed to know if there was any variance with this cost, in relation to how many games were played at any particular Sports area/Playing field location.

A Member noted that there had been a number of public speakers present at today's meeting, representing different Sports Clubs and Associations and she enquired how many of these played sport on Council owned facilities and what was the total number of teams from all the different areas of the County Borough who used these facilities. She also asked why the Council charged teams per game and not per season as did Rhondda Cynon Taf CBC.

The Head of Operations – Community Services explained that BCBC did charge annually for hire of its facilities, though this was also broken down into game fees.

The Member followed-up by asking, for example, if a Club was to be charged £199 for pitch hire upon which to play a home game and they played 30 home games, then the total cost for this when the subsidy was reduced/withdrawn would then be £5,970.

The Head of Operations – Community Services, advised that Sports pitches etc were used not just for matches but for other purposes too. Therefore, calculation of costs was not necessarily as simple as that expressed above, in that the total cost over the course of a season was dependent upon all usage, ie league games and training sessions. This could be further broken down if different teams and/or Clubs shared sports facilities he added. The cost was generally calculated on a per use fee for each separate occasion of hire, multiplied by how many times over the course of a season.

The Member felt that how the costs were calculated, ie either per session of hire or for the season overall, should have been more simply explained in Appendix E to the report where these charges were broken down, as the way they were explained did not make for easy reading and were inconsistently applied for the different sports so listed.

An example of this, was that in this Appendix it was reflected that from 1 April 2020 the cost for Sport pitches for Bowls would be £23k. She asked if this was per facility; the cost per Club or the cost per green.

The Group Manager – Highways and Green Spaces advised that these costs were based on the costs the Council would have had to bear if it still provided a subsidy, based on an average cost. That is the average cost per pavilion/per Club (over a season).

A Member advised that she had some involvement in the CAT process in her Ward area. She acknowledged that the Council had previously made a decision when it had last determined its Budget (ie the Medium Term Financial Strategy (MTFS)) to make a saving in respect of Playing Fields, Outdoor Sports Facilities and Parks Pavilions, by reducing the subsidy it provides to Clubs and Associations who use them. If the savings earmarked in this service area were not realised, then they would have to be made elsewhere in the Communities Directorate or from statutory services supported by Adult Social Care or Children's and Education Services. There was no easy answer she felt. She added that she was concerned of the impact the proposals would have on females participating in sport, as currently there were a lack of facilities available for them ie changing rooms and showers etc before/after matches. The reduction in subsidy she felt would also compromise the provisions of the Wellbeing of Future Generations (Wales) Act 2015.

The Deputy Leader advised that the Council was now starting to feel the extent of austerity and continued reduced settlements from Central and Welsh Government. Annually the BCBC went through a rigid process prior to setting its Budget. This involved consultation with the public to receive their input on where they considered areas where the level of cuts required could best be made. The proposals aligned to the budget were also regularly monitored during the year leading to the MTFS being set, by the Council's Budget Research and Evaluation Panel (BREP) as well as through the Overview and Scrutiny process. All recommendations and proposals during the course of these processes so followed were considered and deliberated upon, before the Council set a balanced budget he added. Issues had to be considered during the process on matters such as liabilities, income and the level of Council Tax that a local authority deem required to put in place, as this was its main course of income. Following the above processes being followed, Cabinet would then consider all proposals made through consultation both internally within the Council by Members/Chief Officers and externally through public engagement, following which, Council would then determine its Budget for the year ahead.

With regard to facilities subject of the report that had been called-in, the Council had already had to close 6 Sports Pavilions due to health and safety reasons and more would follow, if Clubs and Associations did not engage with the Council to keep these in being through processes such as CAT (which the Authority had set up a Fund for) or taking such facilities over through lease or Licence Agreements etc. Bryncethin RFC had engaged with the Council over CAT and had some financial support through the CAT fund. This together with other streams of funding had resulted in them providing a state of the art facility and other Clubs could follow their lead and similarly upgrade and improve the facilities they used also, he added.

There were a number of Sports Clubs within the County Borough that were self-sustaining and financially resilient and the Council's wish was to work with more organisations in order to achieve this. Working together in this way going forward, would help keep facilities open and being used, as opposed to seeing them have to close due to lack of use and them being maintained, the Deputy Leader added.

Aside of the CAT Fund, the Deputy Leader added that a separate fund would be established for youth and junior teams who have little or no self-funding and more rely on volunteers assisting them to participate in sport.

There were complications in Newbridge Fields and one or two other Sports areas within the County Borough where there was multiple use of facilities by different teams etc, and the Council would have to adopt a different process here in terms of reduction of subsidies and these had yet been fully decided upon.

He made the point that in the region of £429k in savings had been earmarked within the budget set last year with regards to Playing Fields, Outdoor Sports Facilities and Parks Pavilions. This was a significant amount and if this level of savings was not made here, it would be required to be met elsewhere and no such alternative proposals where this level of saving could be made instead had been put forward. He also wished to point out that evidence of how closely the Council's proposals were in relation to its MTFS was evident on the Council's website, in the form of reports and minutes arising from Committees such as Cabinet, Overview and Scrutiny Committees (particularly the Corporate Overview and Scrutiny Committee) and full Council.

The Council were fully open and transparent in regards to its intentions with its Budget and the savings that had to be made overall and on a Directorate by Directorate basis.

Committees such as the above also had quarterly Performance and Treasury Management reports, that outlined the likes of budget pressures and where any savings in service areas were best served.

Further support would be sought also the Deputy Leader further added, from Town/Community Councils, in order to establish if they would assist in the future responsibility of facilities in terms of their funding, through increasing their precept for this purpose.

The Council would also look for avenues of support to assist Clubs and Associations, through the FA, WRU and the WCA. Welsh Government could also be approached he added.

The Deputy Leader also advised, that Clubs and Associations themselves could obtain grant funding via other avenues that the Council were unable to access. This in the form of financial assistance, could assist them in taking such assets over from the local authority.

He acknowledged that consultation between the Council and Clubs and Associations moving forward needed to improve, but added that this was a two way issue. If this was successfully pursued and achieved, he was confident that progress could be made in respect of the future operation of Sports Playing fields and associated Facilities, without any reduction in the participation of sports through teams currently playing having to consider ceasing to operate.

The Cabinet Member – Communities added that if Clubs and Organisations worked with the Council, there would be no need for them to pay full cost recovery to use and maintain assets as instead they would be financially supported through CAT. Following

this process, would mean that there would be less cost for them taking over facilities and would prove to be a more sustainable approach over the longer term.

The Chief Executive added that Expressions of Interest for CAT funding by Clubs etc, were welcomed. This would then have to be supported by a Business Case. Clubs would not be penalised financially if they pursued this course of action. There was a deadline for accessing the CAT fund, though if interest was shown in accessing the financial opportunities the fund offered, yet they missed this deadline, again they would not lose out because of this. He added that Clubs could also engage with the Council in shorter term leases if they so wished, in order to see how these progressed, prior to engaging in anything more longer term.

The Community Asset Transfer Officer advised all Clubs, Associations and Organisations to contact him and then he would visit them and discuss CAT, in order that they have a better understanding of the process.

A Member advised that many residents and stakeholders throughout the County Borough benefit from Sports Facilities and Health Clubs etc, as well as just keeping fit through walking in playing fields and on public footpaths. In view of the financial restraints the Council were facing which meant that they have had to consider withdrawing the subsidy they have previously given to Clubs for pitch and sports pavilion hire etc. She felt that to bridge the financial gap, BCBC should approach other organisations such as the Health Authority for some assistance in future funding of Sports assets.

A Member noted the works that had been carried out at Bryncethin RFC to their Clubhouse etc, and he asked how they had generated the finance to produce such a state of the art facility.

The Chief Executive advised that it had taken over 3 years of negotiation between the Club and the local authority before the works to the above had been completed. In this time the Club had secured CAT funding as well as other funding streams (not available to BCBC), that included from Welsh Government. Bryncethin RFC stakeholders had been patient during this time; been assisted by many volunteers and shown an active interest all through the process to work with the Council and all this hard work then eventually resulted in the completion of a first class facility.

The Cabinet Member – Communities added that the Council had also learnt a lot from the above, which had resulted in the CAT process being updated and streamlined to achieve easier access to funding.

As this concluded debate on the call-in of the decision of Cabinet in respect of Playing Fields, Outdoor Sports Facilities and Parks Pavilions made at its meeting on 22 October 2019, Members had a vote by way of a show of hands, in order to establish whether or not the decision be referred back to Cabinet for further consideration.

The vote resulted, by way of a majority decision, to refer the item back to Cabinet on the following grounds:-

**Conclusions:**

Concerns were expressed by the Committee in relation to the Community Asset Transfer (CAT) process. Whilst the Committee acknowledged the excellent work done by the CAT Officer, Members felt that the process was under resourced and was still too complex for many clubs to consider, despite the process having been recently streamlined. Given the potential increase in CAT's in the run up to the September 2020

deadline, the Committee therefore recommend that the Community Asset Transfer (CAT) process and the process for clubs entering into Licence Agreements be reviewed.

The Committee also expressed concerns about the length of time that the Community Asset Transfer (CAT) process currently took and further raised concerns about the number of completed transfers. The recent completion of a CAT by Bryncethin Rugby Club did however provide an opportunity to demonstrate to other sports clubs/community groups how the process can be achieved and the Committee therefore recommend that a Case Study of Bryncethin Rugby Club be put together to provide to other sports clubs/community groups for information.

Concerns were further expressed by the Committee about the Community Asset Transfer (CAT) process for Newbridge Fields. Members acknowledged that Newbridge Fields was a potential non-standard process but felt there was insufficient information contained within the Cabinet report of 22 October 2019 to understand the issues of CAT transfer of Newbridge Fields and therefore recommend a further report is provided for clarity.

The Committee expressed concern that there is insufficient information contained within the Cabinet report of 22 October 2019 as to the number of sporting clubs and teams affected by the changes to an increase in hire fees and how many games are played on the pitches. Therefore, the Committee recommend that greater detail is provided for clarity.

Concerns were also expressed by the Committee that there was insufficient information provided within the Cabinet report of 22 October 2019 in respect of charges. It was noted that the figures provided showed an annual charge, but this did not break down to a fee per use. It was further noted that the financial information is not explicit and is misleading given the examples shown at Appendix E of the report. Members further highlighted that income generation appeared to be in excess of savings to be made. The Committee therefore recommend that greater detail as to how much the proposals will cost clubs per season is provided for clarity and Appendix E of the Cabinet report is amended accordingly.

Members noted the Cabinet Decision Record with regards to the Equality Impact Assessment (EIA). In particular where reference is made to the impact specifically relating to both younger and older persons in society and noted that 'a fund be set aside for this category of users to provide continued support for their access to facilities'. It was noted that a further report will be presented to Cabinet at the earliest opportunity. The Committee therefore recommend that Cabinet provide this report at its earliest opportunity and clarity is provided in respect of the fund.

The meeting closed at 12:40

**MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON FRIDAY, 24 JANUARY 2020 AT 09:30**

Present

Councillor CA Green – Chairperson

S Aspey	TH Beedle	JPD Blundell	NA Burnett
N Clarke	RJ Collins	PA Davies	SK Dendy
DK Edwards	A Hussain	M Jones	MJ Kearn
JR McCarthy	AA Pucella	JC Radcliffe	KL Rowlands
RMI Shaw	JC Spanswick	RME Stirman	T Thomas
JH Tildesley MBE	E Venables	MC Voisey	LM Walters
KJ Watts	A Williams	AJ Williams	

Apologies for Absence

MC Clarke, HJ David, P Davies, J Gebbie, T Giffard, DG Howells, DRW Lewis, JE Lewis, RL Penhale-Thomas, B Sedgebeer, SG Smith, G Thomas, CA Webster, DBF White and JE Williams

Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Lindsay Harvey	Corporate Director Education and Family Support
Gill Lewis	Interim Head of Finance and Section 151 Officer
Rachel Pick	Scrutiny Officer
Zak Shell	Head of Neighbourhood Services
Mark Shephard	Chief Executive
Kevin Stephens	Democratic Services Assistant
Tracy Watson	Scrutiny Officer
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

Invitees:

Councillor Dhanisha Patel	Cabinet Member for Wellbeing and Future Generations
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16. ELECTION OF CHAIRPERSON

It was moved; duly seconded and carried unanimous, that Councillor Spanswick be nominated as Chairperson for the meeting.

RESOLVED: That Councillor JC Spanswick be elected Chairperson for the combined meeting of the Corporate Overview and Scrutiny Committee and Subject Overview and Scrutiny Committees 1, 2 and 3.

17. DECLARATIONS OF INTEREST

None.

18. MEDIUM TERM FINANCIAL STRATEGY 2020-21 TO 2023-24

The Chairperson welcomed to the meeting the Invitees.

The Chief Executive gave a brief introduction of the report, following which he invited questions from Members.

A Member referred to page 5 of the report and in terms of policy context, he pointed out that some of the Council's varying financial pressures related to new legislation and regulations imposed upon it by Welsh Government. These included for example, the Welsh Language Act regulations and obligations imposed by the Well-being of Future Generations (Wales) Act. The likes of these and others were often not funded by Welsh Government, so therefore he asked if representations were being made to the likes of them, Central Government and the WLGA etc., to ensure that an appropriate level of funding was made available to BCBC resource these.

The Chief Executive advised that the Leader regularly corresponded with Ministers in order to attempt to secure funding to financially support new legislative requirements imposed upon local authorities along the lines of those referred to above. On occasions Welsh Government would advise that extra resource had been provided in local authority settlements in order to exercise its right to fulfil obligations imposed upon them through new legislative requirements. Alternatively, sometimes no extra funding was provided and local authorities were instead required to provide this as part of its existing resources. He acknowledged however, that this was a problem in that if no such funding was provided, this was an ongoing continual burden for not just BCBC but other local authorities also.

The Council had to fulfil all of its functions in respect of new regulations, rules and legislation however, whether these came with funding or not as failure to do so, would result in a situation of non-compliance when the Council were audited on different elements of its work and performance by the Wales Audit Office.

The Interim Head of Finance and S 151 Officer added that funding from Welsh Government was sometimes allocated and sometimes not. An example of this, was that it had financially supported the Authority in relation to Health and Social Care but not on Additional Learning Needs (ALN) which had as a consequence, pressurised the Council's budget.

A Member referred to Appendix B of the report and the Budget Reduction Proposals in respect of the current term of the MTFs in respect of Home to School Transport. She felt that this should be looked at more closely in conjunction to Safe Routes to Schools, in order to ensure that transport for children was continued where there did not exist a safe route to any school and conversely, consider reducing Home to School transport provision where there existed such Safe Routes to Schools. She added, that cuts should not be made where there was a considerable demand of pupils relying on school transport, wherever possible. An example of this, was at Coity Primary School where due to the absence of a safe walking route to school, some pupils were provided with home to school transport.

The Corporate Director – Education and Family Support recognised the importance of the above, as well as the need to consider the location for the new build of schools when considering neighbouring large new housing developments it served and the wider catchment area as a whole. He advised that the Education Department worked closely with the the Council's Highways and Planning Departments regarding both this and the provision of Safe Routes to Schools, which local authorities had to provide if/where required, in accordance with relevant legislation.

A Member felt that it was also important to closely consider providing enough sufficient places at new Schools (Band B) (as well as Safe Routes to Schools), for the area it served and this was something that could be considered as part of the evolvment of the Council's Local Development Plan.



The Cabinet Member – Education and Regeneration added that Active Travel also had a part to play in relation to the above.

The Cabinet Member – Communities advised that BCBC had been successful in its bid(s) for grant funding for Active Travel in order to encourage a form of travelling that will aid the health and wellbeing of people, as opposed to them travelling by bus or car etc. Active Travel could also connect vast areas of the County Borough either by foot or through cycle paths.

A Member referred to EFS41 of Appendix B, where reference was made to the proposal of pursuing full cost recovery of Post 16 transport. She felt that this might disadvantage people living in the more deprived locations of the County Borough, such as the valley and more rural areas, in their consideration of pursuing further vocational and higher education qualifications in schools and colleges.

The Corporate Director – Education and Family Support reminded Members, that a consultation exercise had just concluded on Post 16 Education and Home to School Transport, with the cost for the provision of the latter being in the region of £500k per year which was significantly contributing to a Directorate overspend that needed to be addressed, in order for the Education Department to achieve a balanced budget. He added further that he had an obligation to protect his statutory services and Post 16 Transport was a non-statutory service area. As this budget area was not due to face cuts until 2021-22, the time in between gave the Education Authority time to work with transport providers, the Bridgend College and certain other stakeholders, with the view of looking at ways of cutting existing costs, in order to attempt to maintain some elements of transport currently provided.

A Member referred to EFS33, where reference was made to the proposal to remove Escorts on primary school transport services where there were fewer than 8 pupils travelling. She considered this to be a risk and therefore asked how this would be mitigated.

The Corporate Director – Education and Family Support acknowledged this, adding that some learner's required specific transport in order to cater for their needs and this form of transport would remain escorted, as it was a statutory duty to do so, i.e. for ALN pupils etc. Wherever possible the Council would look to mitigate the risk by reducing the number of young people travelling in a vehicle at any one time, as well as it ensuring that every transporting vehicle is looked at on its merits case by case, but ensuring that Health and Safety legislation is not compromised in terms of the safety of learners. He further added that the savings required in this area were also currently indicative, so they could also be subject to change.

A Member referred to EFS56 and the proposal to the removal of the Statementing Team, as the ALN Act moves to the development of Independent Development Plans by schools. She asked if this proposal has been delayed to 2021-22.

The Corporate Director – Education and Family Support confirmed that this proposal was tentative at present, as it was still not known fully what the changes the ALN Act would introduce. It was felt that some changes would impact on Statementing for those individuals with SEN and would also increase the workload for Educational Psychologists.

The Member asked would this result in Statementing taking longer to process, to which the Corporate Director – Education and Family Support replied that this may or not be

the case. He added however, that it was a statutory duty for the Statements to be fully processed and completed in 26 weeks.

A Member referred to EFS54, and a proposal for a further reduction to the contribution to the Central South Consortium. She asked how this would impact the Council's Education budget.

The Cabinet Member – Education and Regeneration advised that the overall impact on the Education annual budget would be a reduction in just under £100k.

The Corporate Director – Education and Family Support, added that this reduction would have an effect on back office staff and not impact in terms of a budget reduction on schools per se. He added further, that though it was indicated in the report, Appendix (B) that this would amount to a total 10% budget reduction, this had now been modified to 3%.

A Member referred to EFS57, a further review of staffing structures across the Education and Family Support Directorate and asked if this review had yet been conducted.

The Corporate Director – Education and Family Support advised that this review affected the entire Directorate and proposals regarding this would be the subject of a report to CMB in April. He envisaged the changes would be minimal and that it would largely involve not filling staff vacancies and possibly voluntary early retirement/redundancies.

A Member noted from SSW19, 20 and 22 that the Council were looking as part of savings, to review the partnership Contract with Halo, as well as reducing the hours of services provided in Leisure Centres and Libraries. She felt that this would reduce culture within the County Borough, as well as compromising the health and wellbeing of residents in the BCB.

The Head of Adult Social Care confirmed that reduced hours in Leisure Centres and Libraries would be minimal in terms of any impact on the current services provided in these areas. Budget reductions imposed on the Social Services Directorate however, meant that some efficiency savings had to be made, though these were very small when in terms of percentages when comparing with the overall size of the Directorate's budget.

A Member referred to SSW29, relating to a further review of staffing structures across areas of Adults and Childrens Services. He was concerned with this, particularly in relation to Social Workers where there was historically some difficulty in recruiting and retaining these professionals. Caseloads were also remaining the same, or even increasing, so he hoped the pressure of work in this very important service area would not be compromised by any potential restructuring proposals.

The Head of Adult Social Care, advised that the case loads of all Social Workers had to be met within prescribed timelines including in accordance with legislation, therefore they were very much protected. This was particularly important, as the work related to some of the most vulnerable in society.

A Member asked how long the Contract remained between BCBC and Halo in terms of this organisation continuing the running of leisure facilities.

The Chief Executive advised that the Contract commenced in 2012 and would end in 2026/27.

A Member referred to COM26, investigating the introduction of charging for users of the Shopmobility facility in Bridgend town centre, in order to reduce/remove the current level of subsidy, otherwise closure of the facility will be necessary. He felt that this service should remain in some kind of capacity, as both the disabled and the elderly relied upon it. He had spoken to some users of the service and confirmed that the feedback he had received, reflected that they would be acceptable of an increase in charges.

The Chief Executive advised that the Shopmobility service had been the subject of a report to Cabinet this week where it had been agreed that in accordance with an element of saving required under the Council's MTFS, the hours of the service be reduced as well as a daily charge of £3 being introduced for the service going forward. A consultation had been previously undertaken, the feedback from which had confirmed that such proposals were not strongly opposed by users. This was a reasonable compromise he felt, in order to make the necessary savings required whilst still maintaining the service.

A Member referred to Comm42 and 42a, the review of parks and playing fields services and the transfer of pitches/pavilions through Community Asset Transfer (CAT), respectively, and he asked if sufficient financial and staffing resources were to be made available to support Clubs and Organisations who wish to pursue the taking over of assets through CAT.

The Cabinet Member – Communities advised that there were proposals to invest in both extra staffing and funding to support CAT (for Clubs, etc.) and the Interim Head of Finance and S151 Officer added, that £500k would be set aside for the latter in earmarked reserves.

In response to a further Members question, the Cabinet Member – Communities confirmed that the savings earmarked in 2020-21 and 2021-22 would be made, even if they took longer to be realised than was estimated.

A Member referred to proposals to reduce CCTV coverage particularly in respect of footfall cameras in our towns and asked, if discussions had taken place with the Police and any other stakeholders, with the view of seeking some joint funding to maintain current provision.

The Chief Executive confirmed that BCBC wished for the Police and Crime Commissioner to make a contribution to the provision of CCTV in public places including for town centre events. However, to date this had not been agreed to. The Council were also now looking to possibly work with other local authorities to provide CCTV collaboratively. The equipment at the Council's main CCTV Unit at Bryncethin Depot also required upgrading, so further expense would be required sometime in the future to make provision for such new equipment. He added that it was reasonable to consider a multi-agency approach to the provision of CCTV, including input from the Police, as this helped in reducing crime and anti-social behaviour in not just towns, but other communities.

The Deputy Leader added that the Council would also continue requesting Welsh Government for assistance in funding CCTV provision to help protect the safety of the public.

As this concluded debate on this item, the Chairperson thanked all Invitees for attending the meeting and positively responding to questions from Members, following which they retired from the meeting.

Recommendations:

Following the Committee's consideration of the draft budget proposals for the authority, Members determined to make the following comments and recommendations:

In relation to EFS41 the Committee expressed concern at the proposal to seek the full cost recovery of Post 16 transport as it believed its removal would impact on the economy and disadvantage pupils living in rural areas and in valley communities from accessing post 16 education due to the distances they would have to travel to attend lessons. The Combined Overview and Scrutiny Committee requested that Cabinet consider the removal of this budget reduction proposal from the Medium Term Financial Strategy until such time as the consultation on post 16 education had been completed.

In relation to budget reduction proposal EFS33 that Cabinet consider not removing escorts on primary school service with fewer than 8 pupils on the grounds of safety to the pupils, to protect the drivers of home to school transport and in the interest of road safety.

In relation to budget reduction proposal CEX19 a request be made to the Police and Crime Commissioner that the police consider making a contribution towards the funding of the CCTV service due to the use of CCTV footage by the police in detecting crime and in securing convictions. That the Authority explore working collaboratively with other local authorities on the provision of the CCTV service.

That the Authority continue to lobby the Welsh Government through the Welsh Local Government Association to fully fund the cost of legislative changes in order to alleviate those pressures and new responsibilities placed on local government to deliver the Welsh Government's agenda.

The Committee expressed that other agencies, particularly the NHS were not co-operating with the Authority in publicising the EU Settlement Scheme and requested that the Chief Executive raise this matter through the Public Service Board and Regional Partnership Board. Additionally, the Committee requested that the Chief Executive write to the Welsh Government requesting that it undertakes a media campaign to publicise the EU Settlement Scheme to encourage citizens to register to become UK citizens.

19. URGENT ITEMS

None.

The meeting closed at 11:10

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

7 SEPTEMBER 2020

#### REPORT OF THE CHIEF OFFICER – LEGAL, HR & REGULATORY SERVICES

#### CROSS-PARTY RECOVERY PANEL – PHASE 1 FINDINGS AND RECOMMENDATIONS

#### 1. Purpose of report

1.1 The purpose of this report is to:

- a) present the Committee with the Phase 1 Findings and Recommendations of the Cross-Party Recovery Panel attached as **Appendix A** for endorsing by the Committee to be submitted to Cabinet on 15 September 2020, in order to feed into the realignment of the Authority's Medium Term Financial Strategy and the Corporate Plan;
- b) note the proposed next steps for the Recovery Panel for the selection of key areas to examine in greater depth beyond September 2020 and consider whether it wishes the work of the Panel to continue.

#### 2. Connection to corporate well-being objectives / other corporate priorities

2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:

1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
2. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
3. **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

#### 3. Background

3.1 On 23 March 2020 the UK Government imposed a nationwide lockdown in an effort to help minimise the spread of coronavirus. The Council has undergone significant change during this period, in that some services have been created, some services stopped and some staff have been redeployed.

- 3.2 The Chief Executive presented a report to the meeting of Cabinet on 30 June 2020 for a proposed approach to recovery planning from Covid-19. The recovery programme had the following 3 strands - Restart, Recover and Renew.
- 3.3 It was agreed at the meeting of the Corporate Overview and Scrutiny Committee on 13 July 2020 to establish a Cross-Party Recovery Panel. Membership of the Recovery Panel comprises the 12 Members of the Corporate Overview and Scrutiny Committee plus 4 additional Members: 2 Labour; 1 Independent Alliance and 1 Conservative, nominated by Group Leaders. The Panel was established with the aim of shaping, informing and advising Cabinet on the Council's recovery planning to form the basis of the recovery phase for the Covid-19 pandemic.
- 3.4 The Recovery Panel would select key areas for examination in greater depth and make recommendations to Corporate Overview and Scrutiny Committee for recommending to Cabinet on 15 September 2020, noting the extremely short timescales in order to feed into the realignment of the Authority's Medium Term Financial Strategy and Corporate Plan.

#### **4. Current situation/proposal**

- 4.1 The Panel met on six occasions during August and were supported by the Senior Democratic Officer – Scrutiny, two Scrutiny Officers and the Group Manager Legal & Democratic Services.
- 4.2 During its meetings, the Recovery Panel considered presentations from requested invitees including: Public Service Board (PSB) Team Officers; Bridgend Association of Voluntary Organisations (BAVO) Chief Executive, Operational Manager and a Community Navigator; the Corporate Director - Social Services and Wellbeing and the Head of Adult Services; the Director of Bridgend County Care and Repair, and; the Head of Partnerships and Performance and Group Manager – Housing.
- 4.3 In Phase 1, the Cross-Party Recovery Panel has taken a structured approach to the selection of key areas from those identified for priority to feed into the recovery process and has identified key issues following examination.
- 4.4 It is recommended that the Corporate Overview and Scrutiny Committee consider and endorse the findings and recommendations attached in **Appendix A** to be submitted to Cabinet on 15 September 2020 as part of the recovery process, in order to feed into the realignment of the Authority's Medium Term Financial Strategy and the Corporate Plan.
- 4.5 The recovery of the County Borough following the Covid-19 pandemic is a significant and a complex programme that has a key role to play in the economic vitality and community resilience of the county borough and its residents. The Public Services Board Community Impact Assessment (CIA) will be published shortly and will outline a detailed assessment of the current circumstances faced by our communities. It is acknowledged that the seismic shifts in our living, working and studying arrangements will have significant consequences, and unfortunately, may impact disproportionately on those who are already most disadvantaged in our communities. The Committee is recommended to consider whether it wishes the work of the Panel to continue beyond September. It is proposed that the Panel

consider the CIA once published and select any key areas that it wishes to further examine, and feedback any further recommendations to the Corporate Overview and Scrutiny Committee, for onward reporting to Cabinet.

- 4.6 Should the work of the Panel continue, there will be regular reviews of the work of the Panel to help ensure effectiveness and respond to any emerging issues. Any significant changes will be approved by the Corporate Overview and Scrutiny Committee.

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

- 5.1 This item relates to the role of Cross-Party Recovery Panel as consultees in respect of the recovery process.

## **6. Equality Impact Assessment**

- 6.1 There are no equality implications directly attached to this report.

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

- 7.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The consideration and approval of this report will assist in the recovery process for both the short-term and in the long-term.
- Prevention - The consideration and approval of this report will assist in the Recovery process by approving and shaping preventative measures provided by Directorates to generate savings.
- Integration - The report supports all the wellbeing objectives.
- Collaboration - The consideration and approval of this report will assist in the recovery process by approving and shaping collaboration and integrated working.
- Involvement - Publication of the report ensures that the public and stakeholders can review the work that has been undertaken by Recovery Panel Members.

## **8. Financial implications**

- 8.1 There are no financial implications directly associated with this report.

## 9. Recommendations

9.1 The Committee is recommended to:

- a) Endorse the Cross-Party Recovery Panel's Findings and Recommendations attached in **Appendix A** to be submitted to Cabinet on 15 September 2020 as part of the recovery process, in order to feed into the realignment of the Authority's Medium Term Financial Strategy and the Corporate Plan and;
- b) Note the next steps proposed for the Recovery Panel as outlined in Paragraph 4.5 above and consider whether it wishes the work of the Panel to continue beyond September.

**K Watson**  
**Chief Officer - Legal, HR & Regulatory Services**  
**1 September 2020**

**Contact officer:** Scrutiny Team

**Telephone:** 01656 643263

**Email:** [scrutiny@bridgend.gov.uk](mailto:scrutiny@bridgend.gov.uk)

**Postal Address:** Democratic Services - Scrutiny  
Bridgend County Borough Council,  
Civic Offices,  
Angel Street,  
Bridgend,  
CF31 4WB

**Background Documents:** None



**BRIDGEND COUNTY BOROUGH COUNCIL  
CROSS-PARTY RECOVERY PANEL – COVID-19 PANDEMIC  
PHASE 1 FINDINGS AND RECOMMENDATIONS**

1. A summary of the outcomes from the Cross-Party Recovery Panel meetings to date is set out below:
2. **Meeting 1 - 4 August 2020**
  - 2.1. The Panel appointed Cllr Stuart Baldwin as Chairperson and Councillor Tim Thomas as Vice-Chairperson and accepted the Terms of Reference agreed by the Corporate Overview and Scrutiny Committee.
  - 2.2. Officers from Audit Wales introduced themselves and explained that they were attending the meeting as part of a wider piece of work observing Local Authorities recovery planning for assurance. They had also agreed to use their 2019 Discussion Paper: Six themes to help make scrutiny 'Fit for the Future' as a platform to provide some guidance to the Panel on its next steps. They reminded the Panel of the themes within the paper, including: the rigour with which scrutiny is prioritised and planned; responding to current and future challenges may need different approaches to supporting committee members, and; evaluating the effectiveness of scrutiny.
  - 2.3. The Panel discussed the following:
    - The benefit of smaller group work such as task and finish groups having a key impact on scrutiny, but most scrutiny work being undertaken through Committees.
    - Lack of resources can make good scrutiny difficult, previous under resourcing potentially devalued scrutiny.
    - Panel being asked to look at community support and developing resources when the Economic task Force providing Training and Support.
    - Scrutiny outcomes and recommendations needing to be more specific and focussed.
  - 2.4. Selection of Key Issues to examine in Greater Depth
    - The Panel were reminded of the 10 key priorities identified in the list reported to Cabinet, the request to avoid duplication of work with the Economic Task Force, Budget Research and Evaluation Panel, the need to consider the essential criteria when identifying and selecting key areas of work to examine in greater depth and the challenging window of opportunity for key areas of focus to be examined and Recommendations fed back to Cabinet in September in order to feed into the realignment of the Medium Term Financial Strategy (MTFS) and Corporate Plan.

- The Panel were reminded that members of the Corporate Overview and Scrutiny Committee were keen for the Panel at one of its earliest meetings to meet with the Public Service Board (PSB) Team support officers to discuss the focus of the Community Impact Assessment and the expert witnesses it may wish to hear from. The findings of the assessment may indicate key areas that the Panel may wish to consider examining in greater depth beyond September (subject to the agreement of the Corporate Overview and Scrutiny Committee).
- The Panel discussed and explored a number of potential key areas including:
  - Key priorities 5, 6 and 7 identified in the list to Cabinet and listed below were considered to be important:
    - 5 - Homelessness: provision and services post lockdown;
    - 6 - Supporting the most vulnerable, and those who care for them, including nurturing the excellent relationship with the Third Sector and developing and enhancing community resilience;
    - 7 - Stopping the spread and return of the virus: Health and Safety; provision of a stockpile of Personal Protective Equipment (PPE); ongoing Contact Tracing;

It was acknowledged that each of the above were wide areas of focus, and could not all be realistically examined in the time available for Recommendations to Cabinet in September.

- Reopening Schools in September – whilst there was some concern about the challenge of returning all pupils safely within 2 weeks of starting back, it was accepted that the Panel would not be able to make its recommendations to Cabinet until two weeks after the Schools had returned. The Panel acknowledged that plans were in place and Governing Bodies that Members sat on were already preparing for this work.
- Responding to the economic crisis – it was accepted that this would be within the remit of the Economic Task Force and duplication of work should be avoided.
- Future sustainability of culture, leisure and green spaces should be added to the list of key priorities identified in the Cabinet report. 586 people had responded to the Bridgend Open Spaces Survey and 93% felt that during lockdown green space helped their personal, family health and mental health. It was accepted that this was not an area of focus to be explored in greater depth at this time.
- People, Performance and Finance were proposed as key areas for examination in greater depth but again it was acknowledged that these were wide areas of focus and could not realistically be examined in the time available to report Recommendations to Cabinet in September. With Finance, there was a potential for duplication with work of the Budget Research and Evaluation Panel and Economic Task Force.

- The need to have a clear understanding of the remit of the Economic Task Force and BREP to help avoid duplication.
- It would be useful to invite PSB Officers to present to the panel as soon as possible regarding the Community Impact Assessment that is being undertaken.
- The opportunity to speak to Bridgend Association of Voluntary Organisations (BAVO) about the volunteers in the community and their capacity and resilience, as the Community Impact assessment may not get to those hard to reach people, and some people coming out of shielding had become more dependent and or vulnerable and volunteers were becoming unavailable as they returned to work.
- Services for the most vulnerable in communities / potential for care homes to close / the impact of a second phase upon capacity for vulnerable people.
- What had been done so far, what could be done better and what is needed if there is a second spike.
- The importance of childcare places and the impact on parents returning to work safely.

### **Recommendation 1**

**The Panel recommends that the future sustainability of culture, leisure and green spaces should be added to the list of key priorities that were identified in the recovery planning Cabinet report of 30 June 2020, in order to facilitate health, exercise and wellbeing.**

### **Recommendation 2**

**The Panel recommends that the Economic Taskforce training that had already been offered to businesses should be offered to the Third Sector and Charities, to avoid duplication of effort.**

### **Recommendation 3**

**The panel recommends that through the Welsh Government Procurement, all organisations providing care across the County Borough have access to suitable and appropriate Personal Protective Equipment (PPE) following Welsh Government and Health and Safety Executive (HSE) guidelines, for the activity being undertaken.**

### 3. Meeting 2 - 7 August 2020

- 3.1. Public Service Board (PSB) Team Officers were invited to the meeting to update the Panel on the PSB Community Impact Assessment (CIA), its scope and timetable and answer the Panel's questions.
- 3.2. The Panel discussed the following:
  - The draft CIA should be ready by 4 September, to be formally approved by the PSB on 21 September and ready for publication after that.
  - Clarification that there were two phases; Phase 1 was the work identified at the previous meeting and following lines of inquiry, before feeding back the Panel's Recommendations in the short term to the COSC and Cabinet in September. The PSB's Community Impact Assessment would be useful for the Panel to examine before refining the areas it wished to examine in greater depth beyond September (subject to the agreement of COSC).
  - It was requested that the Panel have sight of the draft CIA available in early September, to assist the Panel with refining the key area of focus post September.
  - Consideration that the R number was much higher outside Bridgend and the need to make sure that services were more localised and appropriate for the County Borough. Where possible data would be sought at a lower level, in order to understand the impact of different communities within local authorities, both geographically and in communities of interest.
  - Whether information requested by the third sector would be received by the necessary deadline. The PSB could talk to BAVO if there were any gaps in information.
  - Whether Town Centre Public Survey results could feed into the CIA. The PSB Support Officers confirmed that they would work with the Authority's Communications Team to get the survey quickly to feed in as many local views as possible.
  - Whether Registered Social Landlords (RSL's) would feed into the CIA. The request for Information had been sent to all the RSLs, so far there had been a good response and any gaps would be identified and they could go back out if need be, recognising the importance of getting as many people's views as possible.
  - Bridgend County Borough Council (BCBC) comprised a third of the population of Cwm Taf Morgannwg University Health Board but had disproportionately less Covid-19 cases and whether good practice was being shared between the three local authority areas.

- Difficulties of getting in touch with the hard to reach to find out the real impact of the pandemic. The reliance on partners such as the Wallich, Pobl and others to get that information back and the Area Planning Board regarding how to engage with substance misuse service users.
- Whether paid or sponsored advertising across media platforms had been considered, but this did not reach the very hard to reach but could be discussed with the CIA task and finish group on 18 August.
- Covid-19 had resulted in loneliness, isolation and mental health concerns were rising, plus there was a cohort of young people leaving education without employment opportunities and fewer interactions socially, all of whom needed to be reached. The CIA should gain evidence upon these challenges to target the areas with joint interventions.
- Vulnerable Groups had been concerned about the lack of contact and support and how harder to reach people can be reached and asked that this be taken back to the PSB.
- Evergreen Hall had six months of funding to put together a monthly newsletter to keep membership connected which could be circulated to anyone who requested it include relevant information which could be taken back to the PSB Task and Finish Group.
- Engagement with blind and partially sighted relied upon partners including the Bridgend Community Cohesion and Equality Forum and the third Sector or Health Workers that engaged with people with a range of disabilities.
- Clarification that Care and Repair were part of the wider partnership of the Regional Partnership Board through Health and Social Care.
- Bridgend Care and Repair had a further 3 years funding from Welsh Government to support people aged 50 plus who may be living with sight loss, hearing loss, dementia or a stroke survivor which could be a key line of enquiry.

#### **4. Meeting 3 – 12 August 2020**

- 4.1. The Bridgend Association of Voluntary Organisations (BAVO) Chief Executive, Operational manager and a Community Navigator presented to the panel the background to the development by BAVO over the past few years, the response to the impact of Covid-19 across Communities and the third Sector and answered questions regarding the support provided to the most vulnerable / shielded people that BAVO had coordinated through volunteers for shopping / prescription collection, etc. including the challenges of:
  - The effect austerity had had on people, communities and organisations including local authorities and the third sector, with funding being

substantially reduced over the past decade and the move to a more competitive tendering process meaning that the local third sector struggled to get the investment they needed.

- A backdrop of more and more referrals going to the Third sector from: the Department for Work and Pensions (DWP), GPs, Social Services, Mental Health teams and Employability Projects, providing an uncoordinated and pressured environment for the Third Sector with no investment to go with it.
- BAVO had some conversation with the Third sector organisations who were struggling, taking more and more people on with less funding available and a conversation took place about how BAVO could support change, to develop more coordination in communities and develop more resilience in people and organisations, by going through a change model to identify what key things were needed to develop resilience in communities.
- They used a two-pronged approach. Third sector organisations needed infrastructure support in terms of development, having up to date policies, safeguarding training, funding advice, to have volunteers matched to them with a particular level of skills so it did not impact on training costs. The other side was how to provide people in need with the best signposting support, try and maintain their wellbeing and maintain independence and a programme called Resilient Connected Communities was awarded Transformation Grant funding in June 2019.
- This started a recruitment process getting development support, volunteer support, an activator, who would help individuals in Communities who might want to set up something that's not a formal constituted group, but help that individual push some community activity forward. The other side was some integrated care funding to support a team of Navigators. They were the ones that provided the one to one 'What matters conversations' with individuals and signposted them into the relevant groups.
- Alongside all of this, there was also monies for grants so BAVO were not going empty handed to groups. They were able to invest in them through the transformation programme because there were grants available and they were constantly looking for funding to divert to the third sector, so it was not a burden on the local authority but was adding strength and adding value to the Third sector work.
- There were five community Navigators and a Broker, within the common access point and so there was a direct link there and the Navigators each took a different area of the county. During Covid-19, BAVO were able to redeploy the whole team to work around those Navigators and that included the volunteers recruited so that meant the Navigators were able to be very responsive in terms of diverting people into organisations for support, where they existed, during Covid-19. A lot of groups had gone to

ground and if they weren't able to be diverted to a group, we were able to get a volunteer deployed to help them.

4.2. The Panel discussed the following:

- Declining volunteer numbers as people return to work;
- Necessary signposting and /or referral of those supported to community resources and or services;
- Increased fragility / declining mobility of some vulnerable people during shielding / lockdown;
- Identifying and communicating with hard to reach vulnerable people regarding support;
- Shielding coming to an end on 16<sup>th</sup> August and the communication;
- Planning support for a potential second peak of the virus;
- How volunteers have been contacted to ask whether they wished to remain on the volunteer database for a potential future wave or crisis;
- Welsh Government (WG) Funding provided via the Transformation grant ending March 2021;
- Wales Council for Voluntary Action (WCVA) holding the Recovery budget rather than locally for local decisions.

### **Recommendation 4**

**The Panel recommended that Cabinet formally approach and enter into discussions with Welsh Government in respect of funding to be held locally as local volunteer organisations should have a say in how that money is spent in their Communities, rather than it being held by the WCVA.**

### **Recommendation 5**

**The Panel recommends that no further cuts are placed on Third Sector funding and that a whole Council approach to funding the Third Sector be adopted. The Panel also recommends that the appropriate resources be put in place for BAVO to facilitate this.**

### **Recommendation 6**

**The Panel recommends that Cabinet approach Cwm Taf Morgannwg University Health Board to understand their Covid-19 plan in relation to both Primary and Secondary health care plans and obtains copies of these.**

**Recommendation 7**

The Panel noted the Covid-19 impact on people with dementia in Wales and the massive deterioration seen in sufferers and noted that BAVO had worked with BCBC on developing Dementia friendly communities, but that funding was coming to an end soon, and would be reverting back to the Alzheimer's Society. The Panel therefore recommended that Cabinet write to Welsh Government to ensure that this is adequately funded.

**Recommendation 8**

The Panel recommended that Cabinet engage with Welsh Government on the continued financial support to eradicate homelessness and the use of more innovative approaches for organisations to do that.

**5. Meeting 4 - 18 August 2020**

5.1. The Corporate Director – Social Services and Wellbeing and the Head of Adult Services presented to the Panel and answered questions regarding the impact of Covid-19 upon vulnerable / shielded Adult Services service users, particularly in Residential Care homes in the county borough, PPE provision / planning ahead for a potential second wave of Covid-19, including the challenges of:

- Both in-house and independent residential care that had been at the forefront of caring for vulnerable people and those who contracted the virus.
- Domiciliary care that continued to provide personal care and support to people in their homes through the use of PPE and the continued use of PPE for the foreseeable future.
- The impact of Covid-19 upon Care homes.
- Supported Living Services (individuals with learning disabilities living in the community in a 24-hour domiciliary setting).
- Adult Services had very detailed business continuity plans in place across the whole of their services from the beginning of the pandemic meeting frequently to review plans for staffing levels, risks and some core businesses.
- Adult Safeguarding Multi-Agency Safeguarding Hub (MASH) had continued, with the majority of work undertaken remotely by core staff working from home and occasional visits to the office for discussions with the team.
- Mental Health Services continued to attend situations.



- Working together with the Health Board and Care Inspectorate Wales to achieve a common goal.
- 5.2. In the second part of the meeting, the Agency Director, Bridgend County Care and Repair was invited to the meeting and gave a brief summary of the work undertaken. This included providing a service to older people to repair, adapt and maintain their homes, providing a home visiting service, providing help to fund building works for adaptations, and advising and helping to apply for welfare benefits and answered questions upon the impact of Covid-19 upon services particularly in respect of adaptations and the impact upon delayed transfers of care.
- 5.3. The Panel discussed the following:
- Ensuring workers had the necessary support to stay home rather than feel obliged to go to work should they have Covid-19 symptoms during a second spike.
  - Regulations around statutory sick pay and lobbying private sector partners in the care sector to bolster sick pay.
  - Changes in practices due to Covid-19 e.g. telesupport, working with BAVO and links with Welsh Government regarding funding.
  - People in the community with dementia and Alzheimer's who required specialist support and whose health had been debilitated considerably by the Covid-19 situation.
  - Reducing the burden on the service using methods that would enable people to become more self-sufficient in the event of a second spike.
  - Testing regime of staff who were working directly with the public.
  - Disposal of PPE and the wearing of gloves.
  - Third sector and community groups support in the event of a second spike.
  - Those who had accessed Mental Health Services in Bridgend during Covid-19.
  - The process of procurement in the discharge of patients from hospital and alleviating the so-called 'bed blocking'.
  - Partnerships between Care & Repair and the local authority.
  - Relationship with registered social landlords and private landlords.
  - Turnover of adaptations made to properties

**Recommendation 9**

**The Panel recommends to Cabinet that a holistic Service Level Agreement is set-up between the Authority and BAVO.**

**Recommendation 10**

**The Panel recommend that Cabinet investigate the establishment of an adapted housing register that works with all partners and covers the whole County Borough area.**

**6. Meeting 5 - 20 August 2020**

6.1. The Head of Partnerships and Performance and Group Manager – Housing, were invited to attend the meeting to update the Panel and answer questions regarding the impact of Covid-19 upon Homelessness in the county borough, the current position and future plans including WG potential funding bids and the challenges of:

- The expectation of the WG on all local authorities to ensure that no individual was street homeless and provided with suitable temporary accommodation with en-suite facilities and where possible access to their own kitchen.
- Housing team had been under pressure to respond to WG directives quickly.
- WG Directives on reduced units within current provision where there were shared facilities.
- Excellent examples of collaboration and partnership working with the Wallich and Pobl.
- Predominant need was for 1 bed accommodation.
- Areas with the highest need were Bridgend town Centre, followed by Porthcawl, Kenfig Hill and Cornelly.
- WG under pressure to revise its homeless approach.
- Capital and revenue bids had been put forward to the WG.
- Not about a roof, but to have a holistic approach supporting individuals.

6.2. The Panel discussed the following:

- Homelessness is one of the outcomes of the pandemic and there is a need to have wraparound services in place to support people.
- Increase of homelessness was also as a result of the impact of welfare benefit changes and the impact of the spare room subsidy.

- That as a result of the collaboration with the Council's partners, this had resulted in street homeless people being looked after during the pandemic and that it had also kick started schemes.
- It was not a one size which fits all as there are concerns that services need to be put in place to support people with substance and alcohol misuse.
- Concerns of the impact on the Bridgend town centre of people not having anywhere to go during the day.
- Difficulties as the Council does not have its own housing stock and had to rely on hotels for homeless people.
- Concerns at the cost of putting people up in hotels.
- More people would present as homeless during a second wave of the pandemic.
- A more formal arrangement was needed with V2C to access Social Housing Grant.
- The potential conversion of 3 bed houses which were voids into one bed flats.
- Whether surplus Council land could be provided to RSLs to develop appropriate housing.
- Proposals for the use of surplus land for modular bids and the infrastructure needed to support people. The development of a rapid rehousing protocol with Registered Social Landlords (RSLs) in order to move people out of hotels and into different accommodation, but that RSLs look at former tenant arrears and may refuse accommodation.
- The Panel considered that the Memorandum of Understanding the Council has with RSLs needs to be reviewed.
- Concern at the lack of suitable accommodation being made available by RSLs during the pandemic in which homeless people could have been housed.
- Disappointment that some of the RSLs had furloughed staff when customers still needed their support which there was a social responsibility to fulfil. This reduced the capacity to deal with repairs and be able to repair significant numbers of void properties and make them available.
- The need for greater co-operation with and for more support from RSLs, particularly the need for a closer and more effective working relationship with V2C.

- Questioned the Corporate Contingency Strategic Plan for a potential second wave of Covid-19 for example what had been learned from the first phase, what was done well, what wasn't done well, what opportunities exist with CSP's with Health, Local Authority and Police partners and what can they do to improve and support this contingency plan. How will the plan be funded, what Capital funding is available for set up costs e.g. to support BAVO to fill a void and what revenue do we require to deliver this plan and ultimately who will be responsible for delivering this plan. If WG announced next week there is total lockdown, all contingencies are in place and ready for delivery. The plan should be communicated across the county borough.

**Recommendation 11**

**The Panel recommend that Cabinet write to Valleys to Coast expressing its disappointment of their level of cooperation during Covid-19.**

**Recommendation 12**

**The Panel recommend that Cabinet write to Welsh Government regarding the decision of Registered Social Landlords to furlough their staff at a time of need, which has impacted on other public services.**

**Recommendation 13**

**The Panel recommend to Cabinet that the targeting of Social Housing Grant should be considered to develop housing options for the homelessness and people with support, to enable them to access suitable accommodation.**

**Recommendation 14**

**That BCBC prepares a corporate contingency strategic Covid-19 plan that will involve all statutory partners and Third Sector support networks in line with their individual responsibilities to the citizens of the County Borough of Bridgend.**

**Recommendation 15**

**The Panel recommend that Cabinet revisit the Authority's policy on the disposal of surplus land which could be made available for the development of affordable housing, in line with Welsh Government guidelines.**

**Recommendation 16**

**The Panel recommend that Cabinet consider exploring the potential of Bridgend County Borough Council becoming a Cooperative Council.**

## BRIDGEND COUNTY BOROUGH COUNCIL

### INFORMATION REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE 7 SEPTEMBER 2020

#### REPORT OF THE CHIEF EXECUTIVE

#### COUNCIL PERFORMANCE AGAINST ITS WELL-BEING OBJECTIVES FOR 2019-20

##### 1 Purpose of Report

- 1.1 This report provides the Committee with an overview of the Council's performance in 2019-20 compared to the agreed commitments for that year to deliver the well-being objectives identified in its Corporate Plan 2018 – 2022, revised for 2019-20.

##### 2 Connections to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the 2019-20 well-being objectives, namely:
1. **Supporting a successful economy** – taking steps to make the county a good place to do business for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions of all people in the county.
  2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
  3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

##### 3 Background

- 3.1 In March 2019 the Council published its new Corporate Plan 2018-22, revised 2019-20. The Plan defined 41 commitments to deliver the three well-being objectives and set out 56 outcome focused indicators to measure the progress for the financial year.
- 3.2 Directorate Business Plans were developed to define service actions to carry out the 41 corporate commitments. Those plans also identified performance indicators for the year. In all, 187 indicators were nominated by directorates to report to the Corporate Performance Assessment (CPA) Panel and to the Corporate Overview and Scrutiny Committee. These indicators measure corporate performance, which gives an oversight of performance of the Corporate Plan, and service performance as well as national indicators.

3.3 As part of the Performance Management Framework, performance against the commitments and performance indicators in the Corporate Plan is monitored regularly by Directorate Management Teams and quarterly by the Council's CPA Panel consisting of Cabinet, Corporate Management Board, Heads of Service and Chairs of Scrutiny.

3.4 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising progress of the delivery of the Council's well-being objectives to deliver improvement in outcomes. The Committee have requested that the report on Council Performance is provided as an information report as Scrutiny Chairs attend the CPA meetings and can report any findings back to the Corporate Overview and Scrutiny Committee to inform the Committee's Forward Work Programme.

#### 4 Current situation / proposal

##### ***Commitments***

4.1 The year-end data shows that 34 (82.9%) of the 41 commitments were completed (green), with 3 (7.3%) achieving most of their milestones (amber) and 4 (9.8%) missing most of their milestones.

##### ***Corporate Performance Indicators***

4.2 Data was submitted for 162 of the 187 indicators. Of the 162 indicators with targets, 99 (61.1%) are on target, 33 (20.4%) are off target by less than 10% and 30 (18.5%) missed the target by more than 10%. There were 25 indicators with either no target or no data available at the year-end. Detailed information is included in Part (A) of the Annex.

4.3 One hundred and fifty (150) indicators have trend data, of which 82 (54.6%) showed improvement or are at maximum performance and could not be improved upon any further over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	17-18 vs 16-17		18-19 vs 17-18		19-20 vs 18-19	
	No.	%	No.	%	No.	%
Better than last year	73	57	77	54.6	82	54.7
Same as last year	8	6.3	6	2.8	2	1.3
Worse than last year	47	36.7	60	42.6	66	44
<b>Total</b>	128	100	143	100	150	100

##### ***Corporate Plan Indicators***

4.4 Of the 56 indicators identified for the Corporate Plan, 50 can be compared against their target: 33 (59%) met their target, 9 (16%) were off target by less

than 10% and 8 (14%) missed the target by more than 10%. Detailed information is included in Part (B) of the Annex.

- 4.5 Trend data is available for 43 of the Corporate Plan indicators. Of these, 24 (56%) showed an improvement or are at maximum performance (22 indicators (51%) are improved, with two indicators (5%) at their maximum and cannot be improved on). One indicator saw performance stay the same, with performance dropping for 18 indicators (32%) since last year.

#### ***Public Accountability Measures and SSWB Performance Measurement Framework Indicators***

- 4.6 Welsh Government have confirmed that no data collection nor comparison will be undertaken for 2019-20, therefore no analysis has been undertaken.

#### ***Sickness Absence***

- 4.7 For 2018-19 the Council recorded sickness absence as 11.79 days per FTE, against a target of 8.5 days. For 2019-20 a target of 11.78 days per FTE was set, with additional supportive measures in place to help staff with their well-being with the aim of reversing the increasing trend in sickness. At the year end the cumulative days lost per FTE were 11.96 days.
- 4.8 Sickness in relation to industrial injury at year end shows that the number of individual industrial injury absences was 33, compared with 31 for 2018-19. The number of days lost per FTE due to industrial injury increased to 0.24 days, compared to 0.09 days for the year 2018-19. Annual targets for both indicators are set at 0.

#### ***Budget and budget reductions***

- 4.9 At year end, an overall underspend of £1.765m was achieved on Directorate budgets. The overall outturn at the year end is an under spend of £563,000 which has been transferred to the Council Fund.
- 4.10 The budget approved for 2019-20 included savings of £7.621 million (compared with the savings total of £6.123 million for 2018-19). At the year end, £6.815 million (89.4%) of the savings proposals had been achieved. There is a shortfall of £806,000, of which, £665,000 relates to Communities. There are still outstanding budget reductions from previous years amounting to £459,000, mostly in relation to Learner Transport Policy and increasing the in house fostering provision.

#### **COVID 19 and review of Corporate Plan for 2020-21**

- 4.11 Council agreed the latest Corporate Plan with its revised commitments and targets for 2020-21 at Council in February 2020, prior to the COVID 19 pandemic. It was agreed that a review be undertaken and that, revised commitments and measures needed to be considered to reshape the current plan to take into account the impact of COVID 19 on delivering against its well-

being objectives. Work is currently underway to revise the Corporate Plan in line with the above.

## **5 Effect upon policy framework & procedure rules**

5.1 Monitoring the Council's performance against its Corporate Plan forms part of the Council's Performance Management Framework.

## **6 Equality Impact Assessment**

6.1 There are no equality implications arising from this report.

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

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

## **8 Financial implications**

8.1 These are reflected in the body of the report.

## **9 Recommendation**

9.1 The Committee is recommended to note the year-end Council Performance.

**Mark Shephard**  
**Chief Executive**  
**September 2020**

**Contact Officer:** Wanda Kirby  
Corporate Performance Manager  
**Telephone:** (01656) 643382  
**Email:** [wanda.kirby@bridgend.gov.uk](mailto:wanda.kirby@bridgend.gov.uk)  
**Postal Address:** Bridgend County Borough Council  
Raven's Court  
Brewery Field  
Bridgend  
CF31 4AP

**Background Documents:** None



Part (A) – Performance Summary

Improvement Priorities	Commitments			Indicators (Year end)				
	TOTAL	R	A	G	TOTAL	R	A	G
<b>Well-being objective One:</b> Supporting a successful economy	15	3	0	12	41	9	7	25
		20%	0%	80%		22%	17%	61%
<b>Well-being objective Two:</b> Helping people to be more self-reliant	12	0	0	12	47	7	11	29
		0%	0%	100%		15%	23%	62%
<b>Well-being objective Three:</b> Smarter use of resources	14	1	3	10	29	8	4	17
		7.1%	21.4%	71.4%		27.6%	13.8%	58.6%
<b>Total for all Improvement Priorities</b>	41	4	3	34	117	24	22	71
		9.8%	7.3%	82.9%		20.5%	18.8%	60.7%
Other Directorate Priorities					45	6	11	28
						13%	24%	62%
<b>Total</b>					162	30	33	99
						18.5%	20.4%	61.1%
No data available					25			
<b>Grand Total</b>					<b>187</b>			

Part (B) Corporate Plan Indicators

Commitments	Total No	Red	Amber	Green	No RAG status
W-BO1 - Supporting a successful economy	18	1	4	11	2
W-BO2 - Helping people to be more self-reliant	20	1	4	12	3
W-BO3 - Smarter use of resources	18	6	1	10	1
<b>TOTAL</b>	<b>56</b>	<b>8</b>	<b>9</b>	<b>33</b>	<b>6</b>

## COMMUNITIES DIRECTORATE – PERFORMANCE AT YEAR END

Page 43

Commitments 2019-20		RAG – progress against commitment			All Indicators (incl. Finance and sickness PIs)																																							
Year end 2019-20 Directorate Commitments to delivering Wellbeing Objectives		Total	Red	Amber	Green	Performance vs Target		Trend vs year end 2018-19 (excl finance)																																				
Wellbeing Objective One – Supporting a successful economy		9	0	0	9			<b>13</b>																																				
Wellbeing Objective Two – Helping people to be more self reliant		1	0	0	1			<b>15</b>																																				
Wellbeing Objective Three – Smarter use of resources		8	0	3	5			<b>*3</b>																																				
		<div style="border: 1px solid black; padding: 5px; width: fit-content;">One of these is at maximum performance</div>																																										
Finance					High Corporate Risks																																							
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2019-20 is <b>£26.284m</b>.</li> <li>The year-end outturn is <b>£25.853m</b> with an under spend of <b>£431,000</b></li> </ul> <b>Capital Budget</b> <ul style="list-style-type: none"> <li>The capital budget for the Directorate for 2019-20 is £18.520 million, with a total expenditure for the year of £12.368 million and £5.543 million slippage requested.</li> </ul> <b>Efficiency Savings</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Savings (£000)</th> <th>Prior year Budget Reductions</th> <th>2019-20</th> <th></th> </tr> </thead> <tbody> <tr> <td>Budget Reductions</td> <td>1,202</td> <td>1,938</td> <td></td> </tr> <tr> <td>Achieved</td> <td>1,102</td> <td>1,273</td> <td></td> </tr> <tr> <td>Variance</td> <td>100 (8.3%)</td> <td>665 (34.3%)</td> <td></td> </tr> </tbody> </table> <p>Additional financial information is provided in the Revenue Budget Outturn 2019-20 Report to Cabinet 30<sup>th</sup> June 2020, and the Capital Programme Outturn 2019-20 Report to Cabinet 21<sup>st</sup> July 2020.</p>					Savings (£000)	Prior year Budget Reductions	2019-20		Budget Reductions	1,202	1,938		Achieved	1,102	1,273		Variance	100 (8.3%)	665 (34.3%)		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Residual Risk</th> <th>Wellbeing Objective</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>The council is unable to make robust medium to long term decisions requiring service change</td> <td>3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to identify and deliver infrastructure required in the medium to longer term</td> <td>1 and 3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts</td> <td>All</td> <td>4</td> <td>4</td> <td>16</td> </tr> </tbody> </table>				Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall	The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15	The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15	The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	All	4	4	16
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## Head of Operations

### Wellbeing Objective One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	GREEN	We continue to facilitate the BCBC internal city deal group to shape the development and delivery of a cohesive and complementary suite of proposals, in addition to project leads engaging directly with the CCR team on regional work and individual project opportunities. The Regional Engagement Team provide a conduit between the authority and the Cardiff Capital Region's Skills Board to ensure that the regional priorities align to the future employment and skills needs of Bridgend county.	
P1.1.2	Work with the Welsh Government Valleys Taskforce to maximise opportunities for investment in our valleys to increase economic prosperity. (The Valleys Taskforce is a Welsh Government initiative that aims to deliver economic change in the South Wales valleys by creating good quality jobs and helping people access skills)	GREEN	BCBC continue to work alongside partner authorities in South East Wales to deliver a number of regional and local projects supported by the VTF, including an empty homes grants which has had a very successful start across the Bridgend Valleys with 3 projects completed and phase 2 had been committed to by BCBC in order to ensure a further year of funding for the programme. The Authority has begun delivering a pilot foundational economy project, to support meanwhile uses in Bridgend and Maesteg Town Centres. Work is underway with both the Parc Slip and Bryngarw Discovery Sites as part of the Valleys Regional Park investment programme.	
P1.2.1	Deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural sporting and business events	GREEN	Work is progressing well with marketing and events support. A strong partnership has been established and is shaping a good vision of the work	
P1.2.2	Contribute to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area	GREEN	We continue to facilitate internal work between BCBC and Cardiff Capital Region, with regular officer and member's engagement through regional Cabinet and with a variety of project leads engaging directly with the CCR team on regional work and individual project opportunities.	
P1.2.3	Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2019-2020 and promote the area for investment	GREEN	All events successfully delivered as planned and planning underway for programme for 20/21	
P1.2.4	Continue to progress the development of low carbon heat schemes in the Llynfi Valley (Caerau) and Bridgend Town, and developing the business case for the innovative Heat Scheme to draw on a natural underground heat source to heat homes	GREEN	Caerau Heat Scheme - A project manager has been recruited internally to help provide a resource to assist in the delivery of the project. Challoch Energy have been appointed to progress the work on a private wire from the local wind farm to provide electricity to the scheme. Nordic Heat are progressing work on the OBC for the project. Pinsent Masons LLP are completing work on the options for the commercial delivery structure for the scheme.  Bridgend Town Heat Scheme - BCBC have accepted a funding award of £241,000 from HNIP to conduct pre-commercialisation activities which will include securing planning permission for the scheme, securing internal approval for the revised financial model and seeking approval from Council to provide borrowing for the construction of the scheme. The HNIP funding award also provides a further £1m of capital funding to be drawn down by March 2021 subject to the project successfully passing through pre-commercialisation.	
P1.2.5	Undertake a full review and develop a new Local Development Plan	GREEN	The preparation of the LDP is progressing in accordance with the approved delivery agreement with the aim to achieve adoption by January 2022. The preferred strategy consultation is now complete and the report has been agreed by Council. Due to the Coronavirus crisis there is a delay in the submission of necessary transport assessments from prospective developers but the Deposit Draft Plan is scheduled for consultation in Autumn 2020.	
P1.3.1	Invest in our town centres to provide new facilities and enhance existing ones, and progressing a range of development schemes. These include progressing the range of development schemes in Porthcawl, Maesteg Town Hall and Enterprise Hubs to create new business workspace, seeking funding for a redevelopment programme for Bridgend Town Centre.	GREEN	We are continuing to work with Welsh Government to develop and support a programme of investment for the town centre. The Key priorities in the last quarter have been to progress the town centre masterplan, in consultation with various stakeholders. The Masterplan will be identifying a number of strategic projects to take forward over the next 10 years.  The TRI programme has been extended by 1 year to complete in 2022. Maesteg Town Hall Project commenced on site in February and has continued to work at pace to ensure we meet the 15 month programme.	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.3.2</a>	Engage with owners to address the issues of long-term empty properties	GREEN	The urban property enhancement scheme has led to numerous conversations with potential applicants. We currently have 2 completed project and 1 on site. There are a further 12 applications awaiting full submission or additional information requested. A Total of £126,989.00 in grant has been paid out to date.	

### Wellbeing Objective Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.3.2</a>	Enable community groups and the third sector to have more voice and control over community assets	GREEN	Works with relevant organisations continues, as an example The John Street toilet asset transfer was completed with Porthcawl Town Council. Taking responsibility and control of this asset.	

### Wellbeing Objective Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.3.2</a>	Rationalise further the council's administrative estate to ensure the council operates from fewer core offices and reduces the number of leased properties for which we currently pay rent, by March 2020.	AMBER	The Council continues to rationalise its administrative estate and in particular the leased estate eg Kenfig nature reserve. However, there are significant pressures facing the office accommodation portfolio and there is an urgent need to review demand and supply and develop a strategy to deliver. Additional resourcing is needed to enable this.	Further to the COVID situation and the embracing of home working further estate rationalisation opportunity now presents itself and a working group will explore further
<a href="#">P3.3.3</a>	Develop a more commercial approach to Council assets and services	GREEN	Although capital receipt target not achieved in 2019/20, the legal agreements were entered into and the receipt will now be achieved in 2020/21. On target to achieve enhanced disposals programme target of £21 million capital receipts by 2020/21. Investment continuing within the commercial estate. Grant funding has enabled the completion of the redevelopment of the Rest Bay café and water sports centre; and the securing of funding for the Enterprise Hub project with new starter unit developments at Village Farm.	
<a href="#">P3.3.4</a>	Ensure the Corporate Landlord model is fully embedded to enable more coordinated and efficient management and maintenance of the Council's Property estate.	GREEN	Corporate Landlord operating model fully deployed and operational. We have seen large increases in both productivity and volumes of work completed. This will continue to be enhanced as full condition surveys complete and enable the ongoing switch from responsive repairs to planned preventative maintenance through 2020/21	
<a href="#">P3.3.5</a>	Market the part of the Waterton site due to be vacated for housing development under the Parc Afon Ewenni scheme	AMBER	Work is ongoing with the other landowners to secure the allocation of the site within the Local Development Plan. Redevelopment options for retention of part of the site for redevelopment of a new depot or school are being reviewed. The site can be marketed once these have been finalised.	Secure submission to the LDP
<a href="#">P3.3.6</a>	Implement energy and carbon reduction measures and promote good practice in all our public buildings.	GREEN	Ongoing best practice deployment in place. Further capital programme to further enhance carbon reduction in partnership with WGES/Refit in progress. Procurement process was completed and the successful bidder Ameresco, have commenced option and design processes.	

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Internal Processes</b>							
<a href="#">DCO16.27</a> Local Other priority	Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/ inspection for their section. <b>Higher Preferred</b>	84.75%	100%	100%	100%	↔ 100%	Quarterly Indicator <b>Target Setting:</b> 100% target retained <b>Performance:</b> No Performance Comments

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DCO16.28</a> Local Other priority	Supervisory staff in Neighbourhood services to deliver a Safety communication (eg. toolbox talk) to their section. <b>Higher Preferred</b>	90.77%	100%	100%	100%	86.59% ↑	Quarterly Indicator <b>Target Setting:</b> 100% target retained <b>Performance:</b> No Performance Comments
<b>Organisational Capacity</b>							
<a href="#">PAM/010</a> PAM Other priority	Percentage of highways inspected of a high or acceptable standard of cleanliness <b>Higher Preferred</b>	96.01%	97%	97%	94.64%	85.45% ↑	Quarterly Indicator <b>Target Setting:</b> retained at previous level. <b>Performance:</b> There has been significant improvements from 2018/19 and an audit report from Keep Wales Tidy in 2019, assessed the council's standards as the highest level recorded to date
<b>Service User Outcomes</b>							
<a href="#">DCO1.1.3i</a> CP WBO1	Number of vacant premises in town centres: Bridgend <b>Lower Preferred</b>	66	66	66	64	60 ↓	Annual Indicator <b>Target Setting:</b> Set to maintain performance. <b>Performance:</b> No Performance Comments
<a href="#">DCO1.1.3ii</a> CP WBO1	Number of vacant premises in town centres: Maesteg <b>Lower Preferred</b>	9	9	9	13	10 ↓	Annual Indicator <b>Target Setting:</b> Set to maintain performance <b>Performance:</b> BCBC are progressing the review of its Local Development Plan with a view to consulting on the Deposit Plan later in 2020. This will contain appropriate retail policies which will help to promote the vitality and viability of BCBC's town centres.
<a href="#">DCO1.1.3iii</a> CP WBO1	Number of vacant premises in town centres: Porthcawl <b>Lower Preferred</b>	10	10	10	19	11 ↓	Annual Indicator <b>Target Setting:</b> Set to maintain performance. <b>Performance:</b> BCBC are progressing the review of its Local Development Plan with a view to consulting on the Deposit Plan later in 2020. This will contain appropriate retail policies which will help to promote the vitality and viability of BCBC's town centres.
<a href="#">DCO1.1.3iv</a> CP WBO1	The number of vacant premises in town centres: Pencoed <b>Lower Preferred</b>	4	4	6	7	6 ↓	Annual Indicator <b>Target Setting:</b> Set to maintain performance <b>Performance:</b> BCBC are progressing the review of its Local Development Plan with a view to consulting on the Deposit Plan later in 2020. This will contain appropriate retail policies which will help to promote the vitality and viability of BCBC's town centres.
<a href="#">DCO1.3.7</a> CP WBO1	Percentage of working age population that is in employment <b>Higher Preferred</b>	71.40%	71.50%	71%	74.10%	70.80% ↑	Annual Indicator <b>Target Setting:</b> Whilst we have no overall control, the target has been set based on previous year's data and in anticipation of maintaining or improving the result. <b>Performance:</b> Figures provided are up to December 2019. Still awaiting year end data.
<a href="#">DCO18.08</a> CP WBO1	Number of start-up business <b>Higher Preferred</b>	New 18.19	536	461	475	460 ↑	Annual Indicator <b>Target Setting:</b> Set to improve upon 2018-19 actual figure. <b>Performance:</b> Due to a lag in data. Figure provided is for 2018.
<a href="#">DCO19.04</a> CP WBO1	Gross Value Added per head <b>Higher Preferred</b>	£2,862	N/A	£3,078	£3,209	£3,077 ↑	Annual Indicator <b>Target Setting:</b> The data is reported in a year arrears. Target is to increase on previous actual. <b>Performance:</b> Figure provided is the latest (2018) and is provisional as of 29.6.20
<a href="#">DCO16.8</a> CP WBO2	Number of council owned assets transferred to the community for running <b>Higher Preferred</b>	0	2	5	4	4 ↔	Annual Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> Four community assets transferred were completed during the year: - Pencoed Pavilion (Pencoed Town Council) - Griffin Park Health & Wellbeing Centre (Porthcawl Town Council) - Caerau Community Centre (Caerau Development Trust) - Great Western Avenue Play Area (Coity Higher Community Council) The Council's CAT Policy was revised to enable applications to be Fast Tracked with only a 5-Year Financial Forecast instead of a full Business Plan being required in most instances to ensure the process can be speeded up (Approved by Council in July 2019). Additional support and incentives for community groups and in particular sports clubs designed to stimulate community asset transfers was approved by the Cabinet in February 2020. In addition, the following community asset transfers were all either ready to be completed or awaiting the other side to sign a lease / tenancy: - Hermon Road/Metcalf Street Playing Field & Pavilion (Caerau FC): lease signed by both parties awaiting completion Locks Lane Pavilion & Playing Fields (Porthcawl Athletic Association): draft lease first issued about 4 years ago - updated draft excluding car park issued to other side on 04/03/2020). - Cwm Garw Pavilion & Playing Fields (Carn Rovers: Draft lease issued to club on 19/09/19
<a href="#">DCO19.02</a> CP WBO3	Percentage of BCBC operational buildings achieve full statutory compliance <b>Higher Preferred</b>	New 19.20	New 19.20	100%	54.6%	New 19.20	Quarterly Indicator <b>Target Setting:</b> Statutory compliance should be 100%. <b>Performance:</b> Overall full compliance has risen to 54.6% which is considerably below the levels expected. This is as a result of a number of factors; we have increased the compliance testing regime by a further 3000+ items in 2019/20 across the estate which has impacted on the overall percentage performance. We have also seen issues with external certification during March, both the provision of certificates for the period January to March by contractors impacted by the Covid-19 lockdown and the performance of some inspections due during March. The "Big 5" main safety compliance items (asbestos/legionella/Electrical Hard wiring/Gas/Fire Risk assessments) has risen to 68%. With steps taken in April/May 2020 to recover the March testing and collation of certificates from contractors, this has rectified the shortfall. Further steps have been taken to further enhance the performance of contractors to correct any high remedials at the point of testing to ensure full compliance is achieved and maintained.
<a href="#">DRE6.11.1</a> CP WBO3	Percentage change in carbon dioxide emissions in the non-domestic public building stock <b>Higher Preferred</b>	4.94%	6.46%	6.46%	28.83%	18.98% ↑	Annual Indicator <b>Target Setting:</b> Target set according to regulatory requirement of 3% reduction per year on the previous year. Set to maintain previous year's target. <b>Performance:</b> No Performance Comments

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
PAM/018 PAM Other priority	Percentage of all planning applications determined in time <b>Higher Preferred</b>	88.2%	88%	80.1%	77.5%	80% ↓	Quarterly Indicator <b>Target Setting:</b> Set to improve upon 2018-19 actual performance (>80%) This % range falls within 'good' category of National Planning Performance Framework We are 0.1% below the target. A Senior Planning Officer has recently retired and we are in the process of implementing a departmental restructure. <b>Performance:</b> The drop in performance is due to an increasing workload without a corresponding increase in resource. Planning application numbers have increased overall during the last 12 months not only in terms of numbers but also in complexity. A restructure of the planning service has now been completed and it is hoped that the available resource will now be directed towards core technical activities
PAM/019 PAM Other priority	Percentage of planning appeals dismissed <b>Higher Preferred</b>	55%	55%	66%	81%	73% ↑	Quarterly Indicator <b>Target Setting:</b> Target changed from 55.1 to 66 following agreement in CPA Q1 Target Challenge Meeting <b>Performance:</b> There were no appeal decisions for Q4. One appeal in this quarter was withdrawn and so cannot be counted.
PAM/020 PAM Other priority	Percentage of: Principal (A) roads in overall poor condition <b>Lower Preferred</b>	4.5%	4.5%	4.5%	4.29%	3.98% ↓	Annual Indicator <b>Target Setting:</b> 2019-20 Target retained at previous level <b>Performance:</b> The surveys were undertaken quite recent and consequently the poor weather may have had an impact on the current scores, which whilst are below target in A and C's there has been a slight increase.
PAM/021 PAM Other priority	Percentage of: non-principal (B) roads in overall poor condition <b>Lower Preferred</b>	4.2%	4.2%	4.2%	3.87%	3.91% ↑	Annual Indicator <b>Target Setting:</b> Retained at previous level <b>Performance:</b> No Performance Comments
PAM/022 PAM Other priority	Percentage of: non principal (C) roads in overall poor condition <b>Lower Preferred</b>	8.6%	8.6%	8.6%	8.6%	8.01% ↓	Annual Indicator <b>Target Setting:</b> 2019-20 Target retained at previous level <b>Performance:</b> The surveys were undertaken quite recent and consequently the poor weather may have had an impact on the current scores, which whilst are below target in A and C's there has been a slight increase.
PAM/035 PAM Other priority	Average number of days taken to clear fly tipping incidents <b>Lower Preferred</b>	New 18.19	2.50 Days	2.50 Days	2.69 Days	2.79 Days ↑	Quarterly Indicator <b>Target Setting:</b> Retained at previous level <b>Performance:</b> The performance level in Q4 affected the overall annual recycling levels. The readjustment in operations at the start of the 'lockdown' and cessation of enforcement resulted in a greater timespan for clearance of fly tipping.
PAM/036 PAM Other priority	Number of additional affordable housing units delivered per 10,000 households <b>Higher Preferred</b>	New 18.19	New 18.19	tbc	Postponed	23.90	Annual Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> Data postponed due to pandemic.
PAM/043 PAM Other priority	Kilograms of residual waste generated per person <b>Lower Preferred</b>	New 18.19	130kg	130kg	123.83kg	122.95kg ↓	Quarterly Indicator <b>Target Setting:</b> Retained at previous level <b>Performance:</b> No Performance Comments
<b>Value for Money</b>							
DCO1.2.3 CP WBO1	Total annual expenditure by tourists <b>Higher Preferred</b>	£344,230,000	£351,114,600	£347,300,000	Data due late summer	£347,300,000	Annual Indicator <b>Target Setting:</b> To improve upon 2018-19 actual. <b>Performance:</b> This data isn't available yet. The final figure is provided by a 3rd party and is expected later in the summer.
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development <b>Higher Preferred</b>	£21,250,000	£15,000,000	£13,000,000	£15,000,000	£20,800,000 trend not applicable	Annual Indicator <b>Target Setting:</b> Target for 2019-20 reduced - We are coming towards the later stages of the current funding programme, and there is uncertainty with regards future programming. <b>Performance:</b> No Performance Comments
DCO18.02 CP WBO1	The number of active businesses <b>Higher Preferred</b>	4,085	4,086	4,161	4,095	4,160 ↓	Annual Indicator <b>Target Setting:</b> Set to improve upon 2018-19 actual <b>Performance:</b> Due to a lag in data, figure provided is for 2018. Whilst the number has only slightly shifted, future figures are going to be negatively and massively effected by the COVID - 19 and the effect on the economy, Economic recovery planning will be at the forefront of our activities for the coming year to mitigate the potential hit as businesses go into administration.
DCO18.03 CP WBO1	The percentage occupancy of council owned starter units <b>Higher Preferred</b>	New 18.19	90%	93.5%	95%	93.5% ↑	Quarterly Indicator <b>Target Setting:</b> Set to maintain 2018-19 actual (note this was an overachievement on the target set for 2018-19) <b>Performance:</b> No Performance Comments
DCO16.9 CP WBO3	Realisation of capital receipts targets <b>Higher Preferred</b>	£452,375	£4,000,000	£2,800,000	£794,000	£1,821,000 trend not applicable	Quarterly Indicator <b>Target Setting:</b> Reduced to £2.8m as previous target was unrealistic <b>Performance:</b> The sale of YBC2 has been delayed by Covid 19 but contracts have been exchanged and the sale receipt of £2.6 million will now be achieved in 2020/21
DCO16.23 CP WBO3	Income generated from the Council's non-operational property portfolio <b>Higher Preferred</b>	£25,000	£25,000	£25,000	£30,000	£29,028 ↑	Annual Indicator <b>Target Setting:</b> Set to maintain performance <b>Performance:</b> £30,000 pa income to be generated from Watersports centre, Porthcawl. A pro rata amount achieved in 2019/20.
DCO16.35i Local WBO3	Quarterly cost of energy (electricity) across the authority <b>Lower Preferred</b>	New 18.19	New 18.19	£1,673,166	£1,948,074	£1,818,659 ↓	Quarterly Indicator <b>Target Setting:</b> Target for 2019-20 to reduce 18-19 actual by 8% (<£1,673,166) <b>Performance:</b> The changes in Carbon Reduction Charge has impacted on the electricity billing and these costs are now split across

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
							all sites. In the future the target needs to be reviewed to record energy consumed rather than cost, given the volatile nature of energy pricing.
<a href="#">DCO16.35ii</a> Local WBO3	Quarterly cost of energy (gas) across the authority <b>Lower Preferred</b>	New 18.19	New 18.19	£795,283	<b>£820,926</b>	£760,115 ↓	Quarterly Indicator <b>Target Setting:</b> Target for 2019-20 set to reduce costs (based on 18-19 actual) by 5% (<£722,109) <b>Performance:</b> Although improvements are being made in terms of consumption rates, costs have increased due to an increase in the tariff set by the gas provider. A new set of indicators will be created to monitor consumption levels of both gas and electricity.
<a href="#">DCO19.01</a> CP WBO3	Percentage of £500k planned budget savings achieved through Implementation of Corporate Landlord model <b>Higher Preferred</b>	New 19.20	New 19.20	100%	<b>95%</b>	New 19.20	Quarterly Indicator <b>Target Setting:</b> 100% Target to be maintained <b>Performance:</b> End of Year reporting shows a headline budget achievement of 95% of target however, within the end of year finance figures the service has absorbed additional known but unbudgeted cost pressures of c. £300,000 For the financial year 2020/21 the Corporate Landlord service has been tasked to achieve an additional £350,000 of savings within the MTFS plan. Therefore, the new target for 2020/21 will be a further £350k.
<a href="#">PAM/030</a> PAM Other priority	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way <b>Higher Preferred</b>	68.61%	64%	70%	<b>67.66%</b>	69.34% ↓	Quarterly Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> The performance level in Q4 affected the overall annual recycling levels. The suspension of Garden Waste Collections and closure of Community Recycling Centres would have contributed towards this reduction in levels. However, the recycling performance is still beyond Welsh Government targets and the council is likely to remain in the top quartile of Local Authorities

## CORPORATE DIRECTOR

### Wellbeing Objective Three – Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2019-20 budget.	<b>AMBER</b>	All budget reductions have been worked on and either delivered in full or in part in year. The most significant shortfall is with the MREC waste saving, whilst costs have been reduced this is not in line with MTFS saving and a budget realignment will be required to cover the budgetary difference in disposal.	To be updated as Amber rating
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change.	<b>GREEN</b>	Training needs were identified and attended. A number of managers attended the mindfulness course which is of particular relevance.	
<a href="#">P3.4.2</a>	Provide the learning and development opportunities for staff to meet future service needs	<b>GREEN</b>	Training needs identified within a matrix approach and training scheduled as required to develop team(s)	

## Performance Indicators

### Value for money

PI Ref No	PI Description	Annual target 19-20 £'000	Current Performance						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCO6.1.1i</a> <a href="#">CP feeder</a> <a href="#">WBO3</a>	Value of planned budget reductions achieved (Communities)	1,938	50	3%	1,600	83%	288	14%	The MREC waste disposal arrangements have not achieved the saving levels hoped for. Other savings measures have been actioned although not all would have achieved a full yr. of saving value as implemented part way through the financial period.



Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Organisational Capacity</b>							
<a href="#">DCO16.24</a> Local CP feeder WBO1	The number of apprenticeships employed in the directorate (COMM) <b>Higher Preferred</b>	3	2	2	2	↔ 2	Annual Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
<a href="#">CHR002i</a> Local PAM feeder Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) <b>Lower Preferred</b>	9.85 Days	9.60 Days	10.96 Days	12.85 Days	↓ 10.97 Days	Quarterly Indicator <b>Target Setting:</b> Set to improve upon 2018-19 actual <b>Performance:</b> Group and service level managers continue to work closely with HR teams to take appropriate action where sickness occurs. Long term sickness remains a challenge whilst short term sickness levels are reasonable
<a href="#">DCO5.6.13</a> Local Other priority	Number of working days lost to industrial injury (Communities) <b>Lower Preferred</b>	0.66 Days	0 Days	0 Days	0.68 Days	↓ 0.24 Days	Quarterly Indicator <b>Target Setting:</b> Corporate target. <b>Performance:</b> 1 new injury related absence was recorded in Q4, which resulted in 36 working days being lost. The injury absences which began in Q2 and Q3 both extended into Q4, therefore the total number of days lost in the quarter was 62 days. All 3 absences which commenced in 2019-20 ended within the quarter so will not carry forward into 2020-21.
<a href="#">DCO5.6.14</a> Local Other priority	Number of industrial injury incidents (Communities) <b>Lower Preferred</b>	5	0	0	3	↑ 4	Quarterly Indicator <b>Target Setting:</b> Corporate target. <b>Performance:</b> 1 new injury related absence was recorded in Q4, which resulted in 36 working days being lost. The injury absences which began in Q2 and Q3 both extended into Q4, therefore the total number of days lost in the quarter was 62 days. All 3 absences which commenced in 2019-20 ended within the quarter so will not carry forward into 2020-21. .
<b>Value for Money</b>							
<a href="#">DCO18.11</a> CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). <b>Higher Preferred</b>	2,604,245	2,604,245	2,500,000	2,761,095	↑ 2,160,100	Quarterly Indicator <b>Target Setting:</b> Reduced to 2.5m due to reduction in number of cameras capturing data. <b>Performance:</b> During February, the weather decimated footfall over a number of weeks due to prolonged periods of heavy rain. This was followed in March by the outbreak of the Coronavirus, which quickly led to the imposition of Government restrictions limiting the movement of people in what was termed 'lockdown'. The situation forced all business, exempt those listed as 'essential', to close and prohibited people from leaving their homes except to shop for essential supplies and take one form of exercise each day. The result was empty high streets across the UK and the County Borough.
<a href="#">DCO18.12</a> CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) <b>Higher Preferred</b>	7,094,301	7,307,130	7,200,000	6,353,997	↓ 6,761,710	Quarterly Indicator <b>Target Setting:</b> Reduced to 7.2m due to reduction in number of cameras capturing data. <b>Performance:</b> In the last 12 months, Bridgend town centre footfall was adversely affected by a number of factors. Nationally, the uncertainty over BREXIT and a general election dented consumer confidence across the UK. Locally, the closure of the Ford plant and periods of heavy rain and flooding throughout the winter both were a factor. The current configuration of the pedestrian space and Traffic Regulation Order in the town centre are seen by many visitors and businesses as barriers to footfall growth.

## KEY:

Commitments		Action	
Red	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A significant negative variance against the budget or savings of more than 10%.</li> <li>Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>Problems with quality that lead to significant additional costs/work.</li> <li>Significant lack of resources which cannot be resolved by the directorate.</li> <li>PIs identified to measure success of the commitment are mostly red.</li> <li>Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		<p><b>Performance Indicators (RAG)</b></p> <p>Red (alert) Performance is worse than target by 10% or more</p>	
Amber	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A negative variance against the budget or savings of less than 10%.</li> <li>Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>Problems with quality but not causing delay.</li> <li>Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>PIs identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		<p><b>Performance Indicators (RAG)</b></p> <p>Amber (caution) Performance is worse than target by under 10%</p>	
Green	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>The forecast expenditure is on budget.</li> <li>Milestone/s on track to complete on time.</li> <li>Quality at expected levels.</li> <li>No resource problems.</li> <li>PIs identified to measure success of the commitment are mostly green.</li> <li>Stakeholders satisfied with the outcome.</li> </ul>	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		<p><b>Performance Indicators (RAG)</b></p> <p>Green (clear) Performance is equal to or better than target</p>	
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		

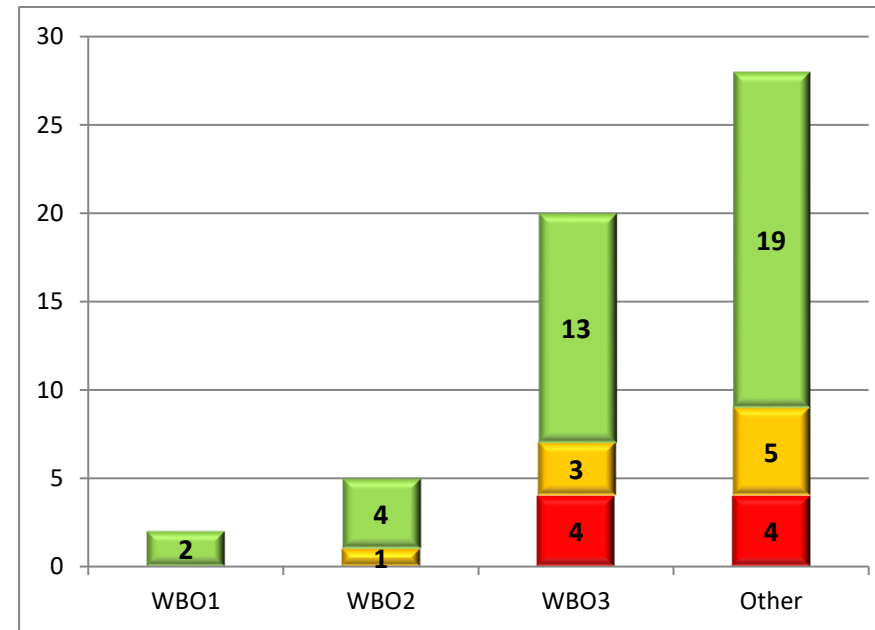
**CHIEF EXECUTIVE – PERFORMANCE AT YEAR END**

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Commitments 2019-20	RAG – current progress against commitment			
Year end 2019-20 Directorate Commitments to delivering Wellbeing Objectives	Total	Red	Amber	Green
Wellbeing Objective One – Supporting a successful economy	2	0	0	2
Wellbeing Objective Two – Helping people to be more self reliant	4	0	0	4
Wellbeing Objective Three – Smarter use of resources	8	0	0	8

**All Indicators (incl. Finance and sickness PIs)**

**Performance vs Target**



**Trend vs year end 2018-19 (excl finance)**

↑ **19**

↓ **24**

↔ **\*9**

\*These are at maximum performance

**High Corporate Risks**

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	All	4	4	16

**Finance**

**Revenue Budget**

- The net revenue budget for the Directorate for 2019-20 is **£18.622m**.
- The year-end outturn is **£17.115m** with an under spend of **£1.507m**

**Capital Budget**

- The capital budget for the Directorate for 2019-20 is £3.274 million, with a total expenditure for the year of £2.518 million and £757,000 slippage requested.

**Efficiency Savings**

Savings (£000)	2019-20 £000	%
Savings Target	1,464	100%
Achieved	1,450	99%
Variance	14	1%

Additional financial information is provided in the Budget Revenue Outturn 2019-20 Report to Cabinet 30<sup>th</sup> June 2020, and the Capital Programme Outturn 2019-20 Report to Cabinet 21<sup>st</sup> July 2020..

## Head of Partnerships

### Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.4	Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children	GREEN	<p>The FASS service has supported a total of 617 new clients in the year 2019/20, with 83% of these clients residing in the former Communities First areas of the county borough.</p> <p>Clients have received varying packages of support such as basic financial advice, budgeting and personal finances, a benefits health check and debt management.</p> <p>The service reported almost £20k of debt written off, with extensive and more complex debt issues being referred to specialist debt teams. Over £1m was recorded by the service in financial gains, predominantly through welfare benefit applications.</p>	

### Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.4	Work with households and partners to help prevent homelessness	GREEN	This is an on-going objective to meet the Housing Wales Act to prevent where possible final duty homelessness. Partnership working with the 3rd sector in delivering specific housing and homelessness projects has been successful in delivering key services. Through the provision of advice and support to people who are about to be made homeless, or support to prevent homelessness includes projects relating to debt advice, liaising with private landlords to providing extensive support to complex and vulnerable people through Housing First project and support to prisoners through the Start programme. Significant investment has also been made to DA abuse services and the provision of refuge accommodation. These projects have been supported through the Housing Support Grant. Work with the RSL's on new development programme saw a number of new housing projects being started and delivered during the year. Additional funding was successfully claimed from Welsh Government at the end of the financial year to supplement the RSL's development programme bringing the Social Housing Grant level to £6 million.	
P2.2.6	Work with owners of empty properties to turn empty properties into homes to help increase the supply of homes for rent and sale.	GREEN	The Empty Properties Strategy has now been formally adopted by the Cabinet. The Empty Properties Officer continues to liaise with property owners as per strategy commitments. The Council has entered into an agreement to work with RCT to allow them to deliver an Empty Property Loan Scheme in eligible rural parts of Bridgend.	
P2.2.8	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	<p>A full outcomes mapping exercise for all EIPS programmes was completed in the year 2019/20. The mapping information and results have been fed back to service managers and reported to CMB. A number of areas of duplication and gaps in service delivery were identified, with an action plan being developed to address these areas when services move towards a new normal following the pandemic.</p> <p>Both the CCG and HSG funding allocations and delivery plans for 2020/21 have been agreed by both CMB and Welsh Government.</p> <p>The Covid 19 pandemic has required a pause in implementing a consistent approach to monitoring EIP services for obvious reasons. Many services have adjusted already to a new way of working, whilst others have implemented new forms of service delivery to meet the requirements of local communities and the requests from Welsh Government to provide such services as the Coronavirus Childcare Assistance Programme (C-CAS) for key workers and vulnerable children.</p> <p>The Central Grants Team will, over the next quarter, review existing arrangements for monitoring services and performance and reconfigure in light of any new guidance or approaches as we start to see an ease in restrictions of lockdown and move towards a new normal.</p>	

### Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	<p>A variety of engagement methods have been used throughout Q4 including clicker pads as well as paper surveys with students. We also carried out public sessions in libraries and engaged with equality groups for the Strategic Equality Plan consultation.</p> <p>When carrying out the SEP consultation with citizen panel members, we used the clicker pads to conduct an interactive session involving a series of interactive questions followed by discussion.</p>	

Page 53	<b>P3.4.4</b>	Develop the Council's ability to engage with the public through social media.	GREEN	Due to severe weather and the pandemic, social media interactions have increased by almost 50% in the final quarter which has resulted in almost doubling the yearly target. We've had the highest ever number of positive reactions (likes and loves) throughout the pandemic as the public have been engaging positively with our unsung heroes campaign. We've turned the homepage of our website into a hub of information during the pandemic and residents have been actively engaged with our social media channels to find out the latest developments within Bridgend County Borough. In terms of developing our ability to engage with the public through social media we have been posting more regularly and consistently to generate more engagement. We have created graphics, infographics and collages to promote important information. This has resulted in a yearly increase of 9.94% in social media interactions.

## PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Internal Processes</b>							
<a href="#">DOPS49 (FIN3.2.2)</a> CP WBO3	Number of services that are available to the public online <b>Higher Preferred</b>	0	5	3	2	5 ↓	Annual Indicator <b>Target Setting:</b> Set to reflect work involved - 3 additional services to be made available online in 2019-20 <b>Performance:</b> School transport applications were put online as was the Housing Jigsaw solution to enable customers to create an account to make an application if they are homeless or at risk of homelessness. A lot of work has been done throughout the 12 months to configure, set up and test the online reporting tool with the aim to go live at the end of March 2020. However due to the Covid-19 issues that arose, this wasn't achieved but will be revisited at some point in the future.
<a href="#">DOPS34 (a)</a> Local Other priority	Availability of voice and data network (%) <b>Higher Preferred</b>	100%	99.99%	99.99%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS34 (b)</a> Local Other priority	Availability of storage area network (core computing) (%) <b>Higher Preferred</b>	100%	99.9%	99.9%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS34 (c)</a> Local Other priority	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%) <b>Higher Preferred</b>	99.97%	99.9%	99.9%	99.91%	99.95% ↓	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> No Performance Comments
<b>Service User Outcomes</b>							
<a href="#">CED26</a> Local WBO2	Percentage of providers that are in fully compliant contracts <b>Higher Preferred</b>	New 19.20	New 19.20	100%	100%	New 19.20	Quarterly Indicator <b>Target Setting:</b> To achieve full compliance <b>Performance:</b> Of those contracts monitored in terms of performance and compliance 100% were fully compliant. An indication was given at the end of Q3 of implementation of a consistent performance monitoring framework by April 2020, although this has now been delayed due to the pandemic along with specific measurements Welsh Government have put in place for managing services funded through the Housing Support Grant (HSG) and Children an Communities Grant (CCG). The Central Grants Team had the opportunity of engaging with all stakeholders prior to the pandemic to discuss performance in line with contracts and our expectations in developing the framework, which will now gain momentum as we begin to ease lockdown restrictions.
<a href="#">DOPS15 (PAM/012)</a> CP, PAM WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <b>Higher Preferred</b>	68.6%	75.17%	70%	66.2%	70.6% ↓	Quarterly Indicator <b>Target Setting:</b> Target for 2019-20 adjusted following clarification on calculation from Data Cymru <b>Performance:</b> This is a new target for the PI. When this indicator was a local indicator rather than a PAM, we had applied exclusions. Data Cymru confirmed there should be no exclusions and therefore we have amended the target accordingly for 2019/20 to reflect this. Q4 saw the transition from the old operating system to Jigsaw which coincided with an increase in the level of drop ins who were homeless and required immediate response leaving less time to focus on prevention work. Covid 19 has had limited impact on Q4 figures but will have a significant impact on current year targets which will be difficult to meet, as there will be a large increase in final duties because of new WG guidelines regarding priority need status. In addition the lockdown has hampered the usual preventative actions we have been able to undertake.
<a href="#">DOPS39</a> CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. <b>Lower Preferred</b>	9.42%	12.85%	11.85%	10.51%	8.1% ↓	Quarterly Indicator <b>Target Setting:</b> The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target. <b>Performance:</b> No Performance Comments
<a href="#">DOPS41</a> CP WBO2	The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home <b>Higher Preferred</b>	87.7%	75%	80%	98.1%	100% ↓	Quarterly Indicator <b>Target Setting:</b> Indicator introduced in 2017-18 with target based on existing studies undertaken on the effectiveness of housing adaptations Reduced target set in 2018-19 to recognise impact of restructuring within the team. 2019-20 Target increased to recognise system improvements put in place, but set at a realistic level to reflect

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
							that the DFG process is part of a Transformation Project. <b>Performance:</b> No Performance Comments
ED5 Local WBO3	Percentage of first call resolutions <b>Higher Preferred</b>	New 18.19	Set baseline	52.2%	52.02%	52.12% ↓	Quarterly Indicator <b>Target Setting:</b> To improve upon 2018-19 actual <b>Performance:</b> The outturn figure was slightly below the target set for this year. This is mainly due to the increased calls received for services which could not be resolved at the first point of contact e.g. school transport and concessionary travel. The IVR technology on the main council telephone line has recently been reviewed to ensure calls are routed to the correct service area directly to help improve the first point of contact resolution.
ED6 Local WBO3	Percentage of contact: telephone (English and Welsh) <b>Lower Preferred</b>	New 18.19	Set baseline	66.3%	58.12%	66.4% ↑	Quarterly Indicator <b>Target Setting:</b> To decrease on the 2018-19 actual figure. Indicator will be measure of channel shift in line with the digital transformation project <b>Performance:</b> No Performance Comments
ED7 Local WBO3	Percentage of contact: face to face (English and Welsh) <b>Lower Preferred</b>	New 18.19	Set baseline	14.6%	7.99%	14.7% ↑	Quarterly Indicator <b>Target Setting:</b> Set to decrease on the 2018-19 actual figure. <b>Performance:</b> No Performance Comments
ED8 Local WBO3	Percentage of contact: email (English and Welsh) <b>Lower Preferred</b>	New 18.19	Set baseline	7.8%	10.54%	7.9% ↓	Quarterly Indicator <b>Target Setting:</b> To decrease on the 2018-19 actual figure. <b>Performance:</b> We saw a rise in the use of emails during 2019-20 as departments continue to promote this as a way of customers contacting us. This is something we intend reviewing during 2020 to look at removing email addresses and creating more eForms as a more efficient way of receiving queries for customers. This will ensure we obtain the correct information we need at source and will also give us opportunities to look at integrating with back office systems to streamline processes.
DOPS4 CP WBO3	Increase the number of interactions from citizens on the corporate social media accounts (Including Facebook and Twitter) <b>Higher Preferred</b>	93.9%	5%	5%	9.94%	6.17% ↑	Quarterly Indicator <b>Target Setting:</b> To improve performance. 5% increase on previous year actual <b>Performance:</b> There was a huge increase across social media in the 4th quarter due to the severe weather and the Covid-19 pandemic. It is also worth noting that we had the highest ever number of positive reactions (likes and loves) over social media throughout the pandemic.
DOPS44 Local WBO3	Percentage of contracts awarded in line with programme guidelines and on time <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Annual Indicator <b>Target Setting:</b> Set at 100% - The highest service standard we aim to maintain <b>Performance:</b> All contracts awarded in the relevant timeframe. The re-commissioning of Families First projects raised a challenge regarding procurement, in two out of four contracts. A re-tender exercise is currently being planned with a view of awarding contracts from September 2020, which remains dependant on restrictions relating to the pandemic easing.
DRE6.7.6 Local WBO3	Develop targeted marketing/techniques to help improve representation on the Citizens' Panel with the aim of increasing engagement with the following groups: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards <b>Higher Preferred</b>	20.4%	5%	5%	42%	-47% ↑	Quarterly Indicator <b>Target Setting:</b> 5% increase <b>Performance:</b> Q4 Q3 Q4 % Online 1077 1101 102 Welsh speakers 37 38 102 16-24 year old 42 43 102 Disabled 232 233 100 Under represented wards 9 8 113 4% Overall members 1387 1410 23 increase End Q4 2018/19 End Q4 2019/20 % Online 822 1101 134 Welsh speakers 31 38 123 16-24 year old 21 43 204 Disabled 211 233 110 Under represented wards 17 8 213 % increase/decrease 57% Overall members 1108 1410 302 We now have eight under represented wards, these are: • Caerau • Pyle • Ogmores Vale • Cefn Cribwr • Maesteg West • Maesteg East • Blaengarw • Llangynwyd From the end of Q4 2018/19 we have gone from 17 under represented wards to 8! Overall in 2019/20 we have seen an increase of 302 CP members. We have used a variety of engagement methods throughout Q4. When carrying out the Learner Travel consultation sessions with pupils in schools, we used clicker pads as well as paper surveys with students. During Q4 we carried out face to face engagement sessions with pupils, parents and carers and teachers in schools for the Post 16 education consultation. Overall this consultation had 5159 interactions, with 1769 face to face engagements with staff, parents and pupils in comprehensive schools and Bridgend College During Q4 we carried out public sessions in libraries and engaged with Equality Groups for the Strategic Equality Plan consultation, engaging with 220 residents (face to face) from across the county borough. This consultation received a total of 647 interactions. .
ED13 Local Other priority	Percentage of contact online (Customer Services) via My Account <b>Higher Preferred</b>	New 18.19	Set baseline	11.1%	23.35%	11.0% ↑	Quarterly Indicator <b>Target Setting:</b> Set to increase on 2018-19 actual figure. <b>Performance:</b> No Performance Comments
ED32 Local Other priority	The average number of days taken to deliver preventative discretionary housing grants <b>Lower Preferred</b>	New 19.20	New 19.20	Set baseline	12.44 days	N/A	Quarterly Indicator <b>Target Setting:</b> Baseline setting only <b>Performance:</b> New indicator for 2019-20 - Baseline setting only
DOPS33 Local Other priority	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good <b>Higher Preferred</b>	96.31%	90%	90%	95.16%	96.3% ↓	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
PSR002 (PAM/015) PAM	Average number of calendar days taken to deliver a Disabled Facilities Grant <b>Lower Preferred</b>	282.55 days	208 days	250 days	291.87 days	290.76 days ↓	Quarterly Indicator <b>Target Setting:</b> 2019-20 target <250 Days Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Other priority							<b>Performance:</b> DFG's continue to be a challenge to deliver as the Council does not have end to end control on each application. The process is fragmented and reliant on 3rd parties to deliver on our behalf. A review of the most appropriate model to deliver DFG's has been undertaken and a proposal to change the current model will be made to CCMB.
<a href="#">PSR009a</a> Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people <b>Lower Preferred</b>	485.83 days	400 days	472 days	477.86 days	572.25 days ↑	Quarterly Indicator <b>Target Setting:</b> 2019-20 target <250 Days Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes <b>Performance:</b> DFG's continue to be a challenge to deliver as the Council does not have end to end control on each application. The process is fragmented and reliant on 3rd parties to deliver on our behalf. A review of the most appropriate model to deliver DFG's has been undertaken and a proposal to change the current model will be made to CCMB. Within that model a specific focus has been given to children and young people's grants. We are working closely with Social Services on discussions to increase and amend the OT provision for these cases.
<a href="#">PSR009b</a> Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults <b>Lower Preferred</b>	266.51 days	199 days	250 days	284.25 days	273.16 days ↓	Quarterly Indicator <b>Target Setting:</b> 2019-20 target <250 Days Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes <b>Performance:</b> DFG's continue to be a challenge to deliver as the Council does not have end to end control on each application. The process is fragmented and reliant on 3rd parties to deliver on our behalf. A review of the most appropriate model to deliver DFG's has been undertaken and a proposal to change the current model will be made to CCMB.
<b>Value for Money</b>							
<a href="#">PAM/045</a> CP, PAM WBO2	Number of additional dwellings created as a result of bringing empty properties back into use <b>Higher Preferred</b>	New 19.20	New 19.20	5	20	N/A	Annual Indicator <b>Target Setting:</b> Target estimated based on the All Wales figure achieved. The figure has been set to recognise that the work on empty properties will see incremental improvements <b>Performance:</b> A total number of 34 properties have been renovated during 2019-20, creating 20 additional properties.
<a href="#">PSR004</a> <a href="#">(PAM/013)</a> CP, PAM WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority <b>Higher Preferred</b>	3.48%	7.86%	5%	N/A	8.41%	Annual Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> Data collection delayed. Data will be submitted as soon as it is available

## CHIEF OFFICER - LEGAL, HR AND REGULATORY SERVICES

## Wellbeing Objective Three: Smarter use of resources

Page No	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	GREEN	As the council continues to transform services, managers are supported by HR/OD service to take plans forward. This includes implementation of HR policies and access to a range of employee support mechanisms. A strong focus has been given to supporting employees and their wellbeing and also supporting managers to fulfil their managerial responsibilities	
<a href="#">P3.4.2</a>	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	<p>The learning and development website continues to be updated to enable employees to access or enrol on relevant training courses. Work has also progressed in securing Wales Union Learning Funding for training priorities in consultation with trade union representatives. Within constrained resources the following has been achieved:</p> <ul style="list-style-type: none"> <li>• 6 new e-learning modules developed : <ul style="list-style-type: none"> <li>o Manager Induction E-Learning Module</li> <li>o GDPR E-Learning Module (re-write of current module)</li> <li>o Sensory Loss E-Learning Module x3 (Vision Loss, Hearing Loss and Dual Sensory Loss)</li> <li>o Safeguarding Children and Adults – Raising Awareness (re-write of current module)</li> <li>o Carers E-Practice Guide</li> <li>o Trans Awareness E-Learning Module</li> </ul> </li> <li>• No of staff attending funded workshops <ul style="list-style-type: none"> <li>o IT Workshops – 21 workshops delivered and a total of 199 employees attended</li> <li>o Mental Health Training – 13 workshops delivered and a total of 168 employees attended</li> </ul> </li> <li>• No of e-learning completions: <ul style="list-style-type: none"> <li>o 2,040</li> <li>o 685 workbook completions</li> <li>o Total number: 2,725</li> </ul> </li> </ul>	

## PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Internal Processes</b>							
<a href="#">CED4</a> Local WBO3	Number of employees accessing funded programmes to gain qualifications and gain skills <b>Higher Preferred</b>	New 18.19	Set baseline	70	138	67 ↑	Quarterly Indicator <b>Target Setting:</b> +5% on 18/19 actual <b>Performance:</b> Annual target achieved
<a href="#">CED30</a> Local WBO3	Number of managers using iTrent to complete staff appraisals <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	234	N/A	Annual Indicator <b>Target Setting:</b> Baseline setting year only. <b>Performance:</b> No Performance Comments
<a href="#">CED31</a> Local WBO3	Number of staff attending Mental Health Awareness training <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	111	N/A	Quarterly Indicator <b>Target Setting:</b> Baseline setting only <b>Performance:</b> No Performance Comments
<a href="#">DOPS24</a> Local Other priority	The percentage of minutes submitted for approval to the next meeting of the Committee/Panel <b>Higher Preferred</b>	90.23%	90%	90%	88.39%	89.52% ↓	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> The reason for the shortfall is the close proximity of the same Committees to each other, so it was not possible to get the minutes of the previous meeting prepared in time for the next meeting. Going forward, the proposed corrective action is that Committee meetings will be more evenly spaced out over the course of the year in the next programme of meetings.



Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DOPS25 (a)</a> Local Other priority	Percentage of births registered within 42 days <b>Higher Preferred</b>	99%	99%	99%	98.94%	↑	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> This PI was on target for each quarter and accumulatively up to the end of Q3. In Q4 out of the 446 births that were registered this quarter there were 11 births that unfortunately were not registered within the target timescale of 42 days. This could be partly due to the closure of the office for 5 days over the Christmas period, and partly due to priority being given to dealing with death registrations which were at their highest level during Q4 and must be completed within 5 days. It is important to note that elements of this indicator are out of the service's control.
<a href="#">DOPS25 (b)</a> Local Other priority	Percentage of still-births registered within 42 days <b>Higher Preferred</b>	100%	98%	98%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS26</a> Local Other priority	Percentage of customers registering a birth or death seen within 30 mins of arrival <b>Higher Preferred</b>	100%	90%	90%	97.62%	↓	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS28</a> Local Other priority	Percentage of applications dealt with within 5 days of receipt <b>Higher Preferred</b>	100%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> Target achieved.
<b>Organisational Capacity</b>							
<a href="#">DOPS36</a> CP WBO1	The number of apprentices employed across the organisation <b>Higher Preferred</b>	31	17	25	35 Annual Actual	↓	Annual Indicator <b>Target Setting:</b> We aim to see at least a 10% increase in apprenticeship opportunities. <b>Performance:</b> No Performance Comments
<a href="#">PAM/044</a> PAM WBO1	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	7.75	N/A	Annual Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> 35 / 4519 (headcount excl teachers) * 1000 = 7.75
<a href="#">DRE6.6.4i</a> CP WBO3	Percentage of employees completing e-learning modules <b>Higher Preferred</b>	50.2%	45%	25%	40.02%	↓	Quarterly Indicator <b>Target Setting:</b> Based on previous take up of e-learning and mandatory e-learning requirements <b>Performance:</b> Annual target achieved
<a href="#">DOPS30</a> Local Other priority	The average number of chargeable hours per full time equivalent (FTE) fee-earner in the legal service department <b>Higher Preferred</b>	1,460 hours	1,200 hours	1,200 hours	1,529 hours	↑	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
<b>Service User Outcomes</b>							
<a href="#">CED27</a> CP WBO3	The number of staff taking up in-work health checks <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	169	N/A	Quarterly Indicator <b>Target Setting:</b> Establish baseline <b>Performance:</b> No Performance Comments
<a href="#">DOPS17</a> Local Other priority	The total number of formal committee meetings made available to the public using webcasts <b>Higher Preferred</b>	12	10	10	12	↑	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> Target achieved.
<a href="#">DOPS27</a> Local Other priority	Percentage of customers offered an appointment regarding marriage/civil partnership within 5 days <b>Higher Preferred</b>	100%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS29</a> Local Other priority	Percentage of satisfied customers (Registrars Service) <b>Higher Preferred</b>	100%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> Target Achieved.
<a href="#">DOPS31 (LS1)</a> Local Other priority	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent <b>Higher Preferred</b>	99.75%	95%	95%	100%	↑	Quarterly Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> No Performance Comments
<a href="#">PPN009 (PAM/023)</a> PAM Other priority	Percentage of food establishments which are broadly compliant with food hygiene standards <b>Higher Preferred</b>	96.69%	93%	94%	97.49%	↓	Quarterly Indicator <b>Target Setting:</b> To improve performance <b>Performance:</b> Target exceeded. Results have stayed at a very similar level to those achieved in 2018/19.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Value for Money</b>							
OPS32 Local Other priority	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors framework <b>Higher Preferred</b>	60.35%	30%	30%	<b>56.67%</b>	60.07% ↓	Annual Indicator <b>Target Setting:</b> To be 30% cheaper than comparable external service. Target set to maintain performance <b>Performance:</b> There is a slight fall in the comparable savings, however this is the 4th year of comparing variable internal costs with the fixed rates from the framework. This framework agreement ended in August 2019 therefore the rationale for this indicator will need to be reviewed in 2020-21.

## HEAD OF FINANCE

### Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.3.1</a>	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally	GREEN	Progress: In conjunction with the Supporting People Team, the Housing Benefit Service, has procured financial advice and support services from Citizens Advice. The Service will run from 1 October 2018 to 31 March 2020 with an option to extend for a further year. The service will assist service users who reside within Communities First delivery areas of BCBC/or service users who are in poverty or at risk of poverty due to any number of reasons, including: • Debt problems • Financial difficulty • Unemployment (claiming benefits, including Universal Credit (UC)) • Inability to budget or manage finances effectively • Those experiencing 'in work poverty' • Those requiring information and support to undertake employment better off calculations	

### Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.2.1</a>	Deliver our digital transformation programme to enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.	GREEN	Over 16,000 people have registered for council tax online since this facility has become available in April 2018 with over 11,000 people subscribing for eBilling resulting in less paper bills being raised and posted out to residents.	
<a href="#">P3.2.2</a>	Automate most common internal processes to reduce transaction costs and streamline processes.	GREEN	Our chatbot continues to deal with basic online customer queries. There have been 4733 online conversations this quarter, compared to 3557 last quarter - an increase of 52.6%.  Since the launch of the new Housing system Jigsaw, there has been 1017 online housing applications made. This has enabled us to improve communications with customers, streamline our processes and reduce transaction costs including postage.	
<a href="#">P3.3.7</a>	Review capital expenditure to ensure alignment with corporate objectives	GREEN	A report was presented to CCMB in October to review the fixed capital allocations in line with current priorities. No changes were proposed for 2020-21.	

## PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Internal Processes</b>							

<a href="#">FIN3.2.1</a> Local WBO3	Percentage of Council Tax customers accessing on-line service through "My Account" <b>Higher Preferred</b>	0%	50%	30%	8.63%	16.15% ↓	Annual Indicator <b>Target Setting:</b> Improving target is set on current performance and plans for production <b>Performance:</b> Although the My Account online facility is continually promoted by revenues staff the number of people accessing this facility has declined this year. This may be due to the fact that once people have registered initially in the first year there has been no reason for them to use the facility again. In order to increase the numbers using the online service the avenues of communication available to the public would need to be reduced.
<a href="#">CED15</a> Local Other Priority	Percentage of Council Tax due for the financial year which was received by the authority in that year <b>Higher Preferred</b>	New 18.19	97.1%	97.1%	96.3%	97% ↓	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> The collection rate has dropped off at the end of the year due to the COVID-19 pandemic. Hundreds of customers have cancelled their direct debits as a result of not being able to work and not being paid. This will have a knock on effect for the new financial year also.
<b>Service User Outcomes</b>							
<a href="#">DRE6.2.3</a> Local WBO3	Percentage of undisputed invoices paid within 30 days (OA) <b>Higher Preferred</b>	97.30%	97%	97%	95.34%	96.93% ↓	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> The PI is within 98.2% of the target. As a result of staff absence there has been a slight drop as compared to target however, giving the challenges, the team had continued to work hard to achieve the PI set. In taking forward efficiencies and improved business processes, from 11 June 2020 the payments team will be part of the Business Support Unit.
<a href="#">CED17</a> Local Other priority	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year <b>Lower Preferred</b>	New 18.19	Set baseline	35%	33.73%	38.17% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Final arrears collection figure slightly down at end of year due to COVID-19 as direct debits were cancelled which resulted in less income. Also people stopped paying as not in work and not some not being paid.
<a href="#">DRE6.12.1</a> Local Other priority	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims <b>Lower Preferred</b>	17.88 days	16 days	21 days	27.43 days	24.30 days ↓	Quarterly Indicator <b>Target Setting:</b> To improve upon 18-19 actual. The target set in 2018-19 is now unrealistic given current pressures on staffing therefore a more realistic target has been set which will show improvement yet still be achievable. <b>Performance:</b> New claims performance for 2019/20 was as follows: Housing Benefit: 21.59 days Council Tax Reduction: 28.74 days To alleviate anticipated issues as a result of the Covid-19 pandemic lockdown, the service suspended proactive intervention work. This freed-up resources to target new claims and this, coupled with weekend working, has meant that the service has coped with the exceptional influx of new claims received in April. This situation remains closely monitored
<a href="#">DRE6.12.2</a> Local Other priority	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events <b>Lower Preferred</b>	5.31 days	6 days	7 days	4.51 days	5.77 days ↑	Quarterly Indicator <b>Target Setting:</b> To improve upon 2018-19 actual at Q3. The target set in 2018-19 is now unrealistic given current pressures on staffing therefore a more realistic target has been set which will show improvement yet still be achievable. <b>Performance:</b> No Performance Comments

## CHIEF EXECUTIVE

### Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	GREEN	The council has continued to value the contribution that Apprentices can make and the benefits of investing in grow your own schemes. Additional resources have meant that new apprentices in key service areas will be recruited in the coming year. A total of 35 apprentices were in post throughout the year.	

### Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2019-20 budget.	GREEN	All budget proposals are monitored monthly. As at Qtr 4, of the £7.621 million budget reductions required for the whole of the authority, £6.815 million were achieved.  Outstanding proposals from prior years continue to be monitored throughout 2019-20. As at Qtr 4, of the £2.342 million outstanding, £1.883 million were achieved.  Chief Executive Directorate:- As at Qtr 4, of the £1.464 million budget reductions required for the Chief Executive's Directorate, £1.450 million were achieved.	

## PERFORMANCE INDICATORS

## Value for money

PI Ref No	PI Description	Annual indicator target 19-20 £'000	Current Performance						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">CED21</a> Local WBO3	The value of proposed MTFS budget savings in the Chief Executive's Directorate <b>Higher preferred</b>	1,464	0	0	30	2%	1,434	98%	Review of CCTV services – reductions partly achieved.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Internal Processes</b>							
<a href="#">CED28</a> CP WBO3	Number of participants in the staff survey <b>Higher Preferred</b>	New 19.20	New 19.20	1,356	1,150	1,291 ↓	Annual Indicator <b>Target Setting:</b> New indicator for 2019-20. Target set to improve on 2018-19 baseline performance. 5% increase on 2108-19 actual. <b>Performance:</b> The survey was available in both welsh and English in both online and paper formats. The survey was made available to 3054 staff (non-schools) and paper copies were available for staff who were unable to access the online survey. During the live period several reminders were published via Bridgenders messages, encouraging staff to share their views and a weekly update was provided to CMB to also promote within their own directorates. Despite these attempts to encourage staff to participate, less staff completed the survey this year. The total response rate dropped by 3.15% from 41.52% in 2018 to 38.37% in 2020. Although there was a slight reduction in the number of participants, comparison of the tracker questions shows that overall responses were more positive in 2020 compared to 2018
<a href="#">CED29(a)</a> CP WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal <b>Higher Preferred</b>	New 19.20	New 19.20	36%	37%	35% ↑	Annual Indicator <b>Target Setting:</b> Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 Actual) <b>Performance:</b> No Performance Comments
<a href="#">CED29(b)</a> CP WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: b) I am satisfied with BCBC as an employer <b>Higher Preferred</b>	New 19.20	New 19.20	60%	66%	59% ↑	Annual Indicator <b>Target Setting:</b> Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) <b>Performance:</b> No Performance Comments
<a href="#">CED29(c)</a> CP WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: c) Working here makes me want to perform to the best of my ability <b>Higher Preferred</b>	New 19.20	New 19.20	70%	74%	69% ↑	Annual Indicator <b>Target Setting:</b> Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) <b>Performance:</b> No Performance Comments
<a href="#">CED29(d)</a> CP WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: d) I feel that BCBC values its employees ideas and opinions <b>Higher Preferred</b>	New 19.20	New 19.20	32%	39%	31% ↑	Annual Indicator <b>Target Setting:</b> Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) <b>Performance:</b> No Performance Comments
<a href="#">CED29(e)</a> CP WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? <b>Higher Preferred</b>	New 19.20	New 19.20	60%	72%	59% ↑	Annual Indicator <b>Target Setting:</b> Set to improve on the baseline which was established during the annual survey in 2018 (2018-19 actual) <b>Performance:</b> No Performance Comments
<a href="#">DOPS20</a> Local WBO3	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate) <b>Higher Preferred</b>	93%	80%	80%	87%	79% ↑	Annual Indicator <b>Target Setting:</b> Target set at 80% corporately to take into account staff who are absent during this period for reasons such as maternity leave, long term sickness, secondment. <b>Performance:</b> No Performance Comments
<b>Organisational Capacity</b>							
<a href="#">CED20</a> Local CP Feeder WBO1	The number of apprentices employed across the Chief Executive's Directorate <b>Higher Preferred</b>	New 18.19	12	13	20	22 ↓	Annual Indicator <b>Target Setting:</b> Increased to support the corporate indicator based on directorate affordability and needs <b>Performance:</b> No Performance Comments
<a href="#">CED22</a> Local PAM Feeder	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief	New 18.19	9.32 days	8.58 days	11.10 days	8.59 days ↓	Quarterly Indicator <b>Target Setting:</b> Set to improve upon 2018-19 actual <b>Performance:</b> Sickness absence in the Chief Executive's Directorate exceed the set target (the absence level for 2018/19 meant that this was the lowest across the council). Whilst the sickness absence level for the year was largely attributable to

Other priority	Executive's Directorate <b>Lower Preferred</b>						an increase in long term sickness absence cases, with a 34.7% increase in FTE days lost, the absence level did fall below the overall council target of 11.78%
<a href="#">CED23</a> Local Other priority	Number of days lost per FTE through industrial injury Chief Executive's Directorate <b>Lower Preferred</b>	New 18.19	0 days	0 days	0 days	↔	Quarterly Indicator <b>Target Setting:</b> Set by Corporate H&S <b>Performance:</b> No Performance Comments
<a href="#">CED24</a> Local Other priority	Number of industrial injury incidences Chief Executive's Directorate <b>Lower Preferred</b>	New 18.19	0	0	0	↔	Quarterly Indicator <b>Target Setting:</b> To maintain performance - zero target <b>Performance:</b> No Performance Comments
<a href="#">CHR002 (PAM/001)</a> PAM Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) Lower Preferred	10.85 days	8.50 days	11.78 days	11.96 days	↓	Quarterly Indicator <b>Target Setting:</b> Set to improve upon 2018-19 actual <b>Performance:</b> Sickness absence for the council in 2019/20 was 1.53% higher than during 2018/19. Despite an overall increase across the council, Social Service and Wellbeing and Education and Family Support Directorates did achieve their target for 2019/20, reducing by 7.1% and 1.9% respectively on 18/19.

**KEY:**

Commitments		Action
<b>Red</b>	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A significant negative variance against the budget or savings of more than 10%.</li> <li>Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>Problems with quality that lead to significant additional costs/work.</li> <li>Significant lack of resources which cannot be resolved by the directorate.</li> <li>PIs identified to measure success of the commitment are mostly red.</li> <li>Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	<p>CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.</p>
		<p><b>Performance Indicators (RAG)</b></p> <p><b>Red (alert)</b> Performance is worse than target by 10% or more</p>
<b>Amber</b>	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A negative variance against the budget or savings of less than 10%.</li> <li>Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>Problems with quality but not causing delay.</li> <li>Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>PIs identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	<p><b>Action</b></p> <p>CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.</p>
		<p><b>Performance Indicators (RAG)</b></p> <p><b>Amber (caution)</b> Performance is worse than target by under 10%</p>
<b>Green</b>	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>The forecast expenditure is on budget.</li> <li>Milestone/s on track to complete on time.</li> <li>Quality at expected levels.</li> <li>No resource problems.</li> <li>PIs identified to measure success of the commitment are mostly green.</li> <li>Stakeholders satisfied with the outcome.</li> </ul>	<p><b>Action</b></p> <p>CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.</p>
		<p><b>Performance Indicators (RAG)</b></p> <p><b>Green (clear)</b> Performance is equal to or better than target</p>
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>
↑	Performance improved vs same quarter of previous year	<b>CP</b> Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	<b>PAM</b> Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year	

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## EDUCATION & FAMILY SUPPORT - PERFORMANCE AT YEAR END

Commitments 2019-20		RAG – current progress against commitment				All Indicators (incl. Finance and sickness performance indicators (PIs))																																	
Year end 2019-20 Directorate Commitments to delivering Wellbeing Objectives		Total	Red	Amber	Green	Performance vs Target	Trend vs year end 2018-19 (excl finance)																																
Wellbeing Objective One – Supporting a successful economy		7	3	0	4		↑ <span style="border: 1px solid black; padding: 2px;">23</span>																																
Wellbeing Objective Two – Helping people to be more self reliant		5	0	0	5		↓ <span style="border: 1px solid black; padding: 2px;">18</span>																																
Wellbeing Objective Three – Smarter use of resources		6	1	0	5		↔ <span style="border: 1px solid black; padding: 2px;">*4</span>																																
							* Three of these are at maximum performance																																
Finance						High Corporate Risks																																	
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2019-20 is <b>£114.843m</b></li> <li>The year-end outturn is <b>£114.943</b> with an over spend of <b>£110,000</b>.</li> </ul> <b>Capital Budget</b> <ul style="list-style-type: none"> <li>The capital budget for the Directorate for 2019-20 is £6.019 million, with a total expenditure for the year of £4.134 million and £1.885 million slippage requested.</li> </ul> <b>Efficiency Savings</b> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Savings (£000)</th> <th>Prior year Budget Reductions</th> <th>2019-2020</th> </tr> </thead> <tbody> <tr> <td>Budget Reductions</td> <td>222</td> <td>596</td> </tr> <tr> <td>Achieved</td> <td>20</td> <td>529</td> </tr> <tr> <td>Variance</td> <td>202 (91%)</td> <td>67 (11%)</td> </tr> </tbody> </table>						Savings (£000)	Prior year Budget Reductions	2019-2020	Budget Reductions	222	596	Achieved	20	529	Variance	202 (91%)	67 (11%)	<table border="1"> <thead> <tr> <th>Residual Risk</th> <th>Wellbeing Objective</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>The council is unable to make robust medium to long term decisions requiring service change</td> <td>3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to identify and deliver infrastructure required in the medium to longer term</td> <td>1 and 3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts</td> <td>All</td> <td>4</td> <td>4</td> <td>16</td> </tr> </tbody> </table>		Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall	The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15	The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15	The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	All	4	4	16
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Additional financial information is provided in the Budget Revenue Outturn 2019-20 Report to Cabinet 30 <sup>th</sup> June 2020, and the Capital Programme Outturn 2019-20 Report to Cabinet 21 <sup>st</sup> July 2020..																																							

## Head of Education and Family Support

### Wellbeing Objective One: Supporting a successful economy

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Code	Action Planned	Status	Comments	Next Steps (amber and red only)
<a href="#">P1.1.1</a>	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages.	GREEN	<p>All of the EOTAS (Educated Other Than At School) review recommendations have been implemented and an EOTAS Manager appointed, who develops differentiated provision for individual EOTAS learners. Differentiated curriculum models have been presented and discussed with secondary and special schools and broad agreement reached that future work would be needed.</p> <p>Good progress has been made in supporting adult literacy.</p> <p>The Central South Consortium continues to support improved outcomes in schools. Challenge advisers are continuing to work with schools to better understand their qualification pathway in science, as part of wider changes to qualification specification, entry pattern changes and the interim performance measures. Strategies are being reviewed eg teaching and learning.</p> <p>Junior apprenticeships have been very successful.</p> <p>Team Bridgend has continued to support the progress required to implement the National Mission.</p> <p>The number of children in receipt of the Childcare Offer continues to increase and the relationship with colleagues in Rhondda Cynon Taf (the delivery authority) is effective and collaborative.</p>	
<a href="#">P1.1.5</a>	Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve outcomes for vulnerable groups including looked after children and young carers	RED	<p>The vast majority of activities have been completed.</p> <p>In the 2018-2019 academic year (reported in the 2019-2020 financial year), the performance of key stage 4 pupils eligible for free school meals was better than the all-Wales average.</p> <p>The Vulnerable Groups Team is continuing to support vulnerable learners working in close partnership with other agencies eg education, Social Services and inclusion. A profiling tool is being offered to all schools to track wellbeing progress in children who are looked after and young carers. A restructure of the service will be undertaken in September 2020 to provide the service with additional support to ensure other vulnerable learners, such as those open to the Youth Justice Service, are having their educational needs met. The loss of the data analyst for the team has impacted on the tracking of performance and will be an area that needs to be addressed within the restructure.</p>	
<a href="#">P1.1.6</a>	Progress the development of strategies to assist young people who are more able and talented than their peers to help them reach their potential	RED	<p>Good progress through SEREN.</p> <p>The Central South Consortium is leading on the regional development of a More Able and Talented strategy but activity was suspended due to the Covid-19 emergency. It is anticipated this work will be restarted in the autumn term 2020.</p> <p>Changes to key performance measures specified by Welsh Government are making annual monitoring and comparisons difficult.</p>	
<a href="#">P1.1.7</a>	Complete the review and consultation into the strategic review of Post 16 Education & Training by the end of March 2020	RED	<p>The Post-16 Review is complete and the Phase 4 post-consultation report was considered at Scrutiny on 6 July and deferred by Cabinet on 21 July 2020 Accordingly, any actions when approved by Cabinet will be taken forward in 2020-2021.</p> <p>While three options will be presented to Scrutiny and Cabinet, option three (improving partnerships and collaboration) is proposed as the solution for the short to mid-term. This will be recommended to Cabinet together with development of a complementary strategy for blended learning, the further development of an option of a Sixth Form Centre at Bridgend College, to complement their STEAM Centre, and some additional investigations with schools and partners.</p>	



## Wellbeing Objective Two: Helping people to be more self-reliant

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Code	Action Planned	Status	Comments	Next Steps (amber and red only)
<a href="#">P2.2.7</a>	Increase engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families.	GREEN	JAFF/TAF approach mature and embedded.	
<a href="#">P2.2.8</a>	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	<p>Actions for the 2019-2020 period within the post-inspection action plan for the Youth Justice Service have been implemented, ie establishment of the Management Board, service restructure and development of a quality assurance framework.</p> <p>There have been a number of successes linked to post-16 education support through the Building Skills programme, with a number of projects now being completed. Plans are in place for future projects and close working with schools will contribute to these developments.</p> <p>The Access to Education Panel is focusing consideration of needs and education provision to vulnerable young persons. More effective opportunities for formal learning for young people in less formal settings is improving. A specialist health visitor has been appointed by health to support the mental health and wellbeing of service users.</p>	

## Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (amber and red only)
<a href="#">P3.3.1</a>	Provide sufficient school places in the right area and in new and improved schools by delivering the 21st century schools' modernisation programme.	RED	<p>The foundation phase has been successfully introduced into The Bridge. Any applications for placement are considered and approved through the Access To Education Panel.</p> <p>A review of school accommodation/capacities has been completed.</p> <p>Progress with the detail of the individual projects for Band B includes agreement of distinct sites for schemes and establishment of project boards. The outcome of the options appraisal process was reported to Cabinet in January 2020 and approval was given to commence on-site feasibility work. A revised strategic outline programme for Band B was submitted plus the strategic outline case (SOC) in respect of Bridgend North East. We are currently awaiting Ministerial approval for both. On-site feasibility is also progressing in relation to this scheme, however COVID-19 has delayed the commencement of the transport impact assessment. Option appraisal work in relation to the special school is ongoing. The SOC will be developed upon conclusion of the appraisal. The feasibility work in relation to both Bridgend West schemes is progressing well and a SOC will be submitted to Welsh Government in due course, after Welsh Government technical advisers have produced both site specific briefs, as required.</p> <p>With regard to the expansion of Welsh-medium childcare provision, the development work linked to the Cymraeg 2050 capital programme continues to progress but has been impacted by the COVID emergency. Officers work with colleagues from across the council to develop plans to identify childcare providers who will utilise the accommodation developed thus far to offer childcare in the communities identified (Betws, Ogmere Valley, Porthcawl and Bridgend Town).</p>	

## Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Service User Outcomes</b>							
<a href="#">DCH2.1.4</a> Local WBO1	Size of the gap in educational attainments between KS4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) <b>Lower Preferred</b>	29.10	24.10	27	28.80	32.90 ↑	Annual Indicator <b>Target Setting:</b> Recognises that the gap needs to continue to close so that it is below national average and to bring greater equality between eFSM and nFSM pupils in BCBC. <b>Performance:</b> For the 2018-2019 academic year, the gap in educational attainments between key stage pupils entitled to free school meals (eFSM) and those who are not (nFSM) (measured by the Level 2 inclusive indicator) narrowed from 32.9% to 28.8%. The performance of eFSM pupils was at the same level as the previous academic year but the performance of nFSM pupils deteriorated. The Welsh average gap also narrowed in the same period, from 32.2% to 32.1%. However, the average performance of both groups of pupils deteriorated in the year.
<a href="#">DCH2.2.5.3</a> Local WBO1	The percentage of pupils who are persistently absent (ie their attendance is less than 80%) in primary schools. <b>Lower Preferred</b>	6.9%	N/A	7.6%	9.8%	7.6% ↓	Annual Indicator <b>Target Setting:</b> Baseline based on previous performance, which already out-performs the all-Wales average. <b>Performance:</b> In the 2018-2019 academic year, the percentage of primary school pupils who were persistently absent (ie their attendance is less than 80%) has increased from 7.6% to 9.8%. The Welsh average deteriorated in the same period, from 9.1% to 9.9%. Attendance data is collated by the Lead Educational Welfare Officer on a cluster and locality basis and shared termly. All pupils with a threshold of <92% attendance are monitored by the Educational Welfare Service, paying a particular focus to those pupils in the most vulnerable groups (children eligible for free school meals, traveller children, refugee children, children whose first language is not English, children who are looked after and children who are under child protection). The <92% threshold automatically encompasses all pupils who are persistent absentees (absence <80%). Educational Welfare Officers refer families needing additional support to the Early Help services.
<a href="#">DCH2.2.5.6</a> Local WBO1	The percentage of pupils who are persistently absent (ie their attendance is less than 80%) in secondary schools. <b>Lower Preferred</b>	3.4%	N/A	3.9%	4.2%	3.9% ↓	Annual Indicator <b>Target Setting:</b> Baseline based on previous performance, which already out-performs the all-Wales average. <b>Performance:</b> The percentage of pupils who are persistently absent in secondary schools increased in the 2018-2019 academic year to 4.2%, from 3.9% the previous year. This remains below the Welsh average which has also risen in the same period from 4.1% to 4.6%. The threshold for intervention by the Education Welfare Service is attendance below 92%, which incorporates all pupils who are persistently absent. The education welfare officers work in conjunction with schools and agencies to ensure that appropriate support is in place to achieve regular school attendance so that pupils may reach their full academic potential.
<a href="#">DCH2.3.1b</a> Local WBO1	The percentage of Year 12 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. <b>Lower Preferred</b>	0.6%	1%	1.0%	Awaiting data	0.5%	Annual Indicator <b>Target Setting:</b> Target recognises that numbers are already very low so continued improvement is difficult. <b>Performance:</b> The publication of destination data by Careers Wales has been delayed due to issues related to securing PLASC (Pupil Level Annual School Census) data.
<a href="#">DCH2.3.1c</a> Local WBO1	The percentage of Year 13 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. <b>Lower Preferred</b>	3.0%	2.5%	2.5%	Awaiting data	3.2%	Annual Indicator <b>Target Setting:</b> Target recognises that numbers are already very low so continued improvement is difficult. <b>Performance:</b> The publication of destination data by Careers Wales has been delayed due to issues with securing PLASC (Pupil Level Annual School Census) data.
<a href="#">DCO18.09</a> CP WBO1	Percentage of 16-64 year olds without qualifications (Bridgend) <b>Lower Preferred</b>	11.3%	11.2%	11.2%	9.1%	10.5% ↑	Annual Indicator <b>Target Setting:</b> Target set to improve upon 17-18 Actual (maintain 2018-19 Target) <b>Performance:</b> There has been a significant improvement in this PI of 1.4% since the previous year, although Bridgend's performance is 0.6% points below the Wales average of 8.5%.
<a href="#">DCO18.10</a> CP WBO1	The percentage of economically active 16-64 year olds <b>Higher Preferred</b>	75.4%	73.2%	74%	77.2%	74% ↑	Annual Indicator <b>Target Setting:</b> Target for 2019-20 set to maintain previous years actual figure <b>Performance:</b> The number of people in Bridgend 16-64 economically active has increased by 2.2% since last year demonstrating the improving picture across the county borough with 1000 more people in employment since the previous year.
<a href="#">DEFS4</a> Local WBO1	The percentage of pupils achieving 3 A-A* grades at Level 3. <b>Higher Preferred</b>	9.4%	10%	13%	11.2%	9.2% ↑	Annual Indicator <b>Target Setting:</b> Actual was below target of 10.0% and the All Wales average moved to 10.5 % in 2017-2018 and 13.4% in 2018-2019 possibly due to strong performance in the Advanced Skills Challenge Certificate. Expect this to influence BCBC results in the summer of 2019. There is a natural cap to this part of the cohort and we can expect a plateau to be reached at approx. 13 -14%. <b>Performance:</b> The percentage of pupils achieving 3 A-A* at key stage 5 increased from 9.2% in the 2017-2018 academic year to 11.2% in the 2018-2019 academic year but this result continues to be below the all-Wales average.
<a href="#">DEFS11</a> CP WBO1	The percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16. <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Annual Indicator <b>Target Setting:</b> The expected percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16. <b>Performance:</b> Full compliance is being maintained.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DEFS13</a> Local WBO1	The percentage of NEETS (young people not in education, employment or training) aged 16 to 18. <b>Lower Preferred</b>	1.4%	1.2%	1%	1%	1.2% ↑	Annual Indicator <b>Target Setting:</b> Target set at a level to continue positive performance. <b>Performance:</b> Target achieved. Final figure for PI was 1%.
<a href="#">DEFS82</a> CP WBO1	The number of participants in the Employability Bridgend programme going into employment. <b>Higher Preferred</b>	New 19.20	New 19.20	180	334	N/A	Quarterly Indicator <b>Target Setting:</b> Target set externally. <b>Performance:</b> The job market continued to be buoyant throughout 2019-2020, up until mid March 2020 when the country went into lockdown as part of the Covid-19 restrictions. This not only curtailed job entries during the last two weeks of the year but also put people in existing jobs at risk. The UK Government's Furlough Scheme will hopefully protect those people currently with employment but the job market and job retention situation is unpredictable going into 2020-2021. There was an uptake of temporary jobs in retail at the end of March and a continuation of demand for social care and health related positions.
<a href="#">DEFS104</a> Local WBO1	The percentage of Inspire to Work participants supported into education, employment or training by March 2020. <b>Higher Preferred</b>	54.0%	50%	40%	54%	49% ↑	Quarterly Indicator <b>Target Setting:</b> Due to internal duplication, Inspire 2 Work will have a primary focus on participants outside of Communities First areas for 2019-2020. This will impact on the number of referrals being received into the project, hence a lower target projection for the period. <b>Performance:</b> During the course of this financial year 148 participants have exited the project. Of the 148, 54% (80 young people) either successfully gained a place in education or employment.
<a href="#">DEFS105</a> Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from primary schools. <b>Lower Preferred</b>	11.50	N/A	13.80	19.60	16.80 ↓	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The number of fixed-term exclusions during the 2018-19 academic year (2019-20 PI year) per 1,000 pupils from primary schools has risen to 19.6 from 16.8. This position reflects an increase in some of the more challenging pupils being maintained in mainstream education.
<a href="#">DEFS106</a> Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from secondary schools. <b>Lower Preferred</b>	75.50	N/A	60.70	69.80	60.70 ↓	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The number of fixed-term exclusions during the 2018-19 academic year (2019-20 PI year) per 1,000 pupils from secondary schools has risen to 69.8 from 60.7. The increase is partly reflected in a small number of pupils in mainstream education waiting on a place within Ysgol Bryn Castell and a significant increase in fixed term exclusions within the same school.
<a href="#">DEFS107</a> Local WBO1	The average duration of fixed-term exclusions during the academic year, in primary schools. <b>Lower Preferred</b>	3.20 Days	N/A	2.50 Days	2 Days	2.50 Days ↑	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The average duration of fixed-term exclusions during the 2018-19 academic year (2019-20 PI year), in primary schools has fallen to 2.0 from 2.5.
<a href="#">DEFS108</a> Local WBO1	The average duration of fixed-term exclusions during the academic year, in secondary schools. <b>Lower Preferred</b>	2.40 Days	N/A	2.40 Days	2.20 Days	2.40 Days ↑	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The average duration of fixed-term exclusions during the 2018-19 academic year (2019-20 PI year), in secondary schools has fallen to 2.2 from 2.4.
<a href="#">DEFS109</a> Local WBO1	The percentage of total fixed-term exclusions in the academic year, in primary schools, that were for 5 days or more. <b>Lower Preferred</b>	18.6%	N/A	13.2%	7.6%	12.4% ↑	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The percentage of total fixed-term exclusions during the 2018-19 academic year (2019-20 PI year), in primary schools, that were for 5 days or more, has fallen to 7.6 from 12.4.
<a href="#">DEFS110</a> Local WBO1	The percentage of total fixed-term exclusions in the academic year, in secondary schools, that were for 5 days or more. <b>Lower Preferred</b>	12.9%	N/A	15.3%	8.5%	15.4% ↑	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The percentage of total fixed-term exclusions during the 2018-19 academic year (2019-20 PI year), in secondary schools, that were for 5 days or more, has fallen to 8.5 from 15.4.
<a href="#">DEFS111</a> Local WBO1	The percentage of young people in the Youth Justice System identified as requiring a mental health assessment, that receive a mental health assessment within 28 days of a referral date. <b>Higher Preferred</b>	New 19.20	New 19.20	100%	100%	N/A	Quarterly Indicator <b>Target Setting:</b> Target set based on expectations. <b>Performance:</b> No young people reported in these cases have required a mental health assessment to be started in this year.
<a href="#">DEFS114</a> Local WBO1	The percentage of learners gaining 3 A*-C grades at Level 3. <b>Higher Preferred</b>	54.2%	N/A	Set baseline	55.4%	56.5% ↓	Annual Indicator <b>Target Setting:</b> Data for Bridgend for earlier years is available. However, this PI has formally been introduced by WG as a national benchmark PI for 2019-2020 and WG has published data for 2018-2019 in support of this introduction. No target has, therefore, been set for 2019-2020, as this is considered a baseline year, but the intent is to match or possibly exceed the all-Wales average. <b>Performance:</b> The percentage of pupils achieving 3 A-C at key stage 5 reduced from 56.5% in the 2017-2018 academic year (2018-19 PI year) to 55.4% in the 2018-2019 academic year (2019-20 PI year). This result placed Bridgend below the all-Wales average of 58.4%, and the gap between Bridgend's result and the all-Wales average widened.
<a href="#">DEFS115</a> Local WBO1	The percentage of learners gaining 3 A*-E grades at Level 3. <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	Awaiting data	N/A	Annual Indicator <b>Target Setting:</b> New PI for 2019-2020. No target set, as this is a baseline year, but the intent is to match or

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							possibly exceed the all-Wales average. <b>Performance:</b> (Will be reported in Q4, after WG exam performance data is released.)
<a href="#">EDU002i</a> Local WBO1	Percentage of: i) All pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <b>Lower Preferred</b>	0.1%	0.1%	0.1%	0.1%	0% ↓	Annual Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> 0.1% of children (1 out of 1475) have left compulsory education, training or work based learning without an approved external qualification in the 2018/19 academic year.
<a href="#">EDU008a</a> Local WBO1	The number of permanent exclusions during the academic year per 1,000 pupils from primary schools. <b>Lower Preferred</b>	0.20	N/A	0.10	0.10	0.10 ↔	Annual Indicator <b>Target Setting:</b> Based on current performance. <b>Performance:</b> There was 1 permanent exclusion from primary schools in the 2018-19 academic year (2019-20 financial year). This compares to 1 in the 2017-18 academic year.
<a href="#">EDU016a</a> ( <a href="#">PAM/007</a> ) PAM WBO1	Percentage of pupil attendance in primary schools <b>Higher Preferred</b>	95.20%	95.70%	95%	94.80%	94.90% ↓	Annual Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> The percentage of pupil attendance in primary schools fell in the 2018-2019 academic year from 94.9% to 94.8% but was still above the Welsh average, which remained at 94.6%. Absence due to illness in Bridgend's schools was a major factor in the outcome.
<a href="#">EDU016b</a> ( <a href="#">PAM/008</a> ) PAM WBO1	Percentage of pupil attendance in secondary schools <b>Higher Preferred</b>	94.40%	95.10%	94%	94.10%	93.90% ↑	Annual Indicator <b>Target Setting:</b> Realistic target in line with 2018-2019 performance and all Wales average. <b>Performance:</b> The percentage of pupil attendance in our secondary schools in the 2018-2019 academic year increased from 93.9% to 94.1% and, in the same period, the Welsh average has fallen from 93.9% to 93.8%. Bridgend's ranking has, therefore, improved from 11th to 6th.
<a href="#">EDU017</a> Local WBO1	Percentage of Year 11 pupils at the start of the academic year, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics' <b>Higher Preferred</b>	53.00%	64.40%	54%	53.20%	56.60% ↓	Annual Indicator <b>Target Setting:</b> Based on previous year's actual. <b>Performance:</b> Bridgend's performance reduced from 56.6% in the 2017-2018 academic year to 53.2% in the 2018-2019 academic year, placing Bridgend below the all-Wales average. Bridgend's ranking in Wales fell from 9th to 10th. This result must be viewed in the context of there no longer being a focus on this particular measure, as schools have instead been focusing on the new key stage 4 measures introduced by Welsh Government.
<a href="#">PAM/046</a> CP, PAM WBO1	The percentage of Year 11 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. <b>Lower Preferred</b>	New 18.19	1.5%	1.3%	Awaiting data	0.9%	Annual Indicator <b>Target Setting:</b> Reflects our desire to set an ambitious target. <b>Performance:</b> The destination data has yet to be published by Careers Wales due to issues securing PLASC (Pupil Level Annual School Census) data.
<a href="#">PAM032</a> PAM WBO1	Average Capped 9 Score for pupils in Year 11. <b>Higher Preferred</b>	356.90	N/A	357.20	362	357.20 ↑	Annual Indicator <b>Target Setting:</b> Based on previous year's actual. <b>Performance:</b> Bridgend's capped 9 points score rose from 357.2 in the 2017-2018 academic year to 362.0 in the 2018-2019 academic year. This result was better than the all-Wales average and Bridgend's ranking in Wales rose from 9th to 8th.
<a href="#">PAM033</a> PAM WBO1	The percentage of pupils assessed in Welsh (ie who received a language, literacy and communication skills teacher's assessment in Welsh) at the end of the foundation phase. <b>Higher Preferred</b>	8.4%	N/A	9.3%	8.1%	9.3% ↓	Annual Indicator <b>Target Setting:</b> Based on previous year's actual. <b>Performance:</b> In Bridgend, only those pupils attending Welsh-medium primary schools are assessed in the subject of Welsh as a first language; therefore, only increases in the proportion of our total end foundation phase (FP) pupils attending those schools can influence the result for this indicator. The Welsh Education Strategic Plan has a target to increase the numbers of seven-year-olds taught through the medium of Welsh.
<a href="#">PAM034</a> PAM WBO1	The percentage of Year 11 pupils studying Welsh first language (ie pupils entered to sit a GCSE in Welsh first language). <b>Higher Preferred</b>	6.4%	N/A	5.4%	6.8%	5.1% ↑	Annual Indicator <b>Target Setting:</b> Target based on known cohort. <b>Performance:</b> The percentage of Year 11 pupils studying Welsh first language (i.e. pupils entered to sit a GCSE in Welsh first language) increased in the 2018-2019 academic year from 5.1% (74 pupils out of a total Year 11 cohort of 1440) to 6.8% (101 pupils out of a total Year 11 cohort of 1475).
<a href="#">DCHYJ4</a> Local WBO2	Average number of hours ETE (education, training, employment) taken up by statutory school age young people who are known to the Youth Justice Service. <b>Higher Preferred</b>	19.80 Hours	25 Hours	25 Hours	25 Hours	19.30 Hours ↑	Quarterly Indicator <b>Target Setting:</b> Reflects the level of post-16 ETE (education, training, employment) access set by the YJB (Youth Justice Board). <b>Performance:</b> The average number of hours ETE (education, training, employment) taken up by statutory school age young people who are known to the Youth Justice Service is 25. This represents both an increase on the previous year and achievement of target.
<a href="#">DEFS29</a> CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <b>Higher Preferred</b>	74.0%	70%	72%	70%	69% ↑	Quarterly Indicator <b>Target Setting:</b> Target reflects the increased complexity of cases. <b>Performance:</b> Performance for 2019-2020 was 70% against a target of 72%. There was a greater number of cases in this period 'stepped up' to statutory services, which was the right outcome given the presenting circumstances. However, such cases are recorded as TAFs closing without a positive outcome (in line with national guidance), which reflects negatively on recorded performance.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DEFS30</a> CP WBO2	The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year. <b>Higher Preferred</b>	95.0%	85%	85%	92.5%	93.4% ↓	Annual Indicator <b>Target Setting:</b> Target based on current cohort. <b>Performance:</b> The service has once again delivered above expected targets in respect of preventing children from becoming looked after. The service has consistently demonstrated positive outcomes over the period of time it has been operational.
<a href="#">DEFS75a</a> Local WBO2	Percentage attendance of in-county looked after pupils in primary schools. <b>Higher Preferred</b>	New 18.19	New 18.19	97%	96.3%	92.9% ↑	Annual Indicator <b>Target Setting:</b> Target based on latest actual and the requirement to set a new baseline. <b>Performance:</b> The percentage attendance of in-county looked after pupils in primary schools in 2018-19 academic year (2019-20 PI year) has risen to 96.3% from 92.9%
<a href="#">DEFS75b</a> Local WBO2	Percentage attendance of in-county looked after pupils in secondary schools. <b>Higher Preferred</b>	New 18.19	New 18.19	96.7%	95.5%	90.8% ↑	Annual Indicator <b>Target Setting:</b> Target based on latest actual and the requirement to set a new baseline. <b>Performance:</b> The percentage attendance of in-county looked after pupils in secondary schools in 2018-19 academic year (2019-20 PI year) has risen to 95.5% from 90.8%
<a href="#">DEFS119</a> Local WBO2	The percentage of young people known to the Youth Justice Service who are given the opportunity to be involved in decisions made about them. <b>Higher Preferred</b>	New 19.20	New 19.20	100%	100%	N/A	Quarterly Indicator <b>Target Setting:</b> New PI for 2019-2020. Target reflects the local authority's ambition to provide every child with the opportunity to be involved in decisions made about them. <b>Performance:</b> All young people contribute to their assessment so are fully involved in decisions made about them.
<a href="#">DEFS120</a> Local WBO2	The percentage of children who receive Rapid Response interventions during the year who remain out of the care system as at 31 March of that year. <b>Higher Preferred</b>	92.6%	93%	93%	89%	82.3% ↑	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> The service has continued to deliver against its primary aim of preventing children from becoming looked after. Performance is slightly below the expected target. However, it is acknowledged that a number of children were referred to the services applications were being made to the court for the children to be removed from parents care, leaving little opportunity for the service in affecting change.
<a href="#">DEFS121</a> Local WBO2	The percentage reduction in the number of children and young people open to the Youth Justice Service on reduced timetables. <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	0%	N/A	Quarterly Indicator <b>Target Setting:</b> New PI for 2019-2020. This will be a baseline year as a result of the Western Bay arrangements ceasing. <b>Performance:</b> The Youth Justice Service (YJS) has been unable to access the support from the education worker within the team due to long-term sickness. This has impacted negatively on data capture. However, this has also created an opportunity to develop closer working links with schools and the Vulnerable Groups Team to ensure children are accessing education that meets their needs. This includes referrals into the Access to Education panel to escalate concerns around young people who are not accessing provision.
<a href="#">DCHYJ1</a> Local Other priority	The number of first time entrants into the Youth Justice System. <b>Lower Preferred</b>	107	99	99	Awaiting data	78	Quarterly Indicator <b>Target Setting:</b> Up to 2016-2017, the target was set to reflect a reduction on previous year. From the 2017-18 PI year, the target is not stated as a reduction but reflects the objective for the overall number of first time entrants to be below the 2016-2017 figure. <b>Performance:</b> The Youth Justice Board collates data on first time entrants from the PNC (Police National Computer) and provides a summary to Youth Offending Teams. There are currently two periods for which there is no data, partly due to the COVID19 emergency. Therefore, at the present time, the annual position cannot be calculated.
<a href="#">DCHYJ2</a> Local Other priority	Percentage rate of re-offending, children and young people. <b>Lower Preferred</b>	36.8%	50%	50.0%	Awaiting data	50%	Quarterly Indicator <b>Target Setting:</b> Intent is for reduction on the previous year <b>Performance:</b> The Youth Justice Board collates data and provides a summary to Youth Offending Teams. The data for Q4 is currently missing from the summary due to the COVID19 emergency. Therefore, at the present time, the annual position cannot be calculated.
<a href="#">DCHYJ3</a> Local Other priority	Number of custodial sentences. <b>Lower Preferred</b>	0	8	5	Awaiting data	3	Annual Indicator <b>Target Setting:</b> Target has been set that reflects our intent is to achieve a reduction on last year. <b>Performance:</b> Data for the 2019-2020 PI year will not be supplied by the Youth Justice Board until Q1 2020-2021. Therefore, in the course of 2019-2020, the only result that can be reported is the result for the 2018-2019 PI year, which represented an increase in custodial sentences compared to 2017-2018. Support had been offered by the Youth Justice Service to the young people concerned with the aim, as always, to prevent the use of custody. Unfortunately, due to the severity and levels of offending, the young people were deemed by the Courts to be at risk of further offending behaviours and custody was the only course of action left that could be taken.
<a href="#">DCHYJ5</a> Local Other priority	The average hours of education, training and employment (ETE) engagement for young people who are above statutory school age and known to the Youth Justice Service. <b>Higher Preferred</b>	16.80 Hours	16 Hours	16 Hours	17.20 Hours	13.80 Hours ↑	Quarterly Indicator <b>Target Setting:</b> Target being maintained at 16, as given the 2018-2019 result, this represents an intent of improvement. <b>Performance:</b> The average hours of education, training and employment (ETE) engagement for young people who are above statutory school age and known to the Youth Justice Service represents an increase on the previous year and the target has been achieved.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DCHYJ6</a> Local Other priority	Percentage of young people known to the Youth Justice service who are in suitable accommodation. <b>Higher Preferred</b>	93.3%	100%	100%	93.1%	82.6% ↑	Annual Indicator <b>Target Setting:</b> Intent is for all young people known to the YJS to be in suitable accommodation. <b>Performance:</b> Target has not been achieved but the performance represents an improvement on the previous year. Performance is regularly reported to and considered by the Youth Justice Service Management Board.
<a href="#">DCHYJ7</a> Local Other priority	Percentage of children and young people known to the Youth Justice Service who receive appropriate health and substance misuse assessment and treatment within 10 days of referral. <b>Higher Preferred</b>	100.0%	100%	100%	100%	100% ↔	Annual Indicator <b>Target Setting:</b> The intent is for all children and young people known to the service to receive appropriate assessment and treatment. <b>Performance:</b> In the year, 29 interventions closed with 18 young people identified as requiring substance misuse (SM) assessment. Of these, 13 were already receiving a SM service prior to YJS engagement. The remaining 5 were referred for SM assessment and all received treatment within 10 days of the referral.
<a href="#">EDU015b</a> Local Other priority	Percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <b>Higher Preferred</b>	100.0%	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> To maintain top performance. <b>Performance:</b> Performance has been maintained at 100%.
<b>Value for Money</b>							
<a href="#">DCH2.1.11.1</a> CP WBO3	The percentage surplus capacity in primary schools. <b>Lower Preferred</b>	5.21%	10%	10%	9.36%	4.89% ↓	Annual Indicator <b>Target Setting:</b> The target is set at a level to ensure that the demand for places can be met and to maximise the use of space in our schools. <b>Performance:</b> Band A school completions (ie Brynmenyn and Pencoed Primary Schools) contributed to an increase in capacity in the primary sector. Also, mobile classrooms at Tondu and Coychurch Primary Schools have been made permanent and are now included within the formal capacity calculations.
<a href="#">DCH2.1.11.2</a> CP WBO3	The percentage surplus capacity in secondary schools. <b>Lower Preferred</b>	20.5%	18%	18%	20.65%	22.01% ↑	Annual Indicator <b>Target Setting:</b> The surplus capacity at secondary level should ideally be around 10%; however, this is unlikely to be achievable without removing surplus places (ie mothballing areas of schools or taking accommodation out of use). <b>Performance:</b> Changes in demographics and use of spaces has resulted in a reduction in surplus places in the secondary sector.

## CORPORATE DIRECTOR

## Wellbeing Objective One: Supporting a successful economy

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Code	Action Planned	Status	Comments	Next Steps (amber and red only)
<a href="#">P1.1.3</a>	Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities	GREEN	A range of engagement and employability-related learning programmes have been developed and delivered; these engage learners and enable them to take part in learning opportunities to improve skills, gain certification and improve job opportunities. Programmes include digital-based content in addition to core employability skills.  Employability Bridgend's strong reputation has helped it successfully engage and increase the number of projects supporting participants. Strong use of marketing is helping promote the service. The number of programme participants being supported into employment is continuing to increase.	
<a href="#">P1.1.4</a>	Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children.	GREEN	Continuing excellent success with the SHEP project.  Adult Community Learning has engaged with the Department of Work and Pensions to ensure that targeted learning opportunities have been offered to adults from workless households; the aims are to improve skills, gain certification and enhance job prospects.	
<a href="#">P1.1.8</a>	Support the development of coding skills of our young people through the rollout of Digital Competence Framework to all our schools by March 2020	GREEN	Schools have committed to the HWB Infrastructure Programme, which will bring significant infrastructure connectivity improvements and devices into classrooms. The revised draft ICT Strategy for Bridgend Schools has been released to schools, which supports the implementation of the HWB Infrastructure grant. Bridgend schools are delivering coding training to other schools in the region.	

## Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (amber and red only)
<a href="#">P2.1.1</a>	Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.	GREEN	All strands of activity have been completed against a background of challenges posed by health board changes.	
<a href="#">P2.1.2</a>	Continue to involve service users, carers and communities in developing and commissioning services	GREEN	The directorate's approach to participation continues to strengthen with completion of activities in the year in relation to supporting the post-16, learner travel and youth justice agendas.	
<a href="#">P2.3.1</a>	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally	GREEN	Policy guidance released by Welsh Government evidences significant changes in respect of the education data that is now to be used and how it is to be used. Interim performance and accountability measures are in place, reflecting that guidance.  Work with the third sector to increase support services available to young people is now a standard part of the directorate's operations.	

## Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2019-20 budget	GREEN	Strong financial management is in place, supporting the directorate's MTFS commitments. The full MTFS savings for 2019-2020 were not achieved with the principle challenge being in respect of Learner Travel. Actions in respect of Learner Travel continue into 2020-2021.	
<a href="#">P3.2.2</a>	Automate most common internal processes to reduce transaction costs and streamline processes	GREEN	Automation linked to school admissions and school transport continues to speed up transactions between teams and the public.  Forms have been developed and now launched as online substitutes to paper forms for admissions and school transport passes via My Account. The chatbot is diverting basic queries away from teams.  All recommendations from the EOTAS (Educated Other Than At School) review have been fully implemented.	

<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change.	GREEN	Leadership and management training opportunities are offered to middle managers. The training needs of managers are afforded a high importance. Health board boundary issues have been progressed and opportunities for cross-working/training continue to be examined. Sickness absence is a strong focus for the senior and extended management teams and good information continues to be provided to managers on a quarterly basis, support strong absence management.
<a href="#">P3.4.2</a>	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	Staff development and training is important and all planned activities have been completed. All-day staff training, peer training, senior and extended management team events and ""Team Bridgend"" are supporting staff development. The availability of staff training is widely embraced by staff.
<a href="#">P3.4.3</a>	Improve and promote mechanisms that increase responses to consultations	GREEN	There has been a considerable investment in consultations to support the delivery of proposed revisions to policies associated with MTFS savings, for example, the Learner Travel Policy proposals and the post-16 review proposals. Consultation with stakeholders regarding the establishment of Welsh-medium childcare and hubs has been completed in the year.

## Performance Indicators

### Value for money

PI Ref No	PI Description	Ann target 19-20 £'000	Current Performance						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CP feeder WBO 3	Value of planned budget reductions achieved ( Education and Family Support Directorate)	596	67	11%	0	0	529	89%	Phased implementation of the learner transport policy savings not realised. Report to Cabinet to be produced shortly on the outcome of the recent public consultation on the Learner Travel Policy

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Internal Processes</b>							
<a href="#">DRES.3.13ii</a> Local Other priority	Number of individual injury incidences (Corporate) that have resulted in an absence. <b>Lower Preferred</b>	32	0	0	33	31 ↓	Quarterly Indicator <b>Target Setting:</b> 07/02/2019 - Corporate Management Board have determined that all industrial injury and lost time targets should be zero. <b>Performance:</b> There were 33 industrial injuries in the year resulting in 1010.21 FTE working days lost. All industrial injury accidents are investigated by the line manager and reported to Corporate Management Board in their monthly health and safety updates. Cases are discussed by the Corporate Health and Safety Steering Group, including risk management actions.
<a href="#">DRES.6.8</a> Local Other priority	Number of days lost per FTE through industrial injury (Corporate). <b>Lower Preferred</b>	0.11	0	0	0.24	0.09 ↓	Quarterly Indicator <b>Target Setting:</b> 07/02/2019 - Corporate Management Board have determined that all industrial injury and lost time targets should be zero. <b>Performance:</b> There were 33 industrial injuries in the year, an increase of 2 on the previous year. However, the number of working days lost per FTE has increased significantly, in percentage terms, over the previous year. All industrial injury accidents are investigated by the line manager and reported to Corporate Management Board in their monthly health and safety updates. Cases are discussed at the Corporate Health and Safety Steering Group, including risk management actions.
<b>Organisational Capacity</b>							
<a href="#">DEFS27</a> CP feeder Local WBO1	The number of apprentices employed within the directorate (EDFS). <b>Higher Preferred</b>	6	5	5	5	7 ↓	Quarterly Indicator <b>Target Setting:</b> To maintain the number of apprentices employed within the directorate. <b>Performance:</b> The number of apprentices employed within the directorate was maintained.
<a href="#">CHR002iv</a> PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). <b>Lower Preferred</b>	12.21	8.89	13.39	13.13	13.40 ↑	Quarterly Indicator <b>Target Setting:</b> Target set corporately. <b>Performance:</b> The target for a reduction in the number of FTE days lost due to sickness in the directorate, compared to last year, has been achieved. There continues to be a major focus in the directorate on effectively managing sickness absence and, aligned with the corporately approach to managing sickness.



Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DCH5.6.2</a> Local Other priority	Number of working days lost per FTE due to industrial injury (Education and Family Support Directorate staff, excluding schools) <b>Lower Preferred</b>	0.09	0	0	0.04	0.03 ↓	Quarterly Indicator <b>Target Setting:</b> Corporate Management Board have determined that all industrial injury and lost time targets should be zero. <b>Performance:</b> In the first six months of the year there were no industrial injuries incidences and no FTE days were lost. There were two incidences in Q3 and one in Q4, therefore, the total for the whole year was three, which represented a reduction on the five incidences in the previous year. However, the total number of FTE days lost in respect of the three incidences was just over 22, compared to a total of just under 14 for the five incidences in the previous year. Industrial injury incidents are discussed at the Corporate Health and Safety Steering Group; actions are identified to learn lessons and manage risk.
<a href="#">DEFS23</a> Local Other priority	The number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that result in an absence. <b>Lower Preferred</b>	6	0	0	3	5 ↑	Quarterly Indicator <b>Target Setting:</b> 07/02/2019 - Corporate Management Board have determined that all industrial injury and lost time targets should be zero. <b>Performance:</b> In the first six months of the year there were no industrial injuries incidences and no FTE days were lost. There were two incidences in Q3 and one in Q4, therefore, the total for the whole year was three, which represented a reduction on the five incidences in the previous year. The three incidences resulted in 22 FTE days lost. Industrial injury incidents are discussed at the Corporate Health and Safety Steering Group; actions are identified to learn lessons and manage risk.
<a href="#">DEFS132</a> Local Other priority	Number of working days per full time equivalent lost due to sickness absence - schools. <b>Lower Preferred</b>	8.17	6.99	9.34	9.47	9.35 ↓	Quarterly Indicator <b>Target Setting:</b> Target set corporately. <b>Performance:</b> Individual schools are responsible for managing staff sickness. Each school has its own policy, based on the BCBC corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools.
<a href="#">DEFS134</a> Local Other priority	Number of working days lost per FTE due to industrial injury (schools) <b>Lower Preferred</b>	0.04	0	0	0.18	0.08 ↓	Quarterly Indicator <b>Target Setting:</b> 07/02/2019 - Corporate Management Board have determined that all industrial injury and lost time targets should be zero. <b>Performance:</b> In the year, there were 19 absences due to industrial injuries in schools resulting in 378.78 full time equivalent (FTE) days lost and equating to 0.1754 working days lost per FTE. There has been a significant increase in the number of reported incidents and accidents, which is likely to be due to the accessibility of the new online accident reporting system, its promotion by Corporate Health and Safety Team, and of the importance of reporting accidents and incidents in general. The 2019-2020 year is, therefore, considered to be a baseline year.
<a href="#">DEFS135</a> Local Other priority	The number of industrial injury incidents (schools) that result in an absence. <b>Lower Preferred</b>	13	0	0	19	16 ↓	Quarterly Indicator <b>Target Setting:</b> 07/02/2019 - Corporate Management Board have determined that all industrial injury and lost time targets should be zero. <b>Performance:</b> There has been a significant increase in the number of reported incidents and accidents, which is likely to be due to the accessibility of the new online accident reporting system, its promotion by Corporate Health and Safety Team, and of the importance of reporting accidents and incidents in general. The 2019-2020 year is, therefore, considered to be a baseline year.

**KEY:**

Commitments		Action	
<b>Red</b>	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A significant negative variance against the budget or savings of more than 10%.</li> <li>Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>Problems with quality that lead to significant additional costs/work.</li> <li>Significant lack of resources which cannot be resolved by the directorate.</li> <li>PIs identified to measure success of the commitment are mostly red.</li> <li>Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		<p><b>Performance Indicators (RAG)</b></p> <p><b>Red (alert)</b> Performance is worse than target by 10% or more</p>	
<b>Amber</b>	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A negative variance against the budget or savings of less than 10%.</li> <li>Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>Problems with quality but not causing delay.</li> <li>Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>PIs identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	<p><b>Action</b></p> <p>CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.</p>	
		<p><b>Performance Indicators (RAG)</b></p> <p><b>Amber (caution)</b> Performance is worse than target by under 10%</p>	
<b>Green</b>	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>The forecast expenditure is on budget.</li> <li>Milestone/s on track to complete on time.</li> <li>Quality at expected levels.</li> <li>No resource problems.</li> <li>PIs identified to measure success of the commitment are mostly green.</li> <li>Stakeholders satisfied with the outcome.</li> </ul>	<p><b>Action</b></p> <p>CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.</p>	
		<p><b>Performance Indicators (RAG)</b></p> <p><b>Green (clear)</b> Performance is equal to or better than target</p>	
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		

## SOCIAL SERVICES & WELL-BEING – PERFORMANCE AT YEAR END

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Commitments 2019-20					RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)																																
Year end 2019-20 Directorate Commitments to delivering Wellbeing Objectives					Total	Red	Amber	Green	Performance vs Target			Trend vs year end 2019-20 (excl finance)																													
Wellbeing Objective One – Supporting a successful economy					1	0	0	1				<p>↑ 14</p>																													
Wellbeing Objective Two – Helping people to be more self-reliant					8	0	0	8				<p>↓ 21</p>																													
Wellbeing Objective Three – Smarter use of resources					4	0	0	4				<p>↔ 6*</p>																													
										*these are at maximum performance																															
Finance					High Corporate Risks																																				
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2019-20 is <b>£71.587m</b>.</li> <li>The year-end outturn is <b>£71.650m</b> with an over spend of <b>£63,000</b>.</li> </ul> <b>Capital Budget</b> <ul style="list-style-type: none"> <li>The capital budget for the Directorate for 2019-20 is £1.746 million, with a total expenditure for the year of £858,000 and £888,000 slippage requested.</li> </ul> <b>Efficiency Savings</b> <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>Prior year Budget Reductions</th> <th>2019-20</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>918</td> <td>1,235</td> </tr> <tr> <td>Achieved</td> <td>761</td> <td>1,175</td> </tr> <tr> <td>Variance</td> <td>157 (17%)</td> <td>60 (5%)</td> </tr> </tbody> </table> <p>Additional financial information is provided in the Budget Revenue Outturn 2019-20 Report to Cabinet 30<sup>th</sup> June 2020, and the Capital Programme Outturn 2019-20 Report to Cabinet 21<sup>st</sup> July 2020.</p>					Savings (£000)	Prior year Budget Reductions	2019-20	Savings Target	918	1,235	Achieved	761	1,175	Variance	157 (17%)	60 (5%)	<table border="1"> <thead> <tr> <th>Residual Risk</th> <th>Wellbeing Objective</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>The council is unable to make robust medium to long term decisions requiring service change</td> <td>3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to identify and deliver infrastructure required in the medium to longer term</td> <td>1 and 3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts</td> <td>All</td> <td>4</td> <td>4</td> <td>16</td> </tr> </tbody> </table>					Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall	The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15	The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15	The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	All	4	4	16
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## HEAD OF ADULT SOCIAL CARE

### Wellbeing Objective Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (amber and red only)
P2.1.1	Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.	GREEN	The Children and Young People's Information, Advice and Assistance (IAA) service is well established in the Multi Agency Safeguarding Hub (MASH) which has enhanced timely multi-agency responses to referrals and safeguarding enquiries. Within Adult Social Care the IAA and Common Access Point service is being prioritised. Transformation funding will enable the further development of this service.	
P2.1.2	Continue to involve service users, carers and communities in developing and commissioning services.	GREEN	Extensive engagement and consultation undertaken with service users, families and stakeholders to develop and implement the new service model for carers, which focuses on voice, choice and control for individuals. We have also involved a young person in receipt of services at Maple Tree House (Residential Hub) to help with the design of the new scheme being developed in 2020.	
P2.2.1	Support the development of a new generation of community health and wellbeing centres for our residents with health partners.	GREEN	Maesteg feasibility study was completed during Q4. Options appraisal now being taken forward including sources of investment.	
P2.3.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally.	GREEN	Partnership working continues. Performance framework in development. BCBC and BAVO active in regional social prescribing network across Cwm Taf Morgannwg.	
P2.3.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	Positive Quest directional review. Re-assessment at end of 2020. Wales Audit Office report identifies as good practice.	

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Service User Outcomes</b>							
DataItemA9 CP, SSWBPM WBO2	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year. <b>Higher Preferred</b>	379	370	480	526	↓	Quarterly Indicator <b>Target Setting:</b> The definition states that this applies only to those with a care package/in managed care. The target is based on current data and shows improvement. <b>Performance:</b> Target exceeded and in line with 2018-19 performance
DWB5.3.1.1 Local WBO2	Number of members in the Access to Leisure programme for disadvantaged groups <b>Higher Preferred</b>	1339	1,350	1,400	1,512	↑	Quarterly Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> Target has been exceeded. There were 1512 direct debit memberships with 103,000 visits recorded by access to leisure users at end of Q4. Indications that access to leisure purchases may be positively influenced by changes to over 60 free swimming and take up of concessionary offers.
PAM/017 (LCS002b) PAM WBO2	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity <b>Higher Preferred</b>	9,447	9,150	9,150	8,788	↓	Quarterly Indicator <b>Target Setting:</b> Population related indicator with some usage being at capacity but population increasing so an automatic reduction. Target based on current performance. <b>Performance:</b> The positive performance seen in the first three quarters of 2019/20 was disrupted in Q4 by adverse weather linked to Storm Dennis and also the curtailment of sport by national governing bodies and subsequently the Government in relation to Covid-19.
PAM/040 PAM WBO2	Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service <b>Higher Preferred</b>	77.5%	85%	80%	79%	↑	Annual Indicator <b>Target Setting:</b> Change to target due to management fee reduction to AWEN <b>Performance:</b> Performance has fallen just short of the target but is an improvement on the previous year's figure from 77.5% to 79%. This is an annual assessment and due to the implications for library services caused by Covid-19 will not be required by Welsh Government in 2020/21
PAM/041 PAM WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16- weeks <b>Higher Preferred</b>	New 18.19	N/A	44%	Not yet published	Not yet published	Annual Indicator <b>Target Setting:</b> Targets are set by Public Health Wales <b>Performance:</b> Data provided by public health wales-Nov 2020
PAM/042 PAM WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16-weeks <b>Higher Preferred</b>	New 18.19	N/A	N/A	Not yet published	Not yet published	Annual Indicator <b>Target Setting:</b> Establish Baseline - targets are set by Public Health Wales <b>Performance:</b> Data provided by public health wales-Nov 2020

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Page 77 PM18 SSWBPM WBO2 National measure	The percentage of adult protection enquiries completed within 7 days <b>Higher Preferred</b>	95.92%	95%	95%	94.89%	95.79% ↓	Quarterly Indicator <b>Target Setting:</b> Target set with knowledge that information often needs to be collected from partners. <b>Performance:</b> Despite performance being above target for the majority of the year it dipped marginally below during March as a result of waiting for information from health colleagues due to Covid-19.
PM19 (PAM/025) (SCA/021) PAM, SSWBPM WBO2 National measure	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <b>Lower Preferred</b>	1.52	2	4	5.45	4.79 ↓	Quarterly Indicator <b>Target Setting:</b> There has been change to the WG process and the capacity in the domiciliary care market that has impacted on this target. <b>Performance:</b> Winter demand described by the health board as "unprecedented". Good communication between the Health Board, LA and Independent Providers enabled the identification of barriers. Communication channels were used to flag these issues up with Social Workers and Independent Providers. Seasonal Pressures monies were released earlier, but the issue of recruitment delayed the implementation, some not being able to start until end of Jan. Mitigation included increased activity for clinical services in the community, use of a residential home for people awaiting start of their community packages. Also, ensured our internal communications regarding status of discharge planning with all social work teams was improved to better inform DToC validation.
PM20a CP, SSWBPM WBO2 National measure	The percentage of adults who completed a period of reablement and 6 months later have a reduced package of care and support <b>Higher Preferred</b>	70.64%	62%	70%	71.43%	67.27% ↑	Quarterly Indicator <b>Target Setting:</b> Based on current data this is an improving target. <b>Performance:</b> Evidence of sustainable effects from Reablement intervention.
PM20b CP, SSWBPM WBO2 National measure	The percentage of adults who completed a period of reablement and 6 months later have no package of care and support. <b>Higher Preferred</b>	58.27%	60%	60%	68.48%	61.31% ↑	Quarterly Indicator <b>Target Setting:</b> Based on current data. <b>Performance:</b> Evidence of sustainable effects from Reablement intervention.
PM21 SSWBPM WBO2 National measure	The average length of time older people (aged 65 or over) are supported in residential care homes. <b>Lower Preferred</b>	861.49 days	900 days	860 days	761.87 days	807.28 days ↑	Quarterly Indicator <b>Target Setting:</b> This is an improving target and indicates greater independence. <b>Performance:</b> The Directorate continues to deliver on its ambition to support people to live within their own homes for as long as possible
PM22 v.2 SSWBPM WBO2 National measure	Average age of adults entering residential care homes over the age of 65. <b>Higher Preferred</b>	85.40 years	85 years	86 years	86.80 years	86.09 years ↑	Quarterly Indicator <b>Target Setting:</b> People are independent for longer. Increased target age reflects this. <b>Performance:</b> The Directorate continues to deliver on its ambition to support people to live within their own homes for as long as possible
PM23 SSWBPM WBO2 National measure	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months <b>Higher Preferred</b>	89.38%	70%	85%	88.92%	87.46% ↑	Quarterly Indicator <b>Target Setting:</b> Target is based on current performance <b>Performance:</b> The service continues to engage people in "What matters" conversations to identify the most appropriate information and advice relevant to their needs and situation at that time.
SSWB1 CP WBO2	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible <b>Higher Preferred</b>	973	1,000	1,000	1,508	1,284 ↑	Quarterly Indicator <b>Target Setting:</b> Target is based on current data. Numbers will plateau. <b>Performance:</b> Target exceeded
SSWB10 (SCA018a) Local WBO2	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year <b>Higher Preferred</b>	97.46%	97%	97%	92.97%	95.63% ↓	Quarterly Indicator <b>Target Setting:</b> Based on current performance <b>Performance:</b> Although performance has improved during Q4, it is disappointing to fall just short of the target at end of year. Further work will need to be done to ensure that processes and interventions support the delivery of this performance target.
SSWB19 CP WBO2	The percentage of adults who received advice and assistance from the information, advice and assistance service during the year <b>Higher Preferred</b>	63.67%	50%	65%	63.91%	74.36% ↓	Quarterly Indicator <b>Target Setting:</b> This is an improving target <b>Performance:</b> The 2019-20 target has been marginally missed. Staffing cover has been a real challenge for the service, as Transformation funding became available, recruitment has taken place towards the latter quarter of the year.
SSWB23 Local WBO2	Number of people with cognitive changes/dementia who are supported with information and advice to help them remain as independent as possible <b>Higher Preferred</b>	New 18.19	130	180	278	229 ↑	Quarterly Indicator <b>Target Setting:</b> Target based on current data. <b>Performance:</b> Performance is above target
SSWB25a Local WBO2	Number of people completing the summer reading challenge <b>Higher Preferred</b>	1,996	N/A	2,040	1,758	2,030 ↓	Annual Indicator <b>Target Setting:</b> Based on performance. <b>Performance:</b> The theme of the summer reading challenge is set nationally as part of the national campaign and differing themes can positively influence the level of engagement with young people. 71% of people commencing, completed the challenge. The addition of the winter reading challenge has been a positive introduction by AWEN

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Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">SSWB25b</a> Local WBO2	Number of people participating in the summer reading challenge <b>Higher Preferred</b>	2,747	N/A	2,900	2,474	2,835 ↓	Annual Indicator <b>Target Setting:</b> Based on performance <b>Performance:</b> The theme of the summer reading challenge is set nationally as part of the national campaign and differing themes can positively influence the level of engagement with young people. The addition of the winter reading challenge has been a positive introduction by AWEN
<a href="#">SSWB31</a> Local WBO2	Number of adults accessing Dementia friendly activities (in partnership with Halo, Bavo, Awen and the Alzheimer's Society) <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	Data not available	New 19.20	Quarterly Indicator <b>Target Setting:</b> Establish baseline. <b>Performance:</b> Due to the unavailability of partner organisations it has proven difficult to set a baseline of individuals. 140 people attended training with additional support for 70 students delivered by BCBC staff. There has been partnership working with 7 organisations and 99 participants in community activity recorded.
<a href="#">SSWB35</a> CP WBO2	The percentage of adults aged 18 years+ who are satisfied with the care and support they received. <b>Higher Preferred</b>	85.97%	80%	85.00%	Data not available	82.87%	Annual Indicator <b>Target Setting:</b> This is an improving target and is based on current data <b>Performance:</b> In line with their duties under the Social Services and Well-being (Wales) Act 2014 and associated codes of practice in relation to measuring social services performance, all local authorities were required to collect qualitative information about people who use their social care services, via an annual survey. Data obtained from this survey is used to inform this indicator. Welsh Government have reviewed the Performance Measurement Framework and local authorities have been told by WG that the survey is no longer to be undertaken in its current format. Hence, there is no data available for this measure during 2019-20.

## HEAD OF CHILDREN'S SOCIAL CARE

### Wellbeing Objective Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.2</a>	Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation	GREEN	Working alongside colleagues in Supporting People and Housing, a new Supported Accommodation Service Model was commissioned in December 2019, which has increased both the range and capacity of accommodation	
<a href="#">P2.2.3</a>	Finalise a transition service model to help disabled children move smoothly into adulthood	GREEN	The new team (Children and Transition Team) is to be formally launched on the 1st April 2020. Work is being completed on the operating model, structure, eligibility, governance and budget.	
<a href="#">P2.2.5</a>	Support care leavers to secure appropriate accommodation	GREEN	A new suite of semi supported accommodation options is now in place for care leavers in 2020.	

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Service User Outcomes</b>							
<a href="#">PM34a</a> CP, SSWBPM WBO1 National measure	The percentage of all care leavers who are in education, training or employment at: a) 12 months after leaving care <b>Higher Preferred</b>	60.53%	60%	60%	54.55%	63.64% ↓	Quarterly Indicator <b>Target Setting:</b> The target is based on current performance and is challenging/realistic. <b>Performance:</b> This figure is impacted by a relatively small number of young people, who have disengaged from programmes during the year, after signing up for courses/programmes at the beginning of the academic year. This is why the % has declined since Q3. The Team Manager has been asked to ensure a renewed focus in supervision on all cases where young people are NEET.
<a href="#">PM34b</a> CP, SSWBPM WBO1 National measure	The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care <b>Higher Preferred</b>	46.67%	55%	60%	57.14%	57.89% ↓	Quarterly Indicator <b>Target Setting:</b> The target is based on current performance and is challenging/realistic. <b>Performance:</b> Where the young people are NEET this relates to physical or mental health issues which prevents them from working, or they are in custody. We will continue to strive to improve our performance in this area.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
PM24 (PAM/028) PAM, SSWBPM WBO2 National measure	The percentage of assessments completed for children within statutory timescales <b>Higher Preferred</b>	86.15%	85%	85%	73.84%	71.5% ↑	Quarterly Indicator <b>Target Setting:</b> This is based on current data and is a challenging target. <b>Performance:</b> The overall figure for this measure has been impacted upon, in the main, by the under performance of the Information, Advice and Assistance (IAA) service at the beginning of the year. The corrective actions previously implemented within the IAA service have continued to demonstrate significant improvement in the completion of timely care and support assessments. This is evidenced in Q4 performance being 97.3%, compared to performance in Q1 being 44.9%. This PI is being closely monitored and any issues will be swiftly addressed to ensure the improvements are sustained.
PM25 CP, SSWBPM WBO2 National measure	The percentage of children supported to remain living within their family. <b>Higher Preferred</b>	61.64%	65%	65%	62.83%	64.13% ↓	Quarterly Indicator <b>Target Setting:</b> Relevant child populations are stabilising and the % target remains because of the challenges. <b>Performance:</b> Children defined as 'supported to remain living with their family' are those that are 'care and support' and 'child protection' cases. This does not include looked after children. Children's Social Care work with cases in tiers 3 and 4 (complex and acute needs) and their care and support cases would only be those in the higher end of tier 3. Ongoing monitoring of caseloads to ensure care and support cases are appropriately closed or stepped down to Early Help has resulted in stable workloads for social workers, whilst LAC numbers have also remained stable. The effect of these 2 factors means our performance is consistently close to target and will continue to be monitored. This indicator will not be required in the 2020/21 national Performance Measurement Framework.
PM26 SSWBPM WBO2 National measure	The percentage of looked after children returned home from care during the year <b>Higher Preferred</b>	6.56%	10%	10%	6.35%	8.46% ↓	Quarterly Indicator <b>Target Setting:</b> Part dependent on Early Help services <b>Performance:</b> The new joint LAC Strategy Action Plan in part focuses on the reunification of children and young people. Our looked after children's population and their plans for permanence are also closely monitored by senior managers in Social Care and Education & Family Support. Practice Support Workers have been recruited with a key part of their role being pivotal to the implementation of the Re-unification Toolkit which will drive this area of work forward, so we can improve on this year's performance.
PM29a SSWBPM WBO2 National measure	Percentage of children who need care and support achieving the core subject indicator at key stage 2 <b>Higher Preferred</b>	66.22%	58%	60.00%	Data not yet published	51.16%	Annual Indicator <b>Target Setting:</b> Target based on national average 17/18 <b>Performance:</b> Data provided by WG - not yet published
PM29b SSWBPM WBO2 National measure	Percentage of children who need care and support achieving the core subject indicator at key stage 4 <b>Higher Preferred</b>	8.45%	14%	10%	Data not yet published	23.91%	Annual Indicator <b>Target Setting:</b> Target based on national average 17/18 <b>Performance:</b> Data provided by WG - not yet published
PM30 SSWBPM WBO2 National measure	The percentage of children seen by a registered dentist within 3 months of becoming looked after <b>Higher Preferred</b>	82.14%	65%	84%	84.78%	80.56% ↑	Quarterly Indicator <b>Target Setting:</b> Target based on current performance <b>Performance:</b> The end of year target has been achieved. During the year seven children were not seen within timescales.
PM31 SSWBPM WBO2 National measure	The percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement. <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Need to sustain performance <b>Performance:</b> Target achieved
PM33 (PAM/029) CP, PAM, SSWBPM WBO2 National measure	The percentage of looked after children on 31st March who have had three or more placements during the year. <b>Lower Preferred</b>	10.68%	12%	12%	9.39%	10.24% ↑	Quarterly Indicator <b>Target Setting:</b> Target is based on current and past performance and knowledge of the LAC population which is stabilising but not declining <b>Performance:</b> The support offered to Foster Carers has been bolstered by recruitment of Re-unification workers who are available to support placements where there is a risk of placement breakdown.
PM35 CP, SSWBPM WBO2 National measure	The percentage of care leavers who have experienced homelessness during the year <b>Lower Preferred</b>	13.79%	13%	13%	8%	5.88% ↓	Quarterly Indicator <b>Target Setting:</b> Target based on current data. <b>Performance:</b> Target achieved

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
Page 80 SCC002 (PM32) SSWBPM WBO2 National measure	Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March. <b>Lower Preferred</b>	6.54%	10%	9%	6.94%	5.56% ↓	Quarterly Indicator <b>Target Setting:</b> Improving target <b>Performance:</b> No Performance Comments
SSWB7 CP WBO2	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 16/17 <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Planning for transition starts when the young person is 14. It is important that at least by age 16 young people have a transition plan. <b>Performance:</b> Target achieved
SSWB20 CP WBO2	The percentage of children who received advice and assistance from the information, advice and assistance service during the year <b>Higher Preferred</b>	71.35%	70%	75%	80.06%	81.37% ↓	Quarterly Indicator <b>Target Setting:</b> This is an improving target. <b>Performance:</b> Target achieved
SSWB21 Local WBO2	The percentage of identified young carers with an up to date care and support plan in place <b>Higher Preferred</b>	94.83%	90%	90%	91.66%	92.98% ↓	Quarterly Indicator <b>Target Setting:</b> Based on performance this is an improving target <b>Performance:</b> End of year performance remains above target. There has been a slight dip in performance compared to the previous year as a result of information and advice being provided which has met the needs of the family and therefore a support plan is not required.
SSWB29 Local WBO2	Percentage of care leavers aged 18-25 who are attending/have attended University <b>Higher Preferred</b>	New 19.20	New 19.20	10%	10.86%	N/A	Quarterly Indicator <b>Target Setting:</b> Based on current data <b>Performance:</b> Target achieved
SSWB32 Local WBO2	Percentage of eligible children and young people who received an active offer of advocacy <b>Higher Preferred</b>	New 19.20	New 19.20	100%	43.87%	N/A	Annual Indicator <b>Target Setting:</b> All eligible YP should receive an Active Offer <b>Performance:</b> The target of 100% was set based on eligibility - that all children and young people aged 5 years+ are entitled to an active offer of advocacy from a statutory Independent Professional Advocate (IPA) when they become looked after or become subject of child protection enquiries leading to an Initial Child Protection Conference. However, in practice this target is not feasible as children have to consent to receiving the 'active offer'. Whilst performance of 43.87% seems low, this is a new element of the advocacy service that is still developing and growing.
SSWB33 Local WBO2	Percentage of eligible children and young people taking up an active offer advocacy <b>Higher Preferred</b>	New 19.20	New 19.20	Set baseline	86.76	N/A	Annual Indicator <b>Target Setting:</b> Establish baseline - new indicator under a new regional service arrangement <b>Performance:</b> No Performance Comments
SSWB34 Local WBO2	Number of Issue Based Advocacy referrals for children <b>Higher Preferred</b>	New 19.20	New 19.20	110	145	N/A	Quarterly Indicator <b>Target Setting:</b> Based on historic service levels and included in Cwm Taf service contract <b>Performance:</b> Target achieved
SSWB36 CP WBO2	The percentage of children aged 7-17 years who are satisfied with the care and support they received. <b>Higher Preferred</b>	84.09%	80%	85.00%	Data not available	86%	Annual Indicator <b>Target Setting:</b> This is an improving target and is based on current data. <b>Performance:</b> Data obtained from this survey is used to inform this indicator. Welsh Government have reviewed the Performance Measurement Framework and local authorities have been told by WG that the survey is no longer to be undertaken in its current format. Hence, there is no data available for this measure during 2019-20.
SSWB8 Local Other priority	The percentage of children and young people subject to CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework) <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Key safeguarding area. <b>Performance:</b> Full compliance maintained



## CORPORATE DIRECTOR

## Wellbeing Objective One: Supporting a successful economy

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	GREEN	The work to promote LAC Apprenticeships continues within the Authority, this work is joint between colleagues in Children's Social Care, Early Help, Education and the Learning and Development Team. As in previous years, work involving the development of pre-apprenticeship schemes for looked after children is ongoing to try to promote the take up of apprenticeship schemes within this year's Year 11 looked after children cohort. During 2019/20 there have been 7 looked after young people in Apprenticeship schemes.	

## Wellbeing Objective Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2019-20 budget.	GREEN	Monitoring in place.	
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	GREEN	There is directorate representation on all corporate groups such as Learning and Development. Training and development opportunities are supported and the Director holds quarterly extended managers meetings for approximately 60 managers to ensure open communication on legislative and corporate changes.	
<a href="#">P3.4.2</a>	Provide the learning and development opportunities for staff to meet future service needs	GREEN	There is Directorate representation on the Corporate Learning and Development group. Professional training is supported through the Social Care Workforce Development Team.	
<a href="#">P3.4.3</a>	Improve and promote mechanisms that increase responses to consultations	GREEN	Feedback through surveys, complaints and other mechanisms are used to inform service development.	

## Performance Indicators

## Value for money

PI Ref No	PI Description	Annual target 19-20 £'000	Current Performance						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DWB6.1.1iii</a> <a href="#">(SSWB12)</a>	Value of planned budget reductions achieved (SS & Wellbeing)	1,235	60	5%	0	0%	1,175	95%	Savings from library and cultural services not achieved, but have now been built into the contract going forward.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<b>Organisational Capacity</b>							
<a href="#">SSWB17</a> Local WBO1 CP feeder	The number of apprentices employed across the directorate (SS & Wellbeing) <b>Higher Preferred</b>	7	4	4	2	4 ↓	Quarterly Indicator <b>Target Setting:</b> This is the Directorate's contribution to the corporate aim as per DOPS 33 <b>Performance:</b> Although performance for 2019-20 is below target, consideration of whether to appoint an apprentice is given to every Business Support vacancy that arises. For 2020-21, CMB have agreed to corporately fund 5 apprentices for the directorate, however, given the situation with Covid these still need to be confirmed.
<a href="#">SSWB22</a> CP WBO1	The number of apprenticeships taken by looked after children <b>Higher Preferred</b>	0	1	1	2	1 ↑	Quarterly Indicator <b>Target Setting:</b> We are continuing to develop apprenticeship-ready opportunities for young people leaving care. <b>Performance:</b> Performance is above target.
<a href="#">CHR002iii</a> <a href="#">(SSWB13)</a> PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) <b>Lower Preferred</b>	17.58 days	11.04 days	19.11 days	17.76 days	19.12 days ↑	Quarterly Indicator <b>Target Setting:</b> Corporate target based on improvement <b>Performance:</b> No Performance Comments

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Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 17-18	Annual Target 18-19	Annual Target 19-20	Year End 19-20 & RAG	Trend Year End 19-20 vs 18-19	Comments
<a href="#">DWB5.6.8.5 (SSWB14)</a> Local Other priority	Number of working days lost per FTE due to industrial injury (SS & Wellbeing) <b>Lower Preferred</b>	0.09 days	0 days	0 days	0.4118 days	0.11 days ↓	Quarterly Indicator <b>Target Setting:</b> Corporate target <b>Performance:</b> No Performance Comments
<a href="#">SSWB15</a> Local Other priority	Number of individual injury incidences (SS & Wellbeing) <b>Lower Preferred</b>	6	0	0	8	6 ↓	Quarterly Indicator <b>Target Setting:</b> Corporate target <b>Performance:</b> No Performance Comments
<b>Service User Outcomes</b>							
<a href="#">SSWB24 (SCC001b)</a> Local WBO2	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date. <b>Higher Preferred</b>	100.0%	95%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Target based on current performance <b>Performance:</b> Full compliance has been maintained
<a href="#">PM27</a> SSWBPM Other priority National measure	The percentage of re-registrations of children on local authority Child Protection Registers (CPR) <b>Lower Preferred</b>	3.32%	5%	5%	8.3%	5.58% ↓	Quarterly Indicator <b>Target Setting:</b> This is a challenging target <b>Performance:</b> The end of year figure has been adversely affected by a high number of re-registrations during the first half of the year. The manager of the Conference Chairing service has audited all of these cases and shared the findings and learning with key staff (i.e. context of decisions to de-register and preventative services thereafter). During the last 6 months of the year there has only been one re-registration. This indicator will continue to be closely monitored.
<a href="#">PM28</a> SSWBPM Other priority National measure	The average length of time for all children who were on the CPR during the year <b>Lower Preferred</b>	265.75 days	270 days	270 days	283.88 days	254.12 days ↓	Quarterly Indicator <b>Target Setting:</b> Based on 17/18 data /anticipated impact of cohort of complex cases that remain on the child protection register. <b>Performance:</b> The end of year figure has been influenced by particularly high averages during Q4 when 13 children whose names had been on the register for a long length of time were de-registered.
<b>Value for Money</b>							
<a href="#">DWB4.2.3.3 (SSWB4)</a> Local WBO2	The percentage of Adult Social Care Third Sector Contracts reviewed and monitored <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Annual Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> Performance remains on target
<a href="#">SSWB2</a> Local WBO2	The percentage of domiciliary care framework providers that are contract-monitored <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Annual Indicator <b>Target Setting:</b> Maintain performance <b>Performance:</b> Although the usual monitoring visits were suspended early in the process due to Covid-19, there has been weekly contract monitoring contact with each of the providers since April – which will continue until any easing of lockdown measures.

## KEY:

Commitments		Action	
Red	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A significant negative variance against the budget or savings of more than 10%.</li> <li>Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>Problems with quality that lead to significant additional costs/work.</li> <li>Significant lack of resources which cannot be resolved by the directorate.</li> <li>PIs identified to measure success of the commitment are mostly red.</li> <li>Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		<b>Performance Indicators (RAG)</b>	
		Red (alert)	Performance is worse than target by 10% or more
Amber	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A negative variance against the budget or savings of less than 10%.</li> <li>Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>Problems with quality but not causing delay.</li> <li>Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>PIs identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		<b>Performance Indicators (RAG)</b>	
		Amber (caution)	Performance is worse than target by under 10%
Green	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>The forecast expenditure is on budget.</li> <li>Milestone/s on track to complete on time.</li> <li>Quality at expected levels.</li> <li>No resource problems.</li> <li>PIs identified to measure success of the commitment are mostly green.</li> <li>Stakeholders satisfied with the outcome.</li> </ul>	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		<b>Performance Indicators (RAG)</b>	
		Green (clear)	Performance is equal to or better than target
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		

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