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**Bridgend County Borough Council**  
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



Civic Offices, Angel Street, Bridgend, CF31 4WB / Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB

Legal and Regulatory Services /  
**Gwasanaethau Cyfreithiol a Rheoleiddiol**  
Direct line / Deialu uniongyrchol: 01656 643 148  
Ask for / Gofynnwch am: Andrew Rees

**Date / Dyddiad:** 4 December 2015

Dear Councillor,

**CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE**

A meeting of the Corporate Resources & Improvement Overview & Scrutiny Committee will be held in Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Thursday, 10 December 2015 at 2.00 pm.**

**AGENDA**

1. Apologies for Absence  
To receive apologies for absence (to include reasons, where appropriate) from Members/Officers.
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 - 16  
To receive for approval the minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee of 22 September 2015
4. Forward Work Programme Update 17 - 20
5. Q2 Budget Monitoring and Council Performance Overview Report 21 - 92

**Invitees:**

All Cabinet Members  
All Members of Corporate Management Board  
All Scrutiny Chairs  
Yuan Shen - Corporate Improvement and Integrated Partnerships Manager  
Deborah Exton, Group Manager Finance

6. Bridgend Change Programme: Working Together to Make Best Use of Resources

93 - 106

**Invitees:**

Ness Young – Corporate Director – Resources and Section 151 Officer  
Councillor M Gregory - Cabinet Member, Resources  
Deborah McMillan - Corporate Director Education and Transformation  
Andrew Jolley - Assistant Chief Executive Legal and Regulatory

7. Urgent Items

To consider any items 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

**P A Jolley**

Assistant Chief Executive Legal and Regulatory Services

**Distribution:**

Councillors:

G Davies  
GW Davies MBE  
E Dodd  
CA Green

Councillors

EM Hughes  
RC Jones  
DRW Lewis  
JR McCarthy

Councillors

CL Reeves  
M Reeves  
JC Spanswick  
G Thomas

# Agenda Item 3

CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE - TUESDAY, 22 SEPTEMBER 2015

MINUTES OF A MEETING OF THE CORPORATE RESOURCES & IMPROVEMENT OVERVIEW & SCRUTINY COMMITTEE HELD IN CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 22 SEPTEMBER 2015 AT 2.00PM

## Present

Councillor M Reeves – Chairperson

G Davies	E Dodd	CA Green	EM Hughes
RC Jones	DRW Lewis	JR McCarthy	CL Reeves
JC Spanswick	G Thomas		

Councillor E P Foley – Chairperson Children & Young People O&SC  
Councillor N Clarke – Chairperson Partnerships & Governance O&SC

## Invitees:

Councillor H J David – Deputy Leader  
Councillor P White – Cabinet Member Adult Social Care and Wellbeing  
Councillor H Townsend – Cabinet Member Children’s Social Services and Equalities  
Councillor H Williams – Cabinet Member Communities  
Councillor C Smith – Cabinet Regeneration and Economic Development  
Councillor M Gregory – Cabinet Member Resources

Susan Cooper	Corporate Director Social Services and Wellbeing
Ness Young	Corporate Director Resources and S151 Officer
Andrew Jolley	Assistant Chief Executive Legal and Regulatory Services and Monitoring Officer
Mark Lewis	Group Manager Integrated Working
Lee Jones	Head of Regulatory Services and Partnerships
Satwant Pryce	Head of Regeneration and Planning
Yuan Shen	Corporate Improvement and Integrated Partnerships Manager
Mark Galvin	Senior Democratic Services Officer - Committees

## 166. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Members/Officers:-

Councillor G W Davies – Holiday  
Councillor D Sage – Hospital appointment  
D McMillan – Unwell  
M Shephard – Other Council business

## 167. DECLARATIONS OF INTEREST

None

## 168. APPROVAL OF MINUTES

RESOLVED: That the minutes of meetings of the Corporate Resources and Improvement Overview and Scrutiny Committee dated 24 June and 1 July 2015 be approved as a true and accurate record.

169. FORWARD WORK PROGRAMME UPDATE

The Assistant Chief Executive Legal and Regulatory Services submitted a report on the above topic.

- RESOLVED:
- (1) That the Committee noted the items due to be considered at the Committee meeting scheduled for 10 December 2015, and the subsequent meeting dated 19 January 2016.
  - (2) That the Committee also noted the list of further potential items for prioritisation by the Committee, which may be considered at its meeting on 24 June 2016.

170. COUNCIL'S PERFORMANCE AGAINST ITS COMMITMENTS FOR 2014-15 AND BUDGET MONITORING - QUARTER 1 2015 - 16

The Chairperson advised that the Corporate Director Resources and the Assistant Chief Executive Legal and Regulatory Services, would remain for the duration of the meeting, as the former was the Officer responsible for the Budget, and the latter was responsible for Performance. He added that other Directors and the relevant Cabinet Member would come into the meeting, in turn, to answer questions on the report that relate to their Directorate/Portfolio.

Communities

The Chairperson then invited to the meeting the Cabinet Member Communities and the Head of Regeneration and Development.

A Member referred to page 22 of the report and noted that four of the seven Performance Indicators shown on this page were showing a downward trend in relation to Year end 2013-14, and she asked the Invitees to give an explanation for this.

The Head of Regeneration and Development advised Members that there were a range of different programmes being considered to better support people in obtaining employment, such as the Workways Project and the Bridges into Work Programme. Further work was also being pursued to secure European Funding that would support further similar such projects as these. She added that the economy in Wales was not good and had not been since the recession, and this was not assisting performance indicator information in certain areas, such as for example, employment initiatives. In 1934 four areas where there was most deprivation were declared, and of these, only South Wales remained as an 'assisted area' in this respect. Work was ongoing however, in terms of seeking economic growth in the County Borough, particularly in the field of Information and Digital Technology, though it was a challenge sometimes to find individuals who had the necessary skills and qualifications to fill jobs in these and other specialist skilled areas.

A Member stated that sickness absence statistics in the Communities Directorate had in recent years shown an improving trend, though page 24 of the papers now reflected a downturn for this. He asked if there was an identifiable reason for this.

The Head of Regeneration and Development whilst not being able to comment on sickness absence in the Directorate overall, confirmed that it had been a difficult year in

the Regeneration and Development Section of the Department, with there being cases of long term sickness absence.

The Corporate Director Resources advised that an exercise was being undertaken, whereby the Occupational Health Service of BCBC would be looking more closely than previous at specific cases of long term absences, with a view to getting these individuals back into work sooner rather than later, where that was possible. This would then drive down sickness absence overall within the Authority. This would involve more face to face interviews rather than perhaps telephone conversations that had been adopted more previously. A Project was being initiated by the WLGA to look at trends in all local authorities regarding sickness absence, ie their policies and practices, with the objective being to look at ways to decrease this where it was at an unacceptable level. Last year Merthyr Tydfil County Borough Council had the best sickness absence rate in Wales, with an average of 6.6 days absence per employee, so their Sickness Absence Policy could be looked at in order to achieve best practice. The Corporate Director Resources added that BCBC were also looking at other Occupational Health Services in neighbouring authorities to see how they compared with Bridgend.

A Member asked if sickness absence had increased since offices had become open plan, for example, through the spreading of germs etc.

The Corporate Director Resources advised that there was no evidence of this having taken place, and that a considerable number of employees were happy with open plan offices. The majority of employees off on long term sickness absence were usually suffering from stress/anxiety and depressive illnesses and the next biggest sickness absence arose from lumber related complaints.

A Member referred to the bottom of page 19/top of page 20 in respect of data being made available in respect of the costs associated to the Authority due to sickness absence, especially long term absence, and he asked if information could be made available for this in respect of Quarter 1 2015-16.

The Corporate Director Resources confirmed that this could now be made available for Members for this quarter, and on a Directorate by Directorate basis.

A Member noted that there were still a considerable number of commercial properties empty in town centres, with 28 such properties being empty in Bridgend. He was aware that a considerable amount of grant funding had been secured to make good these type of properties and fit for habitation/business. He asked if there was an all Wales figure of other empty properties in town centres that could be compared with Bridgend, in order to ascertain if this figure was too high.

The Head of Regeneration and Development advised that this figure was about average with other similar sized towns in Wales, though there were 'pockets' in town locations where properties tended to be empty, rather than these being spread throughout the town.

She added that as a result of the convergence works in Bridgend, a lot of positive work had been done in a bid to create new investment into the town centre, and this was exemplified at areas such as Brackla Centre, Elder Lane, the Tollhouse, Costa Coffee, and the Tapas bar at the Courthouse. Some of these establishments were already up and running, whilst others would open business soon. The problem was with the more dilapidated properties that required a considerable amount of renovation, and primarily these were the ones that remained empty. Similar problems existed however, in other

town centres outside the County Borough. Investment had made a difference, but not so much for the properties that were in a very poor state of condition.

A Member asked if any consideration had been given to pedestrianise certain roads within and immediately around the town centres, at certain times of the day, in order to encourage disabled people or individuals with vision problems to visit towns more.

The Head of Regeneration and Development confirmed that traders had advised that they would prefer a relaxation with regard to pedestrianisation in Bridgend town centre from 10am – 6pm to 11am – 3pm, and this was being looked at. There was an issue however, in that most of the roads in and around Bridgend had a kerb issue in that there were no upstands onto the kerbs. Another difficulty was that erection of signage advising the public of any such changes would be expensive.

In respect of the Budget item, a Member referred to page 54 of the report, and noted that there was a Performance Indicator target of 5 days for reported fly tipping incidents to be cleared. Though this was down slightly from last year she asked Invitees if this could be improved further.

The Head of Regeneration and Development advised that this percentage (ie around 96% could not be improved given the current resources.

A Member referred to the same page of the report, commented that the percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness had reduced from 99% last year to a projected 93% this year, and he felt that this would reduce further due to the budget restrictions the Authority continue to face.

The Member then referred to page 61/62 of the report, and noted that in terms of Budget Monitoring in the Communities Directorate, 45% of the Directorates planned savings required were either showing amber or red on the RAG status in terms of the budget. He asked what the specific reasons were for such projected shortfall.

The Head of Regeneration and Development advised that the reasons for this were primarily for those detailed in bullet point format on page 62 of the report. However, she added that if savings could not be secured in respect of the areas of the Directorate earmarked for these savings, they would have to be found from within other service areas of the Directorate.

A Member noted from page 73/74 of the report that there was a review of car parking charges showing red on the RAG status. He advised that this had been pending for the last three years, and therefore he asked Officers why this had not yet been fully resolved.

The Head of Regeneration and Development confirmed that this had been delayed in view of all the changes in terms of staffing within the Authority under the MTFs, and the reasons for this were for the Job Evaluation exercise to be fully completed and the staff re-location moves (including demolition of Sunnyside Offices). It was felt more prudent to do this when issues such as these were fully completed and had established themselves.

A Member again referring to page 73 of the report, asked when the public would be expected to purchase black bags, and how much these would cost.

The Head of Regeneration and Development confirmed that this had not yet been fully established, and this would be the subject of negotiation with the Council's future Waste Services contractor, which was presently under review.

#### Legal and Regulatory Services

The Chairperson invited the Assistant Chief Executive Legal and Regulatory Services and the Head of Regulatory Services to respond to questions on the part of the report relating to the above Directorate.

A Member referred to page 25 of the supplement report and the only Performance Indicator showing red on the RAG status, ie completing to schedule, the Department's Procurement and Commissioning Review.

The Assistant Chief Executive Legal and Regulatory Services advised that there had been problems with the completion of this, which was largely due to staffing issues (ie vacant posts) both in the Procurement Section and Corporate support Sections. This concern had recently been alleviated, and a main feature of the team's work, the Corporate Contracts Register, had been completed and was up to date. There was also underway a re-structure of the Procurement Team, and different from previously, this Section would provide in future support for all the Authority in terms of procurement, and not just LARS. He added that this would be completed by the end of the financial year. He further added that this service could be shared with a neighbouring authority in the future, as part of a review of how procurement services are delivered in Wales.

A Member noted that the LARS Directorate were required to make £1.4m in savings over the next three years. He asked the Invitees if this was achievable, to which the Assistant Chief Executive Legal and Regulatory Services replied that it was, and that the underspend that LARS had made in the last financial year had been allocated corporately and contributed to Directorates that had overspent in terms of their budget allocation.

The Corporate Director Resources added that the Authorities savings required as part of the budget for the next financial year would be made on a Directorate by Directorate basis by 31 March 2016, though re-structuring proposals required to meet savings sometimes were delayed, and this sometimes resulted in overspends and underspends in Directorates.

Members then proceeded to ask questions of the budget for LARS per se.

A Member noted from page 66 of the report, that there was an £80k underspend in Legal Services relating to vacant posts. He asked if these could be filled by agency staff.

The Assistant Chief Executive Legal and Regulatory Services confirmed that whilst he targets the savings he has to make in any given financial year, he also looks at the same time at savings he has to make for the subsequent year. Though there was some budget to allow for recruitment in Legal Services, he explained that there was also a recruitment difficulty with regard to employing Paralegals and Senior Lawyers which was making recruitment and retention difficult within the Legal Department.

#### Education and Transformation

The Chairperson welcomed to the meeting the Invitees representing the above Directorate and moved straight into questions.

A Member referred to page 24 of the report and sickness absence within the Directorate. She noted that absence in schools compared favourable with the Children's Directorate. She asked if enough work was being committed by management to Return to Work interviews and overall to improve the sickness absence statistics.

In terms of Return to Work interviews, the Partnership Manager Integrated Partnership Support, confirmed that these were improving, whilst Managers were looking at trigger points and hot spots in relation to sickness absence in the Directorate in order to examine courses and trends. He did not have to hand information regarding Return to Work interviews conducted for any given period/ the last quarter, though he confirmed that he would obtain this information and pass this to the Member outside of the meeting.

The Deputy Leader added that he would also secure this information from schools, but added that members that were school governors could also obtain this information directly from the school in question.

The Corporate Director Resources added that School employees weren't the responsibility of this Authority, as these employees came under the purview of the appropriate School Governing body, though as the Deputy Leader indicated, the local authority could obtain this information, and also point out at the same time those schools that weren't performing as well as they should be on Return to Work interviews.

A Member asked what the cost was for a supply teacher to be brought in as cover for any cases of sickness absence at schools.

The Deputy Leader pointed out that schools operated something called a Schools Mutual Fund, to which a number of schools contributed to cover staff absence, that covered both long and short term sickness absence.

A Member again referring to page 24 of the papers, reiterated that sickness absence in the Wellbeing Directorate was the worst in the whole Authority.

The Deputy Leader advised that there was ongoing a strong focus on sickness absence across the Authority, and that a Research and Evaluation Panel had been set-up to investigate this. Also, as sickness absence within the Authority was worse this year than last year in all Directorates others than LARS and Resources, the Chief Executive was also paying particular attention to looking at ways to address sickness absence across the Authority, especially in the Wellbeing Directorate where it was particularly high.

The Cabinet Member Children's Social Services and Equalities added that also the WLGA were conducting an investigation into levels of sickness absence across Authorities in Wales, including those associated with jobs that can cause high levels of stress, such as Social Workers.

A Member referred to page 30 of the papers and Code P2.1.1 and the bottom sentence in the comments box, ie there being an outstanding issue with resources within the Central South Consortium, which prevents development and implementation of ICT Action Plans for each Bridgend school being achieved this financial year.

The Partnership Manager Integrated Partnership Support advised that as this did not come under his purview, he would have to obtain this information and pass it on to the Member outside the meeting.



A Member referred to the Performance Indicator whereby the size of the gap in educational attainments between Key Stage 4 pupils entitled to free school meals and those who aren't being across schools in Bridgend.

The Deputy Leader advised that that this P.I. was not strictly as it appeared, in that though there was still a gulf in respect of the above, this had narrowed more in BCBC than certain other authorities included in the Consortia. In Bryntirion Comprehensive School this year, he confirmed that 52% of pupils who received free school meals there attained 5 GCSE's grades A – C, including in English and Mathematics. This had been identified as a priority by the Consortia. There were a number of legitimate reasons why these children failed, including for example, them being homeless and being taken into care, or perhaps their parents having problems, that in turn impacted upon them and their schooling. This is why early prevention and intervention measures being pursued, were so important in a young person's life where there existed problems such as these.

A Member referred to page 32 of the report and the Performance Indicator regarding the percentage of final statements of SEN issued within 26 weeks (including exceptions), noting that this this was showing red on the RAG status.

The Deputy Leader advised that the Children and Young People Overview and Scrutiny Committee were looking at this issue as part of their Forward Work Programme. It did reflect from comparison with the trend last year, that improvement was being made in this area and there was confidence that this P.I. would continue to improve.

The Corporate Improvement Manager advised that Educational Children's and Social Care Performance Indicators had shown a considerable improvement from last year, and in 8 of the 10 P.I.'s measured, Bridgend were currently in the top 6 out of local authorities in Wales in terms of Education.

Members then looked at the Budget issues relating to the Education and Transformation Directorate.

A Member referred to page 67 of the report and paragraph 4.4.3, and asked why there had been a slippage in respect of Garw Valley South Primary amounting to £2m.

The Corporate Director Resources confirmed that this was a result of the judicial review undertaken in respect of this scheme including the outcome of this that had resulted in the Project being delayed until next year.

### Social Services and Wellbeing

The Chairperson at this point in proceedings, welcomed the Cabinet Member Adult Social Care and Health and Wellbeing and the Corporate Director Adult Social Care and Wellbeing to the meeting.

A Member once more, as with previous Directorates, referred to page 24 of the report and the data in respect of sickness absence where the Wellbeing Directorate had the highest levels of sickness absence within the Authority, and asked what action was being taken to improve this.

The Corporate Director Adult Social Care and Wellbeing advised Members that she had only taken over Children's Safeguarding (formerly under the Children's Directorate) last January. She conceded that the sickness absence levels were disappointing, though she assured Members that Officers were making a concerted effort to improve this. She welcomed assistance from the Chief Executive and the newly established Sickness

Absence Research and Evaluation Panel which would obviously prove advantageous not just in respect of her Directorate, but the Authority as a whole. There was also work ongoing in her Directorate in terms of training for staff as well as extra work being carried out on putting together data for analysis. She pointed out that there were positions within her Department where employees were working in high risk areas, and these included Social Workers and Care Workers..

The Cabinet Member Adult Social Care and Health and Wellbeing added that he was confident that as a result of the work Officers were putting in to secure improvement in sickness absence within the Directorate, this would be reflected in the third quarter of the year's statistics which would in turn give a more positive trend.

A Member referred to page 39 of the report and the percentage of children looked after on 31 March who had three or more placements during the year, and expressed some concern that this Performance Indicator had deteriorated from that of last year.

The Corporate Director Adult Social Care and Wellbeing stated that that sometimes this figure did not reflect positive for good reasons and reasons beyond the local authority's control. These included a decision by the Courts to move a child for whatever reason, a child returning from an Independent Fostering Agency to an Internal Fostering Family, or in cases of emergency, a child going to a holding Foster family.

A Member referred to page 41 of the report and asked what the Authority were doing to support young people formerly Looked After with whom the Authority is in contact, who are known to be engaged in education, training or employment at the age of 19.

The Corporate Director Social Services and Wellbeing advised that support for these individuals usually came from the Safeguarding and Education teams through organisations such as Just Ask, who give support and advice on issues such as obtaining accommodation, as well as support mechanisms in school and through NEETS.

A member asked if there were any avenues of employment for these young people through the Council.

The Corporate Director Resources advised that there were available offers in terms of work placements, apprenticeships and traineeships. Job opportunities were also promoted for Looked After Children (LAC) cohort with some success, though these opportunities had to be met within the existing budget resources. She added that the numbers of former LAC occupying the above positions could be provided to the Member outside of the meeting.

Members then referred to the Budget part of the report in respect of this Directorate contained within pages 61 – 63 of the report.

A Member referred to page 64 of the report and was pleased to note that there had been a reduction in LAC numbers and there was a projected underspend proposed for the coming year, he asked if Officers felt this trend would continue.

The Corporate Director Social Services and Wellbeing stated that there was currently a trend that reflected that this number was decreasing, and as of today this had decreased further to a current number of 380.

The Cabinet Member Children's Services and Equalities added that the above was also being assisted by the Independent Fostering Service also now being part of the Council's In-House Services.

The Chairperson noted from the bottom of page 63 of the report, that there was a projected over spend of £284k likely in terms of Learning Disabilities Residential Care, as a result of the provision of 3 additional residential placements in the first quarter of the financial year. He had been under the impression that there would be a saving in this as part of the Western Bay Project.

The Corporate Director Social Services and Wellbeing explained that this was not directly related to Western Bay, but due to the fact that costs associated with this type of residential care were significant, and as there had been 3 additional such placements, this was why this overspend had occurred. She added that this figure would be reduced going forward.

A Member referred to page 71 of the report, and the second item on that page listed as a Budget Reduction Proposal ie, support increased independence through enablement and progression in Learning Disability services which was showing currently as being a shortfall of 220k for the forthcoming year.

The Corporate Director Social Services and Wellbeing advised that this was due to work ongoing with the Supporting People Unit where re-tendering of services was taking place. The shortfall was due to the fact that there was a number of delays in this process taking places.

#### Resources

The Corporate Director Resources referred to page 21 of the tabled paper and confirmed that the average time taken to process Housing Benefit (HB) and Council Tax (CTB) new claims was showing Amber on the RAG status and was down currently on last year was due to these taking longer to process during the time a different data transfer system was being introduced, as well as there also being sickness absence problems with key members of staff. Though performance had improved latterly, this had not been sufficient enough within given time periods, to reflect this P.I. as green on the RAG status.

A Member pointed out that it would prove advantageous if a P.I. was introduced in respect of the support Directorates had from Human Resources in the management of sickness absence, especially cases of long term absence.

The Corporate Director Resources confirmed that sickness absence across the Authority was being closely looked at through a number of meaningful methods, and not just by the Human Resources Department.

With reference to page 75 of the report, she pointed out that the reason for the forecast underspend in the ICT Department had been due to a number of vacancies in this Department, which had in turn, resulted in some delay taking place in respect of certain projects. This however, was intended to correct itself come year end.

As this concluded business with regard to the agenda items the Invitees had been requested to attend for, the Chairperson thanked them all for their input, following which they then retired from the meeting in order that the Committee could deliberate its Conclusions.

### **Council's Performance Against its Commitments for 2014-15**

Following their discussions with Officers, the Committee made the following conclusions and requests for further information:

#### **Additional Information**

The Committee requested that they receive the figures associated with the cost of sickness for the Authority for Quarter 1.

#### **Communities**

The Committee expressed disappointment at not having the relevant Officers present to address questions on Neighbourhood Services and other Community based areas and therefore asked that the delays mentioned at para 4.2.2 of the report be further explained.

Members expressed concern over the Red Status for the Budget Reduction COM8 in relation to the Review of car parking charges for staff, given the fact that the Committee raised this in their meeting in June 2015 and had requested that this be dealt with as soon as possible to resolve the current situation. The Committee reiterated this request and asked for an update on this proposal.

The Committee asked that updates be provided to them in relation to the following Budget Reductions:

COM10: Public to purchase their own black refuse bags to an appropriate specification;  
COM11: Implementation of charging for Blue Badge Holders for Car Parking.

#### **Education**

Members asked for more information on the 'outstanding issue with resources within the Central South Consortium' which is highlighted within the PI P2.1.1.

The Committee asked for further detail of the schools whose gap between performance of FSM and non-FSM pupils had not been maintained or improved and asked for information on what particular attention was being paid to these schools. Likewise, Members asked for an update on the work being undertaken to look at those schools who had achieved in this area, to determine the potential for sharing best practice.

Members asked for additional information on Flying Start and whether any exploratory work had been undertaken around the combining of these services with others, such as Communities First, where there was the same client base, in order to have more effective, joint up provision.

#### **Social Services and Wellbeing**

Members asked for additional information on the success reported in relation to the apprenticeships and work placements for LAC within the Local Authority.

The Committee requested further cost analysis information in relation to the LAC Budget.

### **Referrals to Community Environment and Leisure Overview and Scrutiny Committee**

Members expressed concerns over inconsistencies in the information presented regarding the economy in the County Borough with figures for Job Seekers Allowances reducing, whilst unemployment status is increasing. This, along with reports from Officers that South Wales is the only area that is still identified as an assisted area for economy and unemployment by Central Government, led Members to agree that this area needs further analysis and examination. The Committee therefore asked that this be referred to the Community Environment and Leisure Overview and Scrutiny Committee for consideration.

The Committee requested that as part of the work being undertaken with traders in Bridgend town centre to look at the potential changes to the Pedestrianisation of the town, Officers should also explore views of non-pedestrianised days, not just times.

Members commented on the fact that whilst there is a PI to clear up fly tipping, there is not a PI relating to the reduction or prevention of fly-tipping and asked that this be raised with Welsh Government as part of the LA's feedback on NSIs.

### **Further Comments**

#### **Resources**

The Committee expressed concern over the underspends in IT in light of the fact that ICT was key to the Authority's transformation and achieving particular budget savings.

The Committee asked that they receive further information in future performance reports relating to the work being undertaken to capture internal customer's views of the HR Support within the Authority.

### **Sickness**

The Committee agreed that in light of the figures reported for Sickness Absence for 2014-15 and the CRI Committee's previous comments and concerns, there was a need for further examination of this particular area. Given the fact that this subject was cross-directorate and also reports that a number of concerns have been raised in other Scrutiny Committee's; it was agreed that a Joint Research and Evaluation Panel for Sickness Absence be established comprising of the Chair and one other Member from each Scrutiny Committee

The Committee proposed the following points and areas to go to the Sickness Absence Research and Evaluation Panel for consideration as part of their investigative work:

- Issues with Occupational Health - current way the Authority is using them and is this value for money?
- Return to Work Interviews – including a breakdown by schools
- Any impact from new open plan working?
- Costs of Supply Teachers

#### 171. **URGENT ITEMS**

None.

172. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following item of business as it contained exempt information as defined in Paragraph 14 of Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Act.

Following the application of the public interest test it was resolved that pursuant to the Act referred to above to consider the following item in private, with the public excluded from the meeting, as it was considered that in all the circumstances relating to the item, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

<u>MINUTE NO:</u>	<u>SUMMARY OF ITEM:</u>
173	Exempt Minutes of previous meeting

EXEMPT MINUTES OF A MEETING OF CORPORATE RESOURCES & IMPROVEMENT  
O&SC – 22 SEPTEMBER 2015

RESOLVED: That the exempt Minutes of a meeting of the Corporate Resources and Improvement Overview and Scrutiny Committee dated 1 July 2015, be approved as a true and accurate record.

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## REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

10 DECEMBER 2015

### REPORT OF THE ASSISTANT CHIEF EXECUTIVE – LEGAL AND REGULATORY SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of Report

1.1 The purpose of this report is to:

- a) present the items due to be considered at the Committee’s meeting to be held on 19 January 2016 and seeks confirmation of the information required for the subsequent scheduled meeting to be held on 5 February 2016;
- b) present a list of further potential items for prioritisation by the Committee.

#### 2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 The key improvement objectives identified in the Corporate Plan 2013-2017 have been embodied in the Overview & Scrutiny Forward Work Programmes. The amended Corporate Improvement Objectives adopted by Council on 25 February 2015 formally set out the improvement objectives that the Council will seek to implement between 2013 and 2017. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

#### 3. Background

3.1 At its meeting on 24 June 2015 the Corporate Resources and Improvement Overview and Scrutiny Committee determined its Annual Forward Work Programme for 2015/16.

#### 4. Current Situation / Proposal

##### **Meetings of the Corporate Resources and Improvement Overview and Scrutiny Committee**

4.1 In relation to the Committee’s next scheduled meeting to be held on 19 January 2016 the table below lists the items to be considered and the invitees due to attend.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Corporate Plan	Cabinet and CMB All Scrutiny Chairs Ness Young – Corporate Director – Resources and Section 151 Officer Debbie Exton, Group Manager Finance	To comment on the Council’s draft 2016-2020 Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators for 2016-17	To be confirmed

	Darren Mepham – Chief Executive (other invitees?)		
Directorate Budget Consultation Process	Ness Young – Corporate Director – Resources and Section 151 Officer, Councillor M Gregory - Cabinet Member, Randal Hemmingway - Head of Finance & ICT (other invitees?)	Presented annually - Consideration of Directorate Budget for 2016/17	To be confirmed

4.2 The table below lists the item to be considered and the invitees due to attend in respect of the subsequent meeting of the Committee to be held on 5 February 2016.

Topic	Invitees	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
Budget Responses and Budget REP (accounts for time = 2 items)	5 February 2016	Collate all OVSC BREP feedback and comments	

4.3 The table below lists all potential items that the Committee received at their meeting on 24 June 2015 which are put to the Committees for reprioritisation as appropriate.

Topic	Proposed Date	Specific Information Requested	Research to be Undertaken by the Overview & Scrutiny Unit
2015-16 Quarter 3 Financial Performance	22 March 2016	To review 2015-16 financial performance as at 31 December 2015	Detail research / To be confirmed
2016-17 Business Plans	22 March 2016	To comment on Directorate 2016-17 business plans including its actions, milestones and performance measures	Detail research / To be confirmed

## Corporate Parenting

4.4 Corporate Parenting is the term used to describe the responsibility of a local authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent' therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.<sup>1</sup>

4.5 In this role, it is suggested that Members consider how the services within the remit of their Committee affects children in care and care leavers, and in what way can the Committee can therefore assist in these areas.

4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

## 5. Effect upon Policy Framework and Procedure Rules

<sup>1</sup> Welsh Assembly Government and Welsh Local Government Association 'If this were my child... A councillor's guide to being a good corporate parent to children in care and care leavers', June 2009

5.1 The work of the Corporate Resources and Improvement Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental well being in the County Borough of Bridgend.

**6. Equality Impact Assessment**

6.1 None

**7. Financial Implications**

7.1 None.

**7. Recommendations**

The Committee is recommended to:

- (i) Note the topics due to be considered at the meeting of the Committee for 19 January 2016 and confirm if it requires any additional specific information to be provided by the invitees listed or the Overview & Scrutiny Unit;
- (ii) Determine the invitees to be invited to attend, any specific information it would like the invitees to provide and any research that it would like the Overview & Scrutiny Unit to undertake in relation to its meeting for 5 February 2016;
- (iii) Revisit and consider the list of future potential items for the Committees Forward Work Programme and reprioritise as the Committee feels appropriate.

**Andrew Jolley,**  
**Assistant Chief Executive – Legal & Regulatory Services**

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**Background Documents:** None

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## **BRIDGEND COUNTY BOROUGH COUNCIL**

### **REPORT TO CORPORATE RESOURCES AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE**

**10 DECEMBER 2015**

#### **REPORT OF THE CHIEF EXECUTIVE**

#### **COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS AND A SUMMARY OF ITS FINANCIAL POSITION AT QUARTER 2 OF 2015-16**

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

- 1.1 This report provides the Committee with an overview of the Council's performance in 2015-16. It compares this performance with the commitments to delivering the improvement priorities in the Corporate Plan for 2013-17.
- 1.2 This report also provides the Committee with an update on the financial position as at 30<sup>th</sup> September 2015.

##### **2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES**

- 2.1 The information in this report relates directly to the Council's Corporate Plan 2013-17, which sets out the Council's improvement priorities and identifies actions to realise those priorities and its Medium Term Financial Strategy 2015-16 to 2019-20.

##### **3. BACKGROUND**

- 3.1 In March 2015, the Council published its revised Corporate Plan for 2015-16. The Plan defined 58 commitments to deliver the six Improvement Priorities and set out 76 outcome-focused indicators to measure the progress for the financial year.
- 3.2 At the same time the Council reviewed and published its Medium Term Financial Strategy (MTFS), setting out how it would use its reduced resources to support the improvement priorities. Council approved a net revenue budget of £252.201 million for 2015-16 along with a capital programme for the year of £36.441 million, which was revised in October 2015 to £40.223 million. The MTFS was updated in a report to Cabinet in July 2015 to include the 2019-20 financial year. This identified the need to develop recurrent budget reduction proposals amounting to around £49.6 million over the next four years.
- 3.3 Directorate Business Plans were developed to define service actions to carry out 58 corporate commitments. Those plans also identified performance indicators for the year. In all, 161 indicators have been nominated by directorates to report to the CPA Panel. Of those 161 indicators, 150 are directly related to the six improvement priorities (the rest are either national indicators or local KPIs).
- 3.4 As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. Performance against the commitments and performance indicators in the Corporate Plan is monitored regularly by Directorate Management Teams and quarterly by the Council's Corporate

Performance Assessment Panel consisting of Cabinet, Corporate Management Board and Heads of Service.

- 3.5 The Corporate Resources and Improvement Overview and Scrutiny Committee has a role in monitoring and scrutinising both the financial performance of the authority against budget and the progress of the delivery of improvement objectives to deliver efficient services.

#### **4. CURRENT SITUATION / PROPOSAL**

##### **4.1 Summary of Performance in delivering Corporate Plan commitments**

###### **4.1.1 Commitments**

- 4.1.1.1 Data collected for the half-year returns suggests that the Council is on track to deliver (78%) 45 of its commitments to its Improvement Priorities (green). The other (22%) 13 are missing some of their milestones (amber). None of the commitments are falling significantly behind schedule.

###### **4.1.2 Indicators**

- 4.1.2.1 Data were submitted for 83 of the 161 indicators, of which (71%) 59 are on target (green), (13%) 11 are off target by less than 10% (amber) and (16%) 13 missed the target by more than 10% (red).

- 4.1.2.2 Comparable data against the same period (Q2) of last year is available for 68 of the 83 quarterly PIs. Of these, (60%) 41 have shown an improvement; performance has stayed the same for (9%) 6; and performance dropped since last year for (31%) 21. At quarter two last year, however, 71% of the collected PIs showed improvement compared with the same period of the year before, 3% stayed the same and 26% showed a downturn. Overview information about commitments and indicators is set out in Part A of the *Annex*, with Directorate dashboards Appendix 1 to 5 providing more detailed analysis.

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

- 4.1.3.1 The half-yearly data suggests that the Council as a whole is likely to miss its target of 8.5 days FTE. As of quarter two, cumulative days lost per FTE were 4.99 days (compared with 4.62 days the same quarter of last year). It should be noted that 76% of the Council's sickness absence is long-term, compared with 74% at the same quarter last year.

- 4.1.3.2 Earlier in the year, two local indicators were developed to measure sickness in relation to industrial injury. The half year data shows that the number of absences due to industrial injury was 31, exceeding the half yearly target of 26. The number of days lost per FTE due to industrial injury also exceeded its target of 0.05 days per FTE at 0.12 days. Detailed information is included in Part B of the *Annex*.

- 4.1.3.3 In response to the Committee's recommendation at its meeting on 6 November 2014, on the financial costs of backfilling essential frontline posts due to sickness absence, data capture and estimation of costs has been undertaken for the first half of the year. In total there were 558 posts backfilled for the half year at a total cost of £199,180. A detailed breakdown by Directorate is set out in Part C of the *Annex*.

## 4.2 Summary of Financial Position at 30<sup>th</sup> September 2015

### 4.2.1 Revenue Budget

4.2.1.1 The overall projected position as at 30<sup>th</sup> September 2015 is an under spend of £1.346 million on the Council's net revenue budget, comprising £571,000 net under spend on directorates and £775,000 under spend on corporate budgets.

#### 4.2.1.2 Directorate Budgets

The main contributors are projected under spends on the Education and Transformation, Resources and Legal and Regulatory Services directorates and a projected over spend on the Communities directorate. In addition there is a projected under spend on the Council Tax Reduction Scheme (CTRS) and other corporate budgets. An overview of the position is set out in Part C of the Annex, with a detailed analysis of the more significant projected Directorate under and over spends set out in each of the Directorate dashboards, Appendix 1 to 5.

#### 4.2.1.3 Corporate Budgets

The corporate budget total is £38.834 million and the projected outturn is £38.059 million, resulting in a projected under spend of £775,000. The main variances are detailed below:

<b>CORPORATE BUDGETS</b>	<b>Net Budget</b>	<b>Outturn</b>	<b>Variance Over/ (under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Council Tax Reduction Scheme	14,254	13,869	(385)	-2.7%
Other Corporate Budgets	4,615	4,225	(390)	-8.5%

#### Council Tax Reduction Scheme

- The under spend of £385,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This is a demand led budget which is based on full take up, but actual take up is not known until year end.

#### Other Corporate Budgets

- The under spend of £390,000 is a combination of:
  - Less demand from Directorates to meet in year pay pressures, including superannuation and National Insurance increases, as staff numbers reduce.
  - Lower than expected in-year cost of implementing auto enrolment for new entrants. This cost is due to increase incrementally as the Council works towards September 2017 by which time all eligible employees must be enrolled in the Local Government Pension Scheme.

4.2.1.4 It should be noted that this projection could change significantly during the financial year, depending on the total cost of redundancies incurred during the financial year, the extent of inclement weather, inflationary changes, and demands on the Council Tax Reduction Scheme.

4.2.1.5 These budgets have been reviewed as part of the MTFS 2016-17 to 2019-20 and will be subject to significant reductions over the life of the MTFS.

4.2.1.6 The budget was set on the assumption of full implementation of the current year budget reduction requirements across the Council's budget which amount to £11.225 million. However, where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast outturn for the year.

#### **4.2.2 Budget Reduction Proposal Delivery**

4.2.2.1 The budget approved for 2015-16 included savings of £11.225 million (compared with the savings total of £11.274 million for 2014-15). At quarter two, £9.301 million (82.9%) of the savings proposals are expected to be achieved (green) and £1,924 million (17%) are either amber or red, which is an improvement on the position at the same point last year.

4.2.2.2 Eight of the proposals are currently RED, totalling £1,030,000. Five are in the Communities Directorate, totalling £625,000. The other three proposals are in the Social Services and Wellbeing Directorate, totalling £405,000. There are also five savings proposals which are AMBER, totalling £894,000. Detailed information on these is included in each of the Directorate dashboards, Appendix 1 to 5.

#### **4.3 Capital programme monitoring**

4.3.1 The original capital programme budget approved by Council on 25<sup>th</sup> February 2015 was revised and approved by Council in July, and again in October to incorporate budgets carried forward from 2014-15 and any new schemes and grant approvals. The revised programme totalled £40.223 million. The current capital programme budget for 2015-16 totals £40.252 million of which £23.967 million is BCBC resources with the remaining £16.285 million coming from external grants. The main reasons for the difference between the October programme and the current programme are:

- £30,000 Transfer of minor works scheme from capital programme to revenue, which is reported outside the capital programme.
- £59,000 Additional Welsh Government funding for Coity By-Pass Land compensation scheme.

4.3.2 Details of the larger schemes within the capital programme, showing the budget available in 2015-16 compared to the projected spend shows there is a projected under spend of £70,000 against budget. There is slippage against the revised budget of £1.659 million which will be carried forward into 2016-17. The detailed variances are shown with commentary in each of the Directorate Dashboards, Appendix 1 to 5.

4.3.3 At this point in the financial year and following discussions with directorates, it is assumed that all other projects will be in line with the revised budget. However, this will depend upon any inclement weather experienced during the last two quarters, which may place additional pressure on project timescales.

#### **4.4 Review of earmarked reserves**



- 4.4.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFs includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. A quarter 2 review of the particular pressures that were to be covered by earmarked reserves was undertaken, but earmarked reserves were not drawn down if the Directorate could absorb these pressures from forecast under spends elsewhere within their budgets. This will again be reviewed at quarter 3 as per the Protocol.
- 4.4.2 During the first half of 2015-16, Directorates drew down £236,000 of funding from their Directorate specific earmarked reserves that were created as part of the 2014-15 year-end process and £1.793 million from Corporate Reserves. These are detailed in each of the Directorate dashboards, Appendix 1 – 5.
- 4.4.3 A full breakdown of total movement on earmarked reserves at 30 September is set out below.

Opening Balance 1 April 2015	Reserve	Movement as at Quarter 2 (£'000)	Closing Balance 30 September 2015 (£'000)
10,531	Major Claims Reserve	(51)	10,480
3,177	Insurance Reserve	-	3,177
210	Waste Management Contract	-	210
1,044	Treasury Management Reserve	(1,044)	-
300	Welfare Reform Bill	-	300
702	Asset Management Plan	-	702
300	Building Maintenance Reserve	-	300
627	Capital feasibility fund	(29)	598
115	DDA Emergency Works	-	115
6,434	Capital Programme Contribution	(51)	6,383
4,749	Service Reconfiguration	(223)	4,526
2,398	Change Management	(262)	2,136
861	ICT & Finance Systems	-	861
261	Invest to save / Joint projects	(133)	128
<b>31,709</b>	<b>Total Corporate Reserves</b>	<b>(1,793)</b>	<b>29,916</b>
555	Car Parking Strategy	-	555
600	Wellbeing Projects	(67)	533
31	Connecting Families	-	31
1,490	Directorate Issues	(169)	1,321
824	Looked After Children	-	824
125	Porthcawl regeneration	-	125
<b>3,625</b>	<b>Total Directorate Reserves</b>	<b>(236)</b>	<b>3,389</b>
<b>35,334</b>	<b>Total Usable Reserves</b>	<b>(2,029)</b>	<b>33,305</b>

## **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.
- 5.2 As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary.

## **6. EQUALITY IMPACT ASSESSMENT**

- 6.1 There are no implications in this report.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 These are reflected in the body of the report.

## **8. RECOMMENDATION**

- 8.1 The Committee is requested to consider the half year performance against the Corporate Plan and note the projected financial position for 2015-16.

**Darren Mepham**  
**Chief Executive**

**Ness Young**  
**Corporate Director Resources**

### **Contact Officers:**

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email; [deborah.exton@bridgend.gov.uk](mailto:deborah.exton@bridgend.gov.uk)  
Yuan Shen, Corporate Improvement Manager; ext. 3224;  
email: [yuan.shen@bridgend.gov.uk](mailto:yuan.shen@bridgend.gov.uk).

### **Background Papers**

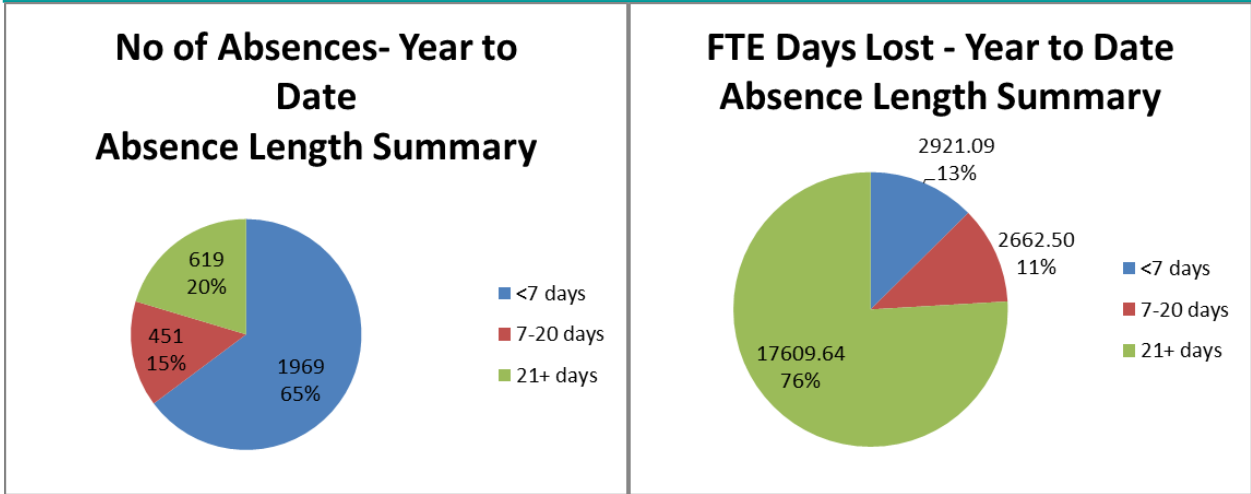
Individual Directorate Monitoring Reports  
Report to Council 15 July 2015  
Report to Council 7 October 2015

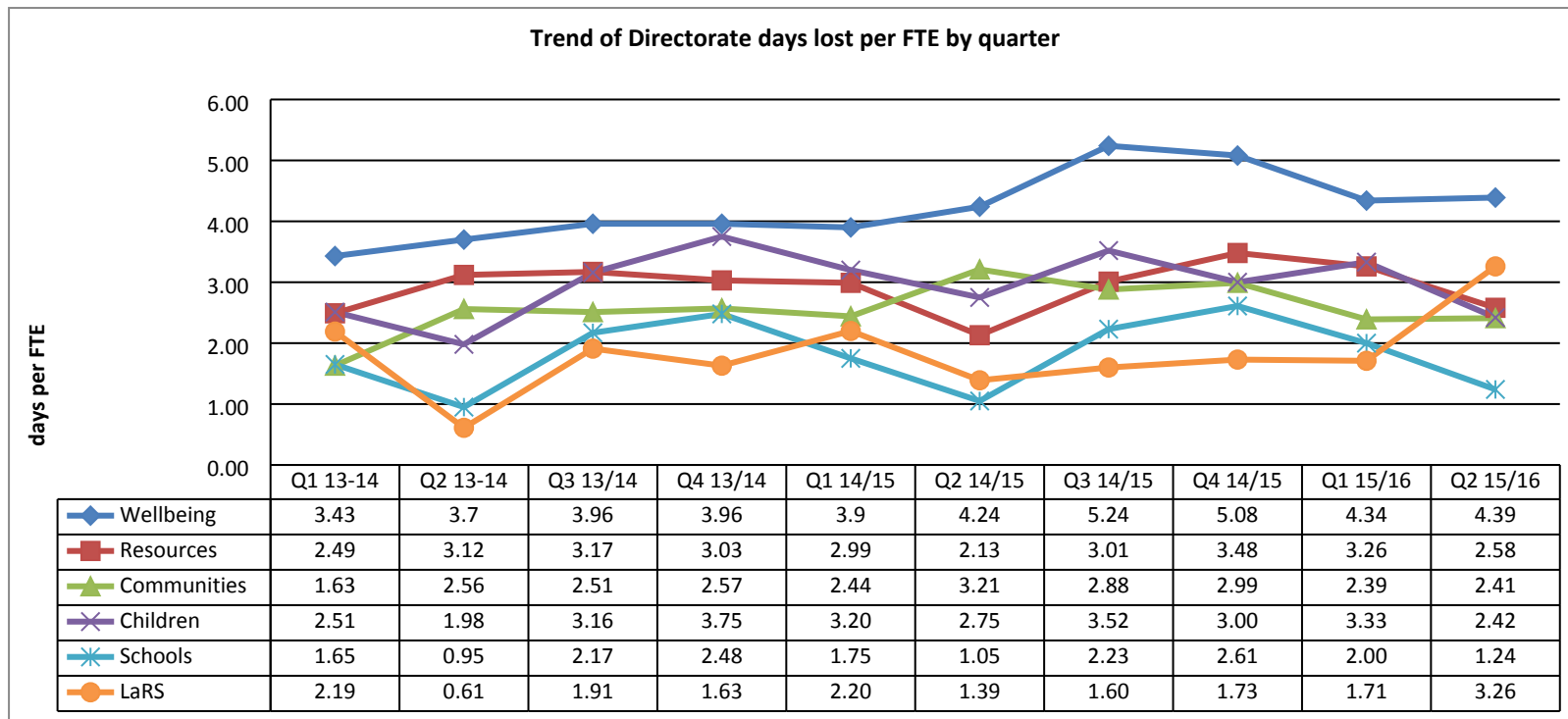
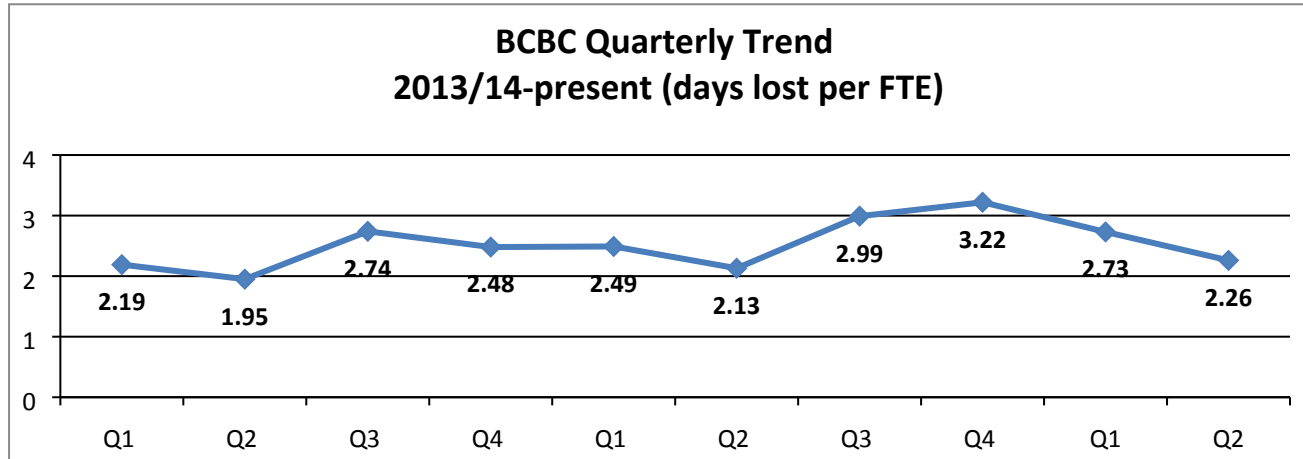
**Part (A) – Performance Summary**

Improvement Priorities	Commitments			Indicators (Q2)				
	TOTAL	R	A	G	TOTAL	R	A	G
<b>Priority One:</b> Working together to develop the local economy	<b>9</b>		<b>1</b>	<b>8</b>	<b>3</b>		<b>1</b>	<b>2</b>
		0%	0%	100%		0%	33%	67%
<b>Priority Two:</b> Raising Aspirations and driving up educational achievement	<b>11</b>		<b>2</b>	<b>9</b>	<b>12</b>	<b>3</b>	<b>4</b>	<b>5</b>
		0%	18%	82%		25%	33%	42%
<b>Priority Three:</b> Working with children and families to tackle problems early	<b>4</b>		<b>1</b>	<b>3</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>11</b>
		0%	25%	75%		8%	8%	85%
<b>Priority Four:</b> Working together to help vulnerable and older people to stay independent	<b>9</b>		<b>5</b>	<b>4</b>	<b>26</b>	<b>3</b>	<b>2</b>	<b>21</b>
		0%	56%	44%		12%	8%	81%
<b>Priority Five:</b> Working together to tackle health issues and encourage healthy lifestyles	<b>13</b>		<b>1</b>	<b>12</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>10</b>
		0%	8%	92%		17%	0%	83%
<b>Priority Six:</b> Working together to make the best use of our resources	<b>12</b>		<b>3</b>	<b>9</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>6</b>
		0%	25%	75%		33%	0%	67%
<b>Total for all Improvement Priorities</b>	<b>58</b>	<b>0</b>	<b>13</b>	<b>45</b>	<b>75</b>	<b>12</b>	<b>8</b>	<b>55</b>
		0%	22%	78%		16%	11%	73%
Other Directorate Priorities					8	1	3	4
<b>Total</b>					<b>83</b>	<b>13</b>	<b>11</b>	<b>59</b>
						<b>15</b>	<b>12</b>	<b>66</b>
No data available					<b>6</b>			
<b>Grand Total</b>					<b>89</b>			

Part (B) Sickness Absence

CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Annual Target 15-16	Q2 Cumulative Target 15-16	Q2 15-16 End Cumulative Actual & RAG v Target	Trend v Q2 Cumulative 15-16	2014-15 Actual (NSA/PAM only)	Wales Average 14-15	Rank 14 – 15
	8.5	4.25	4.99	↓ 4.62	10.83	9.85	17
(CORPDRE5.3.13) Number of working days lost per FTE due to industrial injury	0.10	0.05	0.12	n/a	n/a	n/a	n/a
(CORPDRE 5.3.13ii) Total number of individual injury incidences	52	26	31	n/a	n/a	n/a	n/a





**Part (C) – Estimated cost of backfilling posts in relation to sickness absence**

<b>Directorates</b>	<b>Backfill Instances</b>	<b>Backfill Cost cumulative Q2</b>
Communities	18	£4,621
Education and Transformation	209	£35,204
Legal & Regulatory Services	13	£14,379
Resources	0	£0
Schools	<b>Not included in exercise</b>	
Wellbeing	258	£144,975
<b>BCBC TOTAL</b>	<b>558</b>	<b>£199,180</b>

## Part (D) – Revenue Budget 2015-16

Directorate	Revised Budget 15-16 £'000	Projected Outturn 15-16 £'000	Projected over/( under) spend Q2 15-16 £'000	Projected over/ (under) spend Q1 £'000
Education and Transformation	105,860	105,639	(221)	7
Social Services and Wellbeing	61,944	61,937	(7)	60
Communities	24,988	25,092	104	145
Resources	14,510	14,177	(333)	(79)
Legal and Regulatory Services	6,065	5,951	(114)	(140)
<b>Total Directorate Budgets</b>	<b>213,367</b>	<b>212,796</b>	<b>(571)</b>	<b>(7)</b>
<b>Council-wide Budgets</b>				
Capital Financing	10,315	10,315	0	0
Precepts and Levies	6,913	6,913	0	0
Repairs and Maintenance	1,100	1,100	0	(100)
Council Tax Reduction Scheme	14,254	13,869	(385)	0
Insurance Costs	1,637	1,637	0	0
Corporate Budgets	4,615	4,225	(390)	0
<b>Total Council Wide Budgets</b>	<b>252,201</b>	<b>250,855</b>	<b>(1,346)</b>	<b>(107)</b>
<b>Total</b>	<b>252,201</b>	<b>250,855</b>	<b>(1,346)</b>	<b>(107)</b>

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### Legal and Regulatory Services Directorate Performance Q2 15-16

Performance monitored through the PI's is being maintained. Those PI's in red are performance targets that are achieved throughout the year and can be achieved by the end of year. Members are aware of concerns in relation to staffing and sickness.

#### Commitments 2015-16

RAG – current progress against commitment	Total	Red	Amber	Green
Q2 2015-16 LaRS Directorate Commitments	9	0	0	9

#### Finance

##### Revenue Budget

- The net revenue budget for the Directorate for 2015/16 is **£6,065,000**
- The current year-end forecast is **£5,951,000**, meaning a projected **underspend of £114,000**.

##### Capital Budget

- There is no capital budget.

##### Budget Reductions

Savings (£000)	2015-16	%
Green	554	100%
Amber	0	0%
Red	0	0%
<b>Total</b>	<b>554</b>	<b>100%</b>

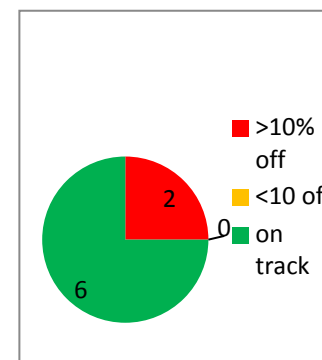
Additional financial information is provided at the end of the report.

#### Implications of Financial Reductions on Service Performance and other Key Issues

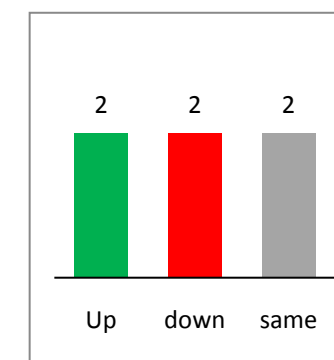
- Ongoing cuts impact directly on front line services along with workload and sickness absence of those staff remaining.

#### All Indicators

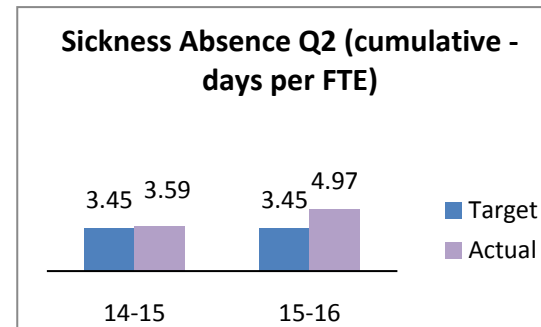
##### Performance vs Target



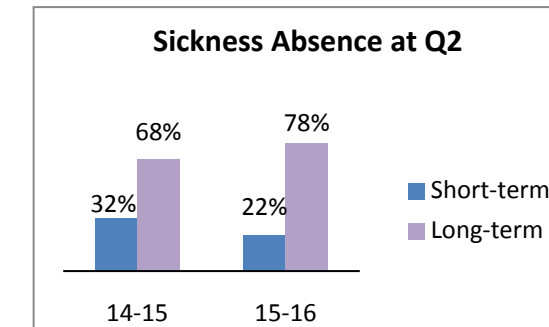
##### Trend vs Q2 2014-15



#### Human Resources



(Annual Target – 6.9. Current Status - **RED**)



- Cabinet has received a report on the issues within the department.

#### High Corporate Risks (risk owner)

Risk	Improvement Priority	Likelihood	Impact	Overall
Collaboration with partners	6	3	4	12

Key

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	<b>NSI:</b> National Strategic Indicator
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	<b>PAM:</b> Public Accountability Measure
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	<b>OA:</b> Outcome Agreement

Improvement Priority Five - Working together to tackle health issues and encourage healthy lifestyles

Code	Action Required	Status	Comments	Next Steps( For Red and Amber only)
<a href="#">P5.2.4</a>	Promote the Healthy Options Scheme with businesses across the county borough to offer customers healthy options on a food business' menu	<b>GREEN</b>	The scheme has been adopted within the borough with ongoing promotion to bring on additional businesses throughout the year.	
<a href="#">P5.2.5</a>	Continue to work with partners towards joint inspections of premises selling age restricted products such as tobacco and alcohol which will help tackle nuisance behaviour related to alcohol consumption	<b>GREEN</b>	This is ongoing routine work and partnership working with South Wales Police, businesses and licensing section to target any issues around age restricted sales	
<a href="#">P5.2.6</a>	Develop and provide advice and education to businesses on matters such as the sale of age restricted products and food hygiene standards	<b>GREEN</b>	This is included as part of the routine inspection work of the section as well as responding to specific requests for advice and guidance.	
<a href="#">P5.3.8</a>	Support partners in the LSB to further develop target projects to encourage better health with a focus on the Llynfi Valley	<b>GREEN</b>	Since May 2015, the Llynfi Valley 20 has gained real momentum: by branding the project, establishing working groups to co-ordinate the work to be undertaken, and actively raising awareness of project in the community.	

PI Ref No	PI Description	15-16 target	Q2 cumulative target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAM's)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">PPN001i</a>	Percentage of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Trading standards	100	100	100	↑ 85	100			On target in line with service delivery plans and associated management of routine inspection work.

PI Ref No	PI Description	15-16 target	Q2 cumulative target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAM's)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">PPN001ii</a>	Percentage of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for: (ii) Food Hygiene	100	100	100	↔100	100			
<a href="#">PPN001iii</a>	Percentage of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for: (iii) Animal Health	100	100	100	↔100	100			
<a href="#">PPN008ii</a>	Percentage of new businesses identified during the year which were subject to an inspection or submitted a self assessment questionnaire for: (ii) Food Hygiene	80	80	69	↓ 86	90			The restructure and transfer to the new shared regulatory service is having an impact on the service delivery but it is anticipated that inspections will pick up throughout the year.
<a href="#">PPN009</a> PAM	Percentage of food establishments which are broadly compliant with food hygiene standards	85	85	94	↑ 90	93	94.19	15	

### Improvement Priority Six: working together to make the best use of our resources

Code	Action Required	Status	Comments	Next Steps( for Red and Amber only)
<a href="#">P6.1.1</a>	Implement the planned savings identified in the 2015-16 budget (LR)	<b>GREEN</b>	The required cuts were made prior to the commencement of the financial year	
<a href="#">P6.2.2</a>	Deliver the projects contained within the Bridgend Change Programme	<b>GREEN</b>	Responsibility for the Business Support Project has transferred. The Corporate Commissioning Project is dealt with below.	
<a href="#">P6.3.7</a>	Implement the contract management and e-procurement strategy to improve efficiency	<b>GREEN</b>	Staffing issues have enabled a review of the future direction of the project. The contracts register has been completed in this time and is ready for rollout.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">CHR002v PAM</a>	Number of working days per full time equivalent lost due to sickness absence	6.9	3.45	4.97	3.59 ↓	10.83 (BCBC) 6.92 (LARS)	9.85	17	On front page of the dashboard report

PI Ref No	PI Description	Annual target 15-16 £'000	Performance as at Quarter 2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DLR6.1.1v</a>	Value of planned budget reductions achieved	554	0	0	0	0	554	100	

Other priority/business as usual

Code	Action Required	Status	Comments	Next Steps( for Red and Amber only)
<a href="#">DLR1</a>	To develop a Directorate health and Safety Risk Register	GREEN	H&S risk register completed.	
<a href="#">DLR2</a>	Develop a Directorate communication and consultation plan	GREEN	Plan has been developed	

PI Ref No	PI Description	15-16 target	Q2 Cumulative target	Q2 cumulative actual	Traffic Light	Trend vs Q2 14-15	Comments
<a href="#">DLR5.6.8</a>	Number of working days lost per full time equivalent due to industrial injury (LaRS)	0.0	0.0	0.0	GREEN	N/A	

### Additional Financial Information - Main Revenue Budget Variance

The net budget for the Directorate for 2015-16 is £6.065 million and current projections anticipate an under spend against this budget of £114,000, after draw down of £34,000 from earmarked reserves in respect of legal and administrative support from the Change Fund, and £100,000 in respect of land litigation charges. The main variances are:

LEGAL AND REGULATORY SERVICES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Regulatory Services	1,631	1,573	(58)	-3.6%
Procurement	288	277	(11)	-3.8%
Partnerships	353	323	(30)	-8.5%

#### Regulatory Services

The Joint Regulatory Service, which came into existence in May, is currently projecting an under spend, as a result of vacancies held whilst the new structure is being populated. The new structure is expected to be implemented from November.

#### Procurement

The under spend relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

#### Partnerships

The under spend relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

### Additional Financial Information - Budget Reduction Monitoring

Ref.	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
LRS1	Public Protection Collaboration	286	
LRS2	Restructure of Legal & Democratic, Registration, Procurement, Performance & Partnership Services. Fundamental review of how services are delivered	268	
<b>Total LARS</b>		<b>554</b>	

**Additional Sickness Information by Service Area**

Unit	Average FTE 30.09.2015	To Date (Qtr2) Days Lost per FTE 2014-15	To Date (Qtr2) Days Lost per FTE 2015-16
Business Support	7.00	1.69	2.23
Legal Services	25.54	3.00	3.73
Partnerships	8.50	1.52	1.41
Procurement & County Supplies	28.73	4.78	10.88
Public Protection	N/A	3.25	1.29
Register Office	4.35	0.00	1.23
Scrutiny & Democratic Services	12.61	6.32	1.19
CMB Support	2.00	N/A	0.00
<b>LEGAL &amp; REG TOTALS</b>	<b>88.73</b>	<b>3.59</b>	<b>4.97</b>

**Additional Sickness Information by Absence Reason**

QTR 2 Cumulative Sickness	
Absence Reason	% of Total FTE days Lost
Stress / Anxiety / Depression / Mental Health	23.38
MSD including Back & Neck	10.6
Return to Work Form Not Received	0.00
Stomach / Liver / Kidney / Digestion	14.75
Tests / Treatment / Operation	14.33
Infections	31.02
Chest & Respiratory	3.06
Neurological	0.75
Heart / Blood Pressure / Circulation	0.39
Pregnancy related	0.76
Injury	0.76
Other	0.19
<b>Total</b>	<b>100.00</b>

### Children's Directorate Performance Quarter 2 2015-16

- We are seeing sustained progress being made against the Corporate and Directorate priorities. The pace of change has been rapid and new integrated working arrangements are embedding in practice. LAC numbers are on a downward trajectory and there is evidence that the placement and permanency and early help strategies are having a longer term effect. The Children's Change Programme Board continues to drive the transformation agenda forward with a new set of programmes and projects focused on vulnerable learners. A strong emphasis on performance, together with investment in evidence based approaches in preventative and early interventions will ensure that progress against priorities will continue to improve further.
- Outcomes for our learners on free school meals at KS4 are amongst the best in Wales and demonstrates our commitment and focus on our most vulnerable learners through the team around the school and other projects.

#### Commitments 2015-16

RAG – current progress against commitment	Total	Red	Amber	Green
Q2 Childrens directorate commitments	19	2	2	15

#### Finance

##### Revenue Budget

- The net revenue budget for the Directorate for 2015/16 is £105,860,000
  - The expected outturn is £105,639,000, meaning an under spend of £221k.

##### Capital Budget

- The revised budget for the Directorate for 2014-15 is £12,417,000.
- The expected outturn is £ 12,358,000, with slippage of £59k into 2016-17..

##### Budget Reductions

Savings (£000)	2015-16	%
Red	0	0%
Amber	40	1.6%
Green	2,411	98.4%

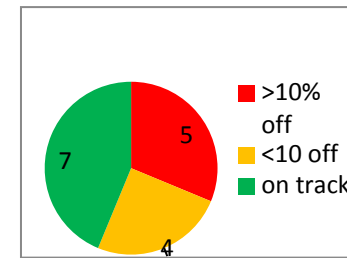
Additional financial information is provided at the end of the report

#### Implications Of Financial Reductions On Service Performance And Other Key Issues

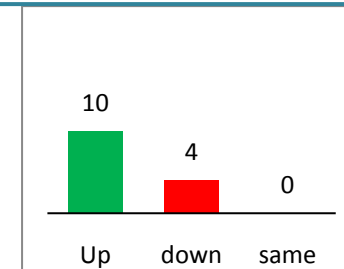
- Reductions in the directorate has meant that there is an impact on capacity and to some extent expertise in some technical areas. This has meant that the childrens change programme board have to be careful to schedule project action plans to match resource, meaning that in some areas we may lose pace.

#### All Indicators

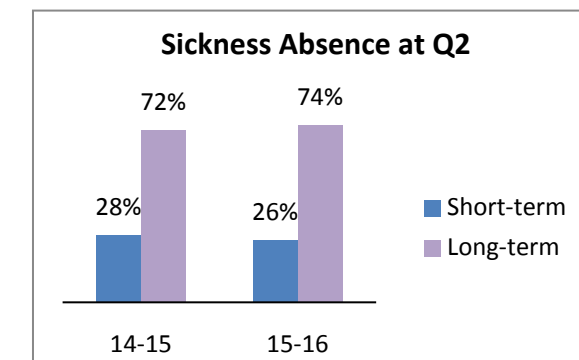
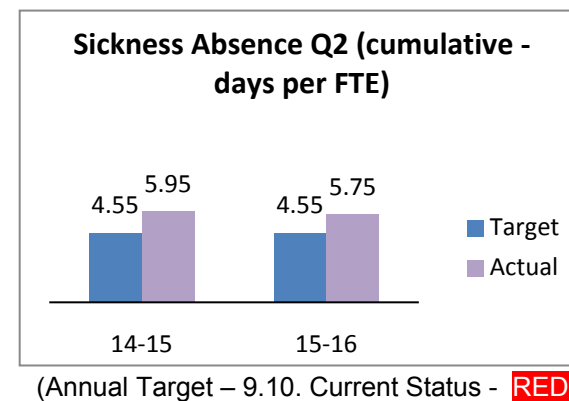
##### Performance vs Target



##### Trend vs Q2 2014-15



#### Human Resources



Whilst sickness absence is higher than the target for Q2, it is lower than Q2 in 14/15 HOS and GMs have a focus on sickness absence and short term sickness has improved, however more staff are on long term absence due to chronic illness.

#### High Corporate Risks (risk owner)

Residual Risk	Improvement Priority	Likelihood	Impact	Overall
School Modernisation	2 – Educational Achievement	4	4	16
Supporting vulnerable children & their families	3 – Tackle problems early	4	4	16
Educational attainment	2 – Educational Achievement	3	4	12

## Key

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	NSI: National Strategic Indicator
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	PAM: Public Accountability Measure
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	OA: Outcome Agreement

## Improvement Priority Two: Working together to raise ambitions and drive up educational achievement

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P2.1.1</a>	Use data to ensure we better understand the performance of individuals and groups of learners and offer extra help at an earlier stage in their education	<b>GREEN</b>	<p>Inclusion staff have received training and support to improve their data interrogation and analysis skills.</p> <p>The Directorate held a very successful event in July 2015 identifying steps to further develop our approach to the self-evaluation of our education services post Estyn monitoring. This was discussed with Estyn during a Local Authority Link Inspector (LALI) visit shortly afterwards.</p> <p>Developments mean that it may be unrealistic to have an overarching ICT strategy for schools. However, work continues to support schools to develop their individual ICT plans.</p>	
<a href="#">P2.1.2</a>	support schools to meet pupils' additional learning needs and the needs of more-able pupils who need extra support to reach their full potential	<b>GREEN</b>	<p>This is an area of good progress for the directorate. The further development of the Planning and Review in Partnership (PRIP) process is particularly positive. There is also added value in the process now that it is being undertaken in partnership with the challenge advisors from CSC.</p> <p>ALN provision mapping is being further refined and developed through PRIP monitoring. This supports schools to measure the effectiveness of individual and group performance for ALN pupils. All schools have received provision mapping update training.</p>	
<a href="#">P2.1.3</a>	Monitor and seek to improve the effectiveness of schools through the Central South Consortium	<b>GREEN</b>	Monitoring and evaluation of the effectiveness of the commissioning arrangements is embedded and an ongoing business activity. In future this will not be a development need but part of standard business.	
<a href="#">P2.1.4</a>	Continue to implement the Youth Engagement and Progression Framework.	<b>GREEN</b>	We have improved our data analysis, increased the frequency of review and analysis and extended the age range of pupils for application of the Vulnerability Assessment Process.	
<a href="#">P2.1.7</a>	Provide 14-19 year olds with the advice they need to ensure they engage in the right type of qualification for them.	<b>AMBER</b>	There have been delays in the implementation of Wales Essential Skills Toolkit	The whole Post-16 sector should be at one on the issue of implementation, which continues to be pursued through the Minister's priorities for Post-16 in 2016-17 and will continue to be implemented



<a href="#">P2.1.11</a>	Under the auspices of the Schools Task Group, work with schools to develop a sustainable strategy for the provision of education in Bridgend.	<b>GREEN</b>	The Strategic Task Group(STG) has completed the all component activities that were set down as part of the first phase of the work. Cabinet has now given approval for this work to be progressed through the engagement of a strategic partner to undertake a whole scale review of schools estates and some aspects of curriculum.	
<b>Code</b>	<b>Action Planned</b>	<b>Status</b>	<b>Comments</b>	<b>Next Steps (for Red and Amber only)</b>
<a href="#">P2.1.11</a>	Under the auspices of the Schools Task Group, work with schools to develop a sustainable strategy for the provision of education in Bridgend.	<b>GREEN</b>	The Strategic Task Group(STG) has completed the all component activities that were set down as part of the first phase of the work. Cabinet has now given approval for this work to be progressed through the engagement of a strategic partner to undertake a whole scale review of schools estates and some aspects of curriculum.	
<a href="#">P2.2.5</a>	Support schools in the implementation and use of Fixed Penalty Notices for non-attendance in schools.	<b>GREEN</b>	To date, 17 FPNs have been issued.  In light of a recent Court decision to overturn an FPN in England, particular scrutiny is now being given to the pupil's regular attendance at school and overall attendance levels when deciding whether it is appropriate to issue a FPN.	
<a href="#">P2.2.6</a>	Implement the BCBC Attendance Strategy	<b>GREEN</b>	Secondary school attendance data for the 2014-15 academic year has been published. It shows an improvement for Bridgend from 93.9% in the 13-14 AY to 94.3%. The provisional result for primary school attendance is an increase from 94.8% to 95.1%  All staff with responsibility for attendance have been trained so as to improve school attendance data.  EWOs are working with individual schools and clusters on revised action plans for the 2015-16 academic year.	
<a href="#">P2.3.8</a>	Provide schools that support the needs of all learners and their communities.	<b>GREEN</b>	The Children's Directorate links closely with the School Modernisation Team in the Resources Directorate and any potential delays to developments are highlighted at the earliest time.	

PI Ref No	PI Description	Target 15-16	Cumulative Target Q2 15-16	Cumulative Actual Q2 15-16 & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14/15 (NSI/ PAM)	Wales Ranking 14/15	Comments
<a href="#">DCH2.2.1</a>	The gap between SEN and non SEN pupils measured by the percentage of pupils achieving the Core Subject Indicator (level 4 or above in English/Welsh, maths and science) at the end of Key Stage 2, in mainstream schools.	38		40.01	↑ 40.15	40.15	n/a	n/a	<b>Annual Performance:</b> The gap between SEN and Non-SEN achievement of the CSI at KS2 decreased marginally. The percentage of pupils achieving the CSI increased in both groups, with the SEN group achieving an increase of 1.04 % points, slightly more than the increase of 0.90% points achieved by the Non SEN group. Factors that are contributory to this improvement are: - sharper more focused support into mainstream provided by the Specialist Teams; - the tracking of data within each Specialist Service is more robust and there is greater accountability for outcomes; and - the impact of early intervention programmes.

<a href="#">DCH2.4.0 16a</a>	Percentage of pupil attendance in primary schools within the current academic year (for quarterly reporting)	95.7	0	0			n/a	n/a	No report at Q2. Autumn Term data for the 2015-16 AY cannot be reported until Q3 2015-16 (financial year). (Q1 report would cover Summer Term 2014-15 AY but that data is currently still outstanding.)
PI Ref No	PI Description	Target 15-16	Cumulative Target Q2 15-16	Cumulative Actual Q2 15-16 & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14/15 (NSI/ PAM)	Wales Ranking 14/15	Comments
<a href="#">DCH2.4.0 16b</a>	Percentage of pupil attendance in secondary schools within the current academic year (for quarterly reporting)	94.9	0	0			n/a	n/a	No report at Q2. Autumn Term data for the 2015-16 AY cannot be reported until Q3 2015-16 (financial year).
<a href="#">EDU003 NSI</a>	Percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	85		87.6	↑ 86.2	86.2	86.4	12	<b>Annual Performance:</b> Bridgend has improved its percentage of children achieving the CSI at KS2 by 1.5% in the last academic year (from 86.2% to 87.6%). This is 2.6% points ahead of the target of 85.0%. From a position in 2013 of being below the Wales average, Bridgend has since been performing broadly in line with it. Whilst the target was exceeded, it had been set at below the average for Wales and so was not sufficiently challenging. In future we need to consider targets that are based on the performance needed to be above the Wales averages. Schools have used a range of approaches to achieve higher outcomes at KS2. For example, Penybont Primary School decided to use ICT to develop the teaching and learning of literacy. This approach was recognised by Estyn as best practice who asked the school to submit a case study that can be found on the Estyn website under the Best Practice tab.
<a href="#">EDU004 PAM</a>	Percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator as determined by Teacher Assessment	78.9		84.3	↑ 79.3	79.3	81.2	15	<b>Annual Performance:</b> The percentage of children in Bridgend achieving the CSI at KS3 improved by 5% points in the 14-15 academic year (from 79.3% to 84.3%). This is 5.4% better than the target of 78.9%. In the previous academic year, Bridgend was 1.7% points below the Welsh average, but now it is 0.4% ahead of the Welsh average of 83.9%. The improvements at KS3 have been significant and steady. The target was set to match the CSC aggregated target for Bridgend schools. As the target was exceeded, and the target was below the Wales Average for the previous year, this may not have been sufficiently challenging. In future we need to consider targets that are based on the performance needed to be above the Wales averages. Schools have used a range of approaches to improving outcomes at KS3. For example, Estyn recognised the work done by Porthcawl Comprehensive School, to improve arrangements for transition from year 6 to year 7, as best practice. The school submitted a case study to exemplify their approach, which can be found on the Estyn web site under the Best Practice tab.

<a href="#">EDU006ii</a> NSI	Percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	6.5		6.7	6.6 ↑	6.6	17.2	17	<b>Annual Performance:</b> This indicator is intended to monitor the take-up of Welsh language medium education. It measures the number of pupils assessed in the subject of Welsh as a first language, against the total cohort of Welsh medium education pupils for the academic year. The percentage of pupils receiving a Teacher Assessment in Welsh (first language) at the end of KS3 increased marginally from 6.6% to 6.7% in the 2014-15 academic year. The cohort of end KS3 pupils in Welsh medium education in the county increased from 101 in the 2013-14 academic year to 110 in the 2014-15 academic year. The overall end KS3 pupil cohort increased from 1,563 in 2013-14 to 1,636 in 2014-15.
<b>PI Ref No</b>	<b>PI Description</b>	<b>Target 15-16</b>	<b>Cumulative Target Q2 15-16</b>	<b>Cumulative Actual Q2 15-16 &amp; RAG vs Target</b>	<b>Trend vs Q2 14-15</b>	<b>Actual 14-15</b>	<b>Wales Average 14/15 (NSI/ PAM)</b>	<b>Wales Ranking 14/15</b>	<b>Comments</b>
<a href="#">EDU008a</a>	The number of permanent exclusions during the academic year per 1,000 pupils from: a) primary schools	0.2		0.2	↓ 0.11	0.1	n/a	n/a	<b>Annual Performance:</b> Two primary school pupils were permanently excluded in the 2014-15 academic year. The Jan15 PLASC total number of primary children Yrs1-6 was 9406 (compared to 9247 in Jan14), therefore, the PI result was 0.2. Action on exclusions in both Primary and Secondary schools in Bridgend is part of the activity of the Fair Access in Education Strategy Group.
<a href="#">EDU008b</a>	The number of permanent exclusions during the academic year per 1,000 pupils from: b) secondary schools	0.8		0.4	↑ 1.29	1.3	n/a	n/a	<b>Annual Performance:</b> There were 3 permanent exclusions from secondary schools in the 2014-15 academic year, compared to 9 in 2013-14. Action to reduce fixed-term and permanent exclusions in both Primary and Secondary schools in Bridgend is part of a project under the Children's Change Programme Board. A Fair Access Panel has been set up as part of this project and the first meeting was held in April 2015. Out of the 3 pupils that were permanently excluded we had 2 successful multi agency meetings as a result of the Fair Access Panel meeting and we were in a position to offer an alternative curriculum to these 2 pupils.

<a href="#">EDU010a</a>	The percentage of school days lost due to fixed-term exclusions during the academic year, in: a) primary schools	0.012		0.016	↓	0.01	0.008	n/a	n/a	<b>Annual Performance:</b> There were increases in every aspect of fixed-term exclusions in primary schools in the 2014-15 academic year, as demonstrated below: 2014-15: No. of FTEEx 107; No. of Pupils Involved 46; Total School Days Lost 289.5. 2013-14: No. of FTEEx 47, No of Pupils Involved 32; Total School Days Lost 145. (2012-13: No. of FTEEx 56, No of Pupils Involved 34; Total School Days Lost 140.) There has been an initial presentation of the summary data to the Fair Access To Education Strategy Group. Significant analysis of the data, at a school by school level, continues. This will be the subject of further consideration by the group and used to inform the development of actions. The presentation of the summary of data is being extended to the Primary Federation meeting in November. The restructure of the Behaviour and Wellbeing teams is concluding in November. There will be a more targeted, focused approach by the team. A new Leader of this area began in September and also a new Teacher in Charge will take up post before December.
<b>PI Ref No</b>	<b>PI Description</b>	<b>Target 15-16</b>	<b>Cumulative Target Q2 15-16</b>	<b>Cumulative Actual Q2 15-16 &amp; RAG vs Target</b>	<b>Trend vs Q2 14-15</b>	<b>Actual 14-15</b>	<b>Wales Average 14/15 (NSI/ PAM)</b>	<b>Wales Ranking 14/15</b>	<b>Comments</b>	
<a href="#">EDU010b</a>	The percentage of school days lost due to fixed-term exclusions during the academic year, in: b) secondary schools	0.065		0.084	↓	0.042	n/a	n/a	<b>Annual Performance:</b> The improvements achieved in the 2013-14 academic year were not sustained in 2014-15, with every aspect of fixed-term exclusions increasing, as demonstrated below: 2014-15: No. of FTEEx 428; No. of Pupils Involved 236; Total School Days Lost 1214.5. 2013-14: No. of FTEEx 305, No of Pupils Involved 193; Total School Days Lost 616. (2012-13: No. of FTEEx 488, No of Pupils Involved 285; Total School Days Lost 1078.5.) There has been an initial presentation of the summary data to the Fair Access Strategy Group. Significant analysis of the data, at a school by school level, continues. This will be the subject of further consideration by the group and used to inform the development of actions. The presentation of the summary of data is being extended to the Primary Federation meeting in November. The restructure of the Behaviour and Wellbeing teams is concluding in November. There will be a more targeted, focused approach by the team. A new Leader of this area began in September and also a new Teacher in Charge will take up post before December.	

<a href="#">EDU015a</a> NSI	Percentage of final statements of special education need issued within 26 weeks: (a) Including exceptions;	100	100	90.6	↑ 33	50	64.5	17	<b>Monthly Performance:</b> This PI is calculated on a calendar year basis. For the period 1.7.15 to 30.9.15: - the number of pupils for whom statements of special educational needs were issued for the first time and within 26 weeks, including exceptions = 26 - the total number of pupils for whom statements of special educational needs were issued for the first time during the year, including exceptions = 33 For the period 1.1.15 to 30.9.15: - the number of pupils for whom statements of special educational needs were issued for the first time and within 26 weeks, including exceptions = 56 - the total number of pupils for whom statements of special educational needs were issued for the first time during the year, including exceptions = 67 The 67 statements issued for the calendar period were issued between January and September, therefore included in the calendar year end PI, but would not appear in the cumulative PMS figures. Calendar Year Value = 83.6%
<b>PI Ref No</b>	<b>PI Description</b>	<b>Target 15-16</b>	<b>Cumulative Target Q2 15-16</b>	<b>Cumulative Actual Q2 15-16 &amp; RAG vs Target</b>	<b>Trend vs Q2 14-15</b>	<b>Actual 14-15</b>	<b>Wales Average 14/15 (NSI/ PAM)</b>	<b>Wales Ranking 14/15</b>	<b>Comments</b>
<a href="#">EDU015b</a> NSI	Percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions	100	100	79.58	↓ 100	0	95.6	not applicable	<b>Monthly Performance:</b> EDU015b This PI is calculated on a calendar year basis For the period 1.7.15 to 30.9.15: - the number of pupils for whom statements of special educational needs were issued for the first time and within 26 weeks during the calendar year, excluding exceptions = 18 - the total number of pupils for whom statements of special educational needs were issued for the first time during the year, excluding exceptions = 18 PI Value July - Sept = 100% The number of new statements without exceptions have increased dramatically over the last 3 month period, and all have been issued within the 26 week statutory timescale. PI calculated on a calendar year basis. For the period 1.1.15 to 30.9.15: - the number of pupils for whom statements of special educational needs were issued for the first time and within 26 weeks during the calendar year, excluding exceptions = 22 - the total number of pupils for whom statements of special educational needs were issued for the first time during the year, excluding exceptions = 23 Calendar Year Value Jan - Sept = 95.6%
<a href="#">EDU016a</a> PAM	Percentage of pupil attendance in primary schools	95.8		No data available		94.8	94.8	10	No data available for Q2
<a href="#">EDU016b</a> PAM	Percentage of pupil attendance in secondary schools	94.9		94.3	↑ 93.93	93.9	93.6	6	<b>Annual Performance:</b> Bridgend Secondary Attendance in the 14-15 academic year was 0.6% points below our target but the result of 94.3% represented an improvement on the previous academic year of 0.4% points. Bridgend's performance was above the Welsh average, which improved by a marginally lower figure of 0.3% points over the previous year. Secondary school attendance in all but two of our schools is above the Welsh and CSC averages. Work is ongoing with the two schools that fall just below these figures.



<a href="#">EDU017</a> NSI	Percentage of pupils aged 15, at the preceding 31 August, 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	65	59.4*	54.8 ↑	59.4*	57.6*	12	<b>Annual Performance:</b> * (Oct 2015: BCBC 2014-15 result from the provisional SSSP figures is 59.4%. Provisional All Wales average is 57.6%. The final figures will not be published until December and will possibly change.)
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### Improvement Priority Three: Working with children and families to tackle problems early

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P3.1.1</a>	Put systems in place to support our Multi-Agency Safeguarding Hub (MASH) arrangements.	AMBER	Work has been ongoing to explore the various options for a MASH. There have been discussions with partners, to ascertain their level of interest/support for such a development, in preparation for the initial project board meeting, which is now due to take place in early November 2015.	It is envisaged that, at the initial project meeting in early November, we will be able to agree an approach to employing a project manager to deliver this project.
<a href="#">P3.2.2</a>	Relaunch the Joint Assessment Family Framework to ensure that partnership arrangements are more effective.	GREEN	The JAFF has now been revised and it has been shared with partner agencies for their comments and approval.	
<a href="#">P3.2.3</a>	Implement the Early Help Strategy to reduce the number of looked after children and to prevent children becoming looked after. (CH)	GREEN	Data evidences that the desired effects are being achieved. (As at 16/10/16. the number of LAC had reduced to 375 from a total of 391 in April 2015. The number of CiN reduced to 737 from 902 in April 2015).	
<a href="#">P3.2.4</a>	Improve the way we work with other agencies to help identify more families that are in need of support and address the root cause of their problems	GREEN	There has been much progress in developing the Early Help hubs and the JAFF process, which has involved partners from a wide range of agencies. It is acknowledged that, in future, we need to ensure that the completion of JAFFs by partner agencies becomes routine and there is some work to do to ensure this is the case, However, much has already been achieved and the commitment is on target.  The Early Help hubs are well linked in to their cluster schools.	

PI Ref No	PI Description	Target 15-16	Cumulative Target Q2 15-16	Cumulative Actual & RAG vs Q2 15-16	Trend vs Q2 14-15	Actual 14-15	Wales Average 14/15 (NSI/PAM)	Wales Ranking 14/15	Comments
<a href="#">DCH3.6.6</a>	Number of children benefitting from the Flying Start programme (Flying Start Welsh Government set minimum number of children receiving FS services (CAP))	1586	1507	1520	↑ 1358	1428	n/a	n/a	<b>Monthly Performance:</b> No issues anticipated with achievement of the annual target.

### Improvement Priority Five: Working together to tackle health issues and encourage healthy lifestyles

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P5.1.1</a>	Ensure our schools meet the standards of the Healthy Eating in Schools Regulations 2013	GREEN	In respect of those schools that have opted in to the LA's catering service provision, there are monthly service checks in place. There is annual QA and compliance with primary and secondary menus verified by WG.  Our Catering Service has recently been awarded the Certificate of Compliance (with the Healthy Eating in Schools Regulations 2013) for secondary schools - we are the first LA in Wales to have received this certificate this year.	
<a href="#">P5.1.2</a>	Continue to roll out and implement cashless catering system across our schools	GREEN	20 primary schools are now up and running with cashless catering, with at least 3 others showing an interest.	

### Improvement Priority Six: Working together to make the best use of our resources

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P6.1.4</a>	Deliver the savings proposals identified in the 2015-16 budget (CH)	GREEN	All savings identified within MTFS were achieved and the directorate came in exactly on budget	
<a href="#">P6.2.2</a>	Deliver the projects contained within the Bridgend Change Programme (CH)	GREEN	Overall the IP2 programme and projects within the directorate are on track and on time. Cabinet has now agreed changes to the Learner Transport Policy. There continues to be a significant concern that we are not able to proceed with proposals to change nursery provision, as this will result in the directorate being unable to meet some of its longer term commitments under MTFS.  With regard to the IP3 programme, there is progress with ensuring effective integrated working but a capacity issue with the volume of CiN cases stepping down to early help has been identified.	

PI Ref No	PI Description	Annual target 15-16	Cumulative Q2 target	Q2 Cumulative Actual & RAG vs Target	Trend vs Q2 14-15	2014-15 Actual	Wales Average 14/15 (NSI/PAM)	Wales Ranking 14/15	Comments on Red or Amber and Declining Performance
<a href="#">CHR002iv</a> PAM	Number of working days per full time equivalent lost due to sickness absence (Childrens)	9.1	4.55	5.75	↑ 5.95	BCBC 10.83  Directorate 12.47	9.85	17	Total days lost per FTE for Education and Transformation in Q2 represented an improvement over Q1 but was still in excess of target.  Sickness in the Education groups was better than target, at 2.15 days lost per FTE.

										<p>Days lost per FTE in the Transformation Team deteriorated further from 33 in Q1 to 44 in Q2 due to ongoing long term sickness absences.</p> <p>An extensive piece of work has been completed within the Education groups of the directorate in relation to the monitoring and interrogation of sickness levels. All non-compliance with policy has been reported to the HoS (SPC).</p>
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PI Ref No	PI Description	Annual target 15-16 £'000	Performance as at Q2 2015-16						Comments
			Red		Amber		Green		
					£000's	%			
<a href="#">DCH6.1.1iv</a>	Value of planned budget reductions achieved	2,451	0	0	40	1.6%	2,411	98.4%	Whilst the development and implementation of an online pupil admissions database is off target and currently appears unlikely to be implemented this financial year, all of the financial savings required of the directorate in 2016 have been identified and secured.

### Other priority/business as usual

Code	Action Planned	Q2 RAG vs Target	Comments	Next Steps(for Red and Amber only)
<a href="#">DCH1.1</a>	Develop directorate risk register.	<b>RED</b>	There is currently work on-going to evaluate and revise the Corporate Risk Management policy. The directorate proposes to create an operational level of risk having already developed strategic risks (which forms part of the Corporate Risk Register). Project risks are already managed within each specific project and programme risks are also covered e.g., Schools Modernisation Project.	Actions at a Corporate level to complete the evaluation and revision of the Corporate Risk Management Policy.
<a href="#">DCH1.2</a>	Develop directorate communication and consultation plan.	<b>RED</b>	Some initial work has started linked to the development of a stakeholder engagement strategy for the school modernisation programme. This will be used to focus a series of action plans that can be used as communication/engagement tools across the directorate.	Continue the work to develop a stakeholder engagement strategy for the school modernisation programme.



PI Ref No	PI Description	Annual target 15-16	Cumulative Q2 target	Q2 Cumulative Actual & RAG vs Target	Trend vs Q2 14-15	2014-15 Actual	Wales Average 14/15 (NSI/PAM)	Wales Ranking 14/15	Comments on Red or Amber and Declining Performance
<a href="#">DCH5.6.2</a>	Number of working days lost per FTE due to industrial injury	0.11	0.055	0.14	n/a	0.10	n/a	n/a	There was 1 absence due to industrial injury in Q2 for the Children's Directorate (excluding schools) resulting in 2.23 FTE days lost.  Information on all such incidents is reported to the Directorate H&S Champion, for consideration and also presented at the Corporate Steering H&S Group on a quarterly basis. This information includes the actions already taken or to be taken in response to each incident and to reduce the risk of re-occurrence

### Additional Financial Information - Main Revenue Budget Variations

The net budget for the Directorate for 2015-16 is £105.860 million. Current projections indicate an under spend of £221,000 at year end. The main variances are:

EDUCATION & TRANSFORMATION DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Local Authority Special Needs Services	644	542	(102)	-15.8%
Schools Based Special Educational Needs	2,558	2,379	(179)	-7.0%
Inter Authority Recoupment / OOC Placements	426	316	(110)	-25.8%
Strategic Management	272	348	76	27.9%

#### Local Authority Responsibility Special Educational Needs Services

- There is a projected under spend of £102,000 on the budget as a result of vacancies held in anticipation of budget reductions in 2016-17. These will not be recurrent under spends.

#### School Based Special Educational Needs

- The under spend of £179,000 is a combination of vacancies across specialist bases in schools and reduced spend on one-to-one support for pupils during the summer term, as a result of higher than anticipated contributions from schools, in line with the Financial Scheme for Schools. The under spend arising from vacancies will not reoccur in 2016-17.

#### Inter-Authority Recoupment / Out of County (OOC) Placements

- There is currently an under spend of £78,000 projected on the education budget for out of county placements, due to a reduction in the number of placements from 32 in March 2015 to 28 currently. Alongside this, the authority is projecting an additional £32,000 income in respect of pupils from other local authorities attending this authority's schools.

#### Strategic Management

- The projected over spend on Strategic Management relates to the apportionment of the Remodelling of the Children's Residential Care budget reduction (£200,000)

between Education and Transformation and Social Services and Wellbeing directorates, following the transfer for Safeguarding and Family Support to the Social Services and Wellbeing directorate. The service will meet this reduction in 2015-16 through savings in other areas of the directorate budget and will find alternative reductions in 2016-17 to meet this on a reoccurring basis.

## Additional Financial Information - Children's Budget Reduction Monitoring

<b>EDUCATION</b>			
<b>Ref.</b>	<b>Budget Reduction Proposal</b>	<b>Original 2015-16 £000</b>	<b>Current RAG Status (RAG)</b>
CH3	Retender Learner Transport contracts	400	
CH4	Rationalise Special Education Needs transport	100	
CH9	School transport route efficiencies	200	
CH10	Realign On-Track with multi-agency community team provision	100	
CH12	Reduction catering service budget	200	
CH13A	Staff Restructures - Business Support functions	310	
CH17,23,24	Remodel integrated working and family support service	545	
CH18	Review provision of the County Music Service	40	
CH19	Accommodation costs in relation to Youth Service currently based at Tondu	80	
CH20	Review all temp posts across the directorate/Vacancy Management	100	
CH26	Propose for schools to fund all copyright licenses	50	
CH28	Remodel Childcare team	72	
CH32 (previously part of RES16)	Review of the Corporate Project Group	84	
	<b>Total Education and Transformation central</b>	<b>2,281</b>	
<b>SCHOOLS</b>			
CH11	Progress School modernisation programme which includes rationalisation of nursery provision	170	
	<b>Total Schools</b>	<b>170</b>	
	<b>Total Education &amp; Transformation Directorate</b>	<b>2,451</b>	

## Additional Financial Information - Main Capital Budget Variances

The net budget for the Directorate for 2015-16 is £12.417million and the actual outturn is projected to be £12.358 million with projected slippage of £59,000 into 2016-17. The most significant variances are detailed below:

Main Scheme	Council Oct '15 Budget 2015-16 £'000	Qtr 2 Budget 2015-16 £'000	Projected Spend £'000	Over / (Under) Spend £'000	Slippage Requested £'000	Comments
Tondu Primary School Temporary Accommodation	29	29	0	-29	29	Remainder of original budget to be carried forward into 2016-17 and transferred to School Modernisation budget for future allocation.
Ysgol Y Ferch O'r Sger	8	8	1	-7	7	Remainder of original budget to be carried forward into 2016-17 and transferred to School Modernisation budget for future allocation.
Ysgol Bro Ogwr	24	24	1	-23	23	Remainder of original budget to be carried forward into 2016-17 and transferred to School Modernisation budget for future allocation.

### Additional Sickness Information by Service Area

Unit	Average FTE 31.03.15	QTR4 2013/14		QTR4 2014/15	
		Number of FTE days lost	Days per FTE	Number of FTE days lost	Days per FTE
Safeguarding & family Support	N/A	1169.11	5.13	n/a	n/a
Strategy Partnership & Commissioning	335.71	1126.89	4.53	1096.55	3.27
Business Strategy & Support	62.59	192.68	3.24	110.50	1.77
Catering Services	118.00	396.72	2.78	343.02	2.91
<b>CHILDREN'S TOTAL (excl. Schools)</b>	<b>516.31</b>	<b>2885.40</b>	<b>3.75</b>	<b>1550.07</b>	<b>3.00</b>

### Additional Sickness by Absence Reason

Children Q2 Sickness	
Absence Reason	% of Total FTE days Lost
Stress/Anxiety/Depression/Mental Health	35.07%
Return to Work form not received	6.04%
MSD including Back & Neck	10.43%
Tests / Treatment / Operation	9.93%
Infections	11.20%
Stomach / Liver / Kidney / Digestion	9.25%
Chest & Respiratory	3.80%
Neurological	4.16%
Heart / Blood Pressure / Circulation	2.77%
Eye / Ear / Throat / Nose / Mouth / Dental	2.86%
Pregnancy related	3.03%
Genitourinary / Gynaecological / Pregnancy	1.46%
Injury	0.01
<b>Grand Total</b>	<b>100%</b>

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**Social Services and Wellbeing Directorate Performance Q2 15-16**

The social services remodelling is about implementing a significant change agenda – doing things differently, doing less for individuals and supporting their wellbeing, whilst ensuring they are safeguarded. This is in the context of legislative change and budget reductions. It is also a demand-led service so the change also encompasses reducing demand by offering early help and support – the right service at the right time by the right person.

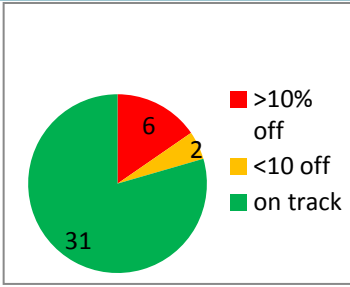
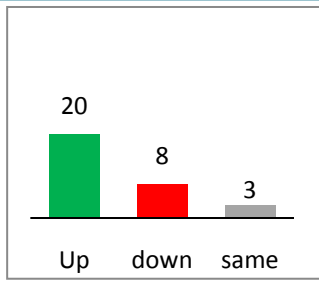
The Directorate reports against 20 commitments and at quarter 2, 16 met their targets and are, therefore, showing as green. There are 4 commitments reported as amber: two relate to delays in progress in extra care and transfer of home care hours – both of these have action plans in place. Progress on the third amber commitment - integrated Learning Disability Community Support team is related to the ABMU restructure. The final amber commitment relates to engagement with children and young people and work is progressing to improve this.

Almost 80% (31) of the directorate PIs are reporting as green at Q2 which is an improved position on Q2 for 14/15 where the figure was 65%. One of the two amber PIs relates to initial assessments in children’s services. The figure at Q2 was much improved from Q1 and our performance is above the 2014-15 end of year total. Work with Safeguarding Teams and Team Managers will continue to further improve the accumulative performance in relation to this PI. The other amber PI relates to feedback on the benefits of telecare and further analysis of this is taking place. There are 4 PIs reporting as red. These relate to:

- Statutory visits to Looked After Children – a corrective action plan is now in place and will be monitored by the Directorate Performance Board.
- Specialist homecare hours - the implementation plan to be reviewed and corrective actions to be identified and agreed to bring hours back in line with original target.
- The number of people on the Learning Disability register on the progression pathway – it is recognised that the original target was overambitious.
- Number of participants on the Love to Walk Programme - There is currently a re-registration process taking place, therefore, this figure does not accurately reflect the actual number of walkers.

There is one corporate PI relating to sickness which reported as red which continues to receive a high level of focused attention.

There is a robust performance management process in place in the directorate and this includes monitoring sickness data and progress against the MTFs.

Commitments 2015-16					All Performance Indicators	
RAG – current progress against commitment	Total	Red	Amber	Green	Performance vs Target	Trend vs Q2 2014-15
2015-16 Q2 –Social Services and Wellbeing Directorate Commitments	20	0	4	16		
Finance					Human Resources	

**Revenue Budget**

- The net revenue budget for the Directorate for 2015-16 is **£ 61,944,000**
- The expected year-end outturn is £61,937,000 which is an **underspend of £7k.**

**Capital Budget**

- The revised budget for the Directorate for 2015-16 is **£1,670,000**
- The expected year end outturn is £1,670k, with no projected variances.

**Budget Reductions**

	£000's	%
Red	405	11.5%
Amber	357	10.1%
Green	2,772	78.4%

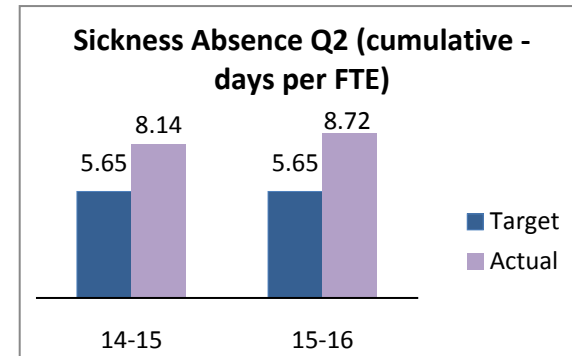
Additional information provided at the end of the report.

**Implications of Financial Reductions on Service Performance and Other Key Issues**

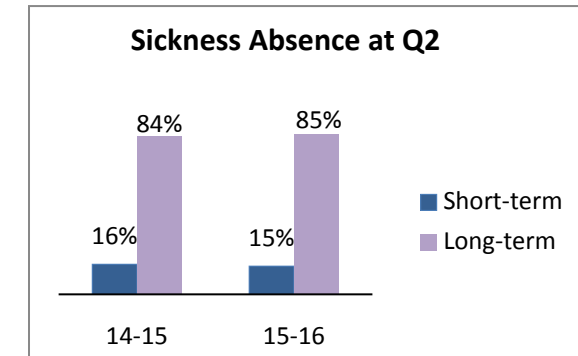
The Q2 budget position for the directorate, whilst challenging, is a positive situation for the half year period.

The Remodelling Adult Social Care programme and the children’s remodelling agenda are aligned to the corporate priorities and the MTFS and is in-keeping with the Social Services and Wellbeing (Wales) Act. Most of the projects have progressed to implementation stage and therefore require specific focus and monitoring at this time. In addition, the directorate faces the competing demands of the Social Services and Wellbeing (Wales) Act and the implementation of the Welsh Community Care information System – both of which require substantial involvement of front line staff and managers.

The directorate recognises there is a shortfall in the savings target. However, there are corrective actions in place that are closely monitored.



(Annual Target – 11.30. Current Status - **RED**)



Sickness remains an issue within the directorate. Regular and robust monitoring of absence levels continues.

We have increased the scrutiny on a case by case basis and this now involves the Director and Head of Service meeting with managers and HR to ensure appropriate action is being taken on each case. Specific cases are also being discussed at 1:1s.

**High Corporate Risks (risk owner)**

Residual Risk	Improvement Priority	Likelihood	Impact	Overall
Supporting vulnerable people	4 – helping stay independent	5	4	20
Healthy lifestyles	5 – healthy lifestyles	4	4	16
Supporting vulnerable children & their families	3 – Tackle problems early	5	4	20



**KEY:**




Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)	
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by less than 10%	↔	No change in performance vs same quarter of previous year
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year

**Improvement Priority Three: Working with children and families to tackle problems early**

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P3.2.3</a>	Implement the Permanency and Placement Strategy to reduce the number of looked after children and to prevent children becoming looked after (WB)		The strategy continues to be implemented with progress on milestones being monitored by the LAC and Childrens Change Management Boards. Detailed commentary on strategic milestones is provided below. The number of Looked After Children (including admissions and discharges) are monitored in weekly Senior Management Team Meetings. There were 390 LAC as at 31/03/15; at the end of Q2 this figure was 375. A Principal Officer continues to track individual cases.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments


PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">DCH3.7.6</a>	Number of Special Guardianship Orders (SGOs) granted	20	10	14	12 ↑	22	n/a	n/a	
<a href="#">DCH3.7.7</a>	Number of care orders discharged	10	10	18	15 ↑	35	n/a	n/a	
<a href="#">SCC004 NSI/PAM</a>	Percentage of children looked after on 31 March who have had three or more placements during the year	12	12	10.1	9.7 ↓	11.8	9	21	At 30th September 2015, 38 out of 375 looked after children had 3 or more placements during the previous 12 months. Of these, 55% fall within the 13-17 year age group. Whilst the priority is not to move children between placements, there are certain situations where it is inevitable.
<a href="#">SCC011a</a>	Percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	80	80	76.2	67.8 ↑	73.7	78	16	Mid point through the year our performance is above the 2014-15 end of year total. The figure at Q2 is an accumulative figure; at Q1 68.4% was reported and this improved to 85.5% at Q2. Work with Safeguarding Teams and Team Managers will continue to further improve the accumulative performance in relation to this PI.
<a href="#">SCC011b NSI</a>	Percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	50	50	50.4	47.3 ↑	51	44.8	10	
<a href="#">SCC025 PAM</a>	Percentage of statutory visits to Looked After Children due in the year that took place in accordance with regulations	80	80	71.2	74 ↓	76.5	87.7	20	Despite a focus on improving this PI, staff vacancies during the summer months has had a detrimental effect on the accumulative performance. Following a successful recruitment period, and agreement for agency cover, work is on-going to ensure that the required visits are undertaken and recorded. A corrective action plan is now in place and will be monitored by the Directorate Performance Board.
<a href="#">SCC030a</a>	Percentage of young carers known to Social Services who were assessed	100	100	100	100 ↔	100	n/a	n/a	
<a href="#">SCC033d NSI</a>	Percentage of: d) young people formerly looked after with whom the authority is in contact at the age of 19;	95	95	100	100 ↔	94.7	93.3	10	
<a href="#">SCC033e NSI</a>	Percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable non-emergency accommodation at the age of 19	100	100	100	100 ↔	100	93.1	1	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">SCC033f NSI</a>	Percentage of: f) young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	70	70	76.9	66.7 	61.1	59.5	11	
<a href="#">SCC041a NSI</a>	Percentage of eligible, relevant and former children that have pathway plans as required	100	100	100	92 	100	91.2	1	
<a href="#">SCC045 PAM</a>	Percentage of reviews of Looked After Children, children on the Child Protection Register and Children In Need carried out in line with the statutory timetable	85	85	88.4	89 	90.5	88.9	14	This PI is made up of reviews in relation to children who are in need, in need of protection and in need of accommodation. The Reviewing Service has continued to work extremely hard to increase performance in relation to Child Protection and LAC Reviews with Q2 performance being 99.6% and 99.3% respectively. However, performance with regards to Child in Need Reviews was 75% at Q2 and this has had a detrimental impact on overall performance.

### Improvement Priority Four: Working together to help vulnerable people stay independent

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P4.1.1</a>	produce and consult on the prevention and wellbeing strategy that includes the coordination of support, information and advice available in local communities		The development of the Prevention and Wellbeing Strategy is ongoing. The next stage will involve a workshop with partners including the third sector.	
<a href="#">P4.1.2</a>	Increase the range and accessibility of advice and information for carers		As part of the regional carers partnership Bridgend has, with carers measure funding, supported the Carers Centre to produce leaflets, newsletters, emergency card leaflets and Macmillan family information leaflets. We have also supported third sector organisations within the Bridgend Carers alliance to purchase information boards and other materials to raise awareness and provide information. Consultation with carers of people with mental health issues had identified the need for clarity regarding the sharing of information. A guidance document has been produced and training for staff on information sharing is ongoing.	
<a href="#">P4.1.3</a>	Develop a regional quality framework to monitor and improve the quality of care		Pilot undertaken and tool for care homes adapted to better meet the needs of BCBC. Domiciliary care standards refreshed to include requirements of new contract.	
<a href="#">P4.1.9</a>	Establish an integrated operational model for the Learning Disability Community Support Team		This continues to be work in progress and involves health and social care working closely together. ABMU are currently re-structuring their senior management team and this has had an impact on the LD Directorate.	This work will be further progressed in the near future.
<a href="#">P4.2.5</a>	Help vulnerable people retain their dignity and stay as independent as possible in accommodation that best meets their needs (WB)		The focus of service delivery remains on promoting independence and maximising independent living whilst widening the choices available to individuals to remain in their own home or make positive choices to seek residency in other types of accommodation that provide support.  S33 pooled fund arrangements have been agreed by cabinet and we are progressing with ensuring the leadership group model for CRT is implemented across Western Bay. The Better at Home service is working well and consultation is being held on the Bridgend Dementia Strategy.	

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P4.2.6</a>	Further develop crisis prevention, support and accommodation options for people with mental health needs that promotes independence and prevents hospital admission		One of the key actions in the Western Bay Together for Mental health is agreeing and setting out standards for crisis resolution services and ensuring consistency across the Western Bay region. A workshop was held with key stakeholders in June including service users and carers to agree how a response to crisis could be delivered. Bridgend has been represented on visits across the country with view to developing a consistent crisis service across the WB region. As part of the preparation for the SS and WB Act, a Coordinator has been appointed and to date 30 individuals have accessed this early intervention service. As part of Western Bay we have supported the development of on line self-help guides to offer information on a wide range of subjects including anxiety, bereavement and alcohol dependency. During August and September 2015 there have been 1624 hits across the region. A single point of access for GP referrals into secondary mental health services continues to be piloted in Bridgend to improve access to those individuals in need of an urgent response. This pilot is currently being evaluated with view to being rolled out in Neath and Swansea. Between April and September a review of CMHT's was undertaken to agree a new model of service which includes improving crisis intervention.	
<a href="#">P4.2.7</a>	Continue the development of two new extracare schemes across the borough		Programme board in place to take work stream forward, including development of a service model and service transfer planning. Potential land options identified for approval.	<ol style="list-style-type: none"> <li>1. RSLs to confirm intention to proceed to full submission by the 30th October 2015 (all 3 have confirmed)</li> <li>2. Return of RSL submissions, including financial proposals and outline sketch designs and project plan by the 4th December 2015</li> <li>3. Evaluation completed 8th December 2015</li> <li>4. RSL Interviews a.m. 11th December 2015</li> <li>5. Notification of successful offer issued w/e 18th December 2015</li> </ol>
<a href="#">P4.2.8</a>	Continue the transformation of homecare services		<p>Remodelling plan implemented, regular quarterly update reports presented to Cabinet.</p> <p>IDC:</p> <ul style="list-style-type: none"> <li>• Shortfall in hours delivered by IDC's and total homecare hours slightly higher than planned at this point in time.</li> <li>• Tender process to establish a framework for commissioning IDC packages in process.</li> </ul>	The closing date for tenders is November 27th, with interviews commencing mid-December. New contractual arrangements to be in place April 2016

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">DWB.OA3.1</a>	Number of total (rolling total) open, live Telecare installations	1532	1496	1899	1629 	1759	n/a	n/a	
<a href="#">DWB4.1.4.1</a>	The percentage of our providers receiving a quality payment	95	95	100	n/a	n/a	n/a	n/a	
<a href="#">DWB4.2.2.1</a>	Number of people accessing floating support provision	n/a	n/a	99	n/a	n/a	n/a	n/a	Establishing baseline

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">DWB4.2.2.2</a>	Number of service users accessing stress management programmes	n/a	n/a	172	n/a	n/a	n/a	n/a	Establishing baseline
<a href="#">DWB4.2.4.1</a>	Specialist home care hours retained internally	2580	2580	3570.75	n/a	n/a	n/a	n/a	Shortfall in hours delivered by IDC's and total homecare hours slightly higher than planned at this point in time. Timescales for completion anticipated to be affected, revised timescales to be presented to Cabinet.. Implementation plan to be reviewed and corrective actions to be identified and agreed to bring hours back in line with original target.
<a href="#">DWB4.3.2</a>	Number of people who have received a service from Bridgeway (short term home care service for people with dementia)	134	67	83	64	129	n/a	n/a	
<a href="#">DWB4.3.3</a>	Number of recipients of community resource team (intermediate services) that have been provided with an alternative to a hospital placement		410	597	424	960	n/a	n/a	
<a href="#">DWB4.3.4</a>	Percentage of telecare clients who said that the service made it easier for them to manage in their own home	95	95	89	94	96	n/a	n/a	Ongoing analysis of the results of the survey and data capture is taking place.
<a href="#">DWB4.4.8.1</a>	The number of people on the Learning Disability register on the progression pathway	300	150	117	110	352	n/a	n/a	This is slightly off target in Q2. Although there will continue to be an improvement, the service recognises that the target may have been over ambitious.
<a href="#">DWB4.4.8.2</a>	Number of people with a learning disability, who live independently in their own home, using assisted technology	42	42	49	39	42	n/a	n/a	
<a href="#">SCA001 NSI</a>	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over	2.5	2.5	0.83	0.86	1.03	4.83	3	
<a href="#">SCA002a NSI</a>	Rate of: a) older people (aged 65 and over) supported in the community per 1,000 population aged 65 or over at 31 March;	81	81	77.07	80.92	76.75	67.30	6	
<a href="#">SCA002b NSI</a>	Rate of: b) older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	18.5	18.5	15.44	18.27	16.46	18.85	7	
<a href="#">SCA007 PAM</a>	Percentage of clients with a care plan at 31 March whose care plans should have been reviewed during the year	79	79	79.1	80.4	79.2	80.0	13	On target although performance is slightly down on last year, however, there is currently no reason to feel the target won't be met.
<a href="#">SCA018a PAM</a>	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	93	93	94.4	95	94.7	88.3	10	There has been a slight decline since 14/15 of 0.6%, the target has been met and we are working with the social work teams to sustain and improve the figure and ensure that every carer who comes to our attention is offered an assessment.



PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">SCA019 PAM</a>	Percentage of adult protection referrals completed where the risk has been managed	90	90	98.9	88.9 ↑	93.91	95.6	15	
<a href="#">SCA020</a>	Percentage of adult clients who are supported in the community during the year	88.5	88.5	89.03	88.66 ↑	89.14	85.20	5	

### Improvement Priority Five: Working together to tackle health issues and encourage healthy lifestyles

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P5.1.3</a>	Through the Family Active Zone initiative, promote nutrition, physical activity and family relationships for positive lifestyle change		69 children and families supported against an annual target of 120. Good outcomes being reported by participants. It is anticipated that the target will be met.	
<a href="#">P5.2.7</a>	Implement the primary and secondary school national sport programme to increase physical activity levels		The national school sport programmes are directly managed by the Active Young People Department of BCBC and relates to extra curricular activity programmes that promote increased physical activity on school sites or within a community club or organisations. 100% of schools in Bridgend are participating in the programmes. There have been 12,061 visits to these activities by primary school children. The primary school participation has been evidenced as particularly strong via the Sport Wales National School Sport Survey (September 2015). There has been a 7% overall increase in young people identified as "hooked on sport" i.e. active on 3 or more occasions per week. The 89307 secondary school registrations were achieved from 11784 people. This is a growth from 71352 registrations the previous year and includes both Heronsbridge and Ysgol Bryn Castell special schools.	
<a href="#">P5.2.10</a>	Continue to deliver the National Exercise Referral Programme in partnership with HALO Leisure to help reduce obesity levels and encourage better weight management across the county borough		993 referrals received in Q1 and Q2 with 229 completing 16 week programme to date. There is an annual target of 395 to complete the 16 week programme.	
<a href="#">P5.3.9</a>	Develop services and opportunities that encourage and promote life-long physical activity particularly amongst underrepresented groups by working in partnership with HALO Leisure and a range of community partners		Contract monitoring is taking place with Halo including participation reviews.  Bridgend are one of only 2 Local Authorities to achieve "In Sport" Silver accreditation for work with disability. Bridgend achieved the highest participation in free swimming by people over 60.	
<a href="#">P5.3.11</a>	Coordinate the Love To Walk programme to support community walking networks		127 Regular walkers and 348 engaged in Love to Walk Festival. 30 walks supported with 37% led by volunteers and 17 partner organisations	

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P5.3.13</a>	Identify and promote new initiatives that support the health and wellbeing of employees (WB)		<p>Initiatives currently under development in the Directorate include:</p> <ul style="list-style-type: none"> <li>• B-WELL programme is under development to promote staff ownership of their health and wellbeing, promotional resources are being finalised and training sessions for managers/supervisors arranged.</li> <li>• We have engaged an organisation called "NUDJED" which will provides on-line support to up to 300 staff in the directorate to help them improve their health and wellbeing.</li> <li>• Training courses are being organised for increasing physical activity for staff and service users particularly in older peoples residential and day services</li> <li>• A feasibility study is being carried out on the potential to develop the facilities at Bridgend Resource Centre to offer more opportunities for health and wellbeing activities and an exercise referral scheme.</li> <li>• Relevant staff are trained in manual handling</li> <li>• A Risk Register has been established and is being consulted upon.</li> </ul>	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">DWB5.1.1.1</a>	Number of Families participating in the Family Active Zone programmes	120	60	69	n/a	n/a	n/a	n/a	
<a href="#">DWB5.2.2.1</a>	Number of participants in the National Exercise Referral Scheme (NERS)programme	1170	586	993	n/a	n/a	n/a	n/a	
<a href="#">DWB5.3.1.1</a>	Increase leisure facility usage by disadvantaged groups via the Access to Leisure Programme	25581	12791	34374	n/a	n/a	n/a	n/a	
<a href="#">DWB5.3.2.1</a>	Number of participants on the Love to Walk Programme	350	350	127	n/a	n/a	n/a	n/a	This figure is based on registered regular walkers. There is believed to be more walkers than are registered. There is currently a re-registration process taking place, therefore, this figure does not accurately reflect the actual number of walkers.
<a href="#">DWB5.3.2.2</a>	Number of people achieving an accredited award	15	0	0	n/a	63	n/a	n/a	No applicable activity in Q2. First course to be held in Q3.
<a href="#">DWB5.5.4.6</a>	Retention rates for those completing a 16 week programme	395	198	229	258 ↓	438	n/a	n/a	The 16 week programme commencements and completions do not run to standard dates each year. Our 2014/15 performance exceeded the target allocated by Public Health Wales, therefore, there are no concerns in relation to current performance.
<a href="#">DWB5.6.8.3</a>	% of target staff who have attended manual handling training	85	85	93.2	87.6 ↑	82.7	n/a	n/a	
<a href="#">LCS002b</a> NSI	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	9450	9450	9569	9439 ↑	9528	8662	6	



## Improvement Priority Six: working together to make the best of our resources



Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">P6.1.1</a>	implement the planned savings identified in the 2015-16 budget (WB)		All savings identified in the budget for 2015/2016 are closely monitored within the directorate by the senior management team and individual budget managers. Currently projected to deliver a balanced budget in 2015/2016. Where planned savings are behind target alternative savings have been identified.	
<a href="#">P6.2.2</a>	Deliver the projects contained within the Bridgend Change Programme (WB)		All projects are robustly monitored via the Adults and Childrens remodelling service boards which meets on a monthly basis.	
<a href="#">P6.6.6</a>	Explore new ways of engaging and consulting with children and young people to continue to hear their voice		This is captured in our Quality Assurance (QA) Framework "Achieving Excellence in Bridgend Safeguarding and Family Support Service". The QA implementation group has been tasked with finalising an Engagement and Participation action plan to ensure this commitment is met. LAC feedback forms and handbooks have been revised and are being consulted upon.	The Leaving Care Forum has been delayed due to the relocation of staff, however, a revised timetable is now in place and this will move forward in the next quarter. An interactive document for capturing children's voices was launched in May.

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">CHR002iii PAM</a>	Number of working days per full time equivalent lost due to sickness absence (Wellbeing)	11.3	5.65	8.72	8.14	18.46			On front page of the dashboard report

PI Ref No	PI Description	Annual target 15-16 £'000	Red		Amber		Green		Comments
			£'000	%	£'000	%	£'000	%	
<a href="#">DWB6.1.1iii</a>	Value of planned budget reductions achieved	3,534	405	11.5	357	10.1%	2,772	78.4	Mitigating savings will be achieved across Directorate

## Other priority/business as usual

Code	Action Planned	Status	Comments	Next Steps (for Red and Amber only)
<a href="#">DWB1</a>	Develop a directorate risk register		risk register in place	
<a href="#">DWB2</a>	Develop a Directorate communication and consultation plan		being consulted upon	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">DWBOA1.1</a>	Increasing the number of new Telecare Installations	140	70	140	109 	239	n/a	n/a	
<a href="#">DWBOA1.4</a>	The number of carers of adults offered an assessment in their own right	1561	1511	1887	1321 	1460	n/a	n/a	
<a href="#">DWB5.6.8.5</a>	Number of working days lost per FTE due to industrial injury (Wellbeing)	0.13	0.065	0.0254	n/a	0.1604	n/a	n/a	

## Main Revenue Budget Variances

The Directorate's net budget for 2015-16 is £61.944 million. Current projections indicate an under spend of £7,000 at year end, after draw down of £200,000 from earmarked reserves for remodelling of adult social care (£53,000), Looked After Children strategy (£47,000), Homecare and meals at home (£66,000) and residual job evaluation costs on safeguarding (£34,000). The main variances are:

<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>	<b>Net Budget</b>	<b>Projected Outturn</b>	<b>Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Learning Disabilities Residential Care	1,487	1,647	160	10.8%
Learning Disabilities Day Opportunities	3,389	3,276	(113)	-3.3%
Looked After Children	10,923	10,726	(197)	-1.8%
Family Support Services	978	836	(142)	-14.5%
Other Child and Family Support Services	725	941	216	29.8%

### Learning Disabilities Residential Care

- A projected over spend of £160,000 is likely as a result of the provision of 3 additional residential placements in the first half of the financial year. These placements have since reduced to 2, and will continue into the new financial year. The directorate will re-align budgets in 2016-17 to meet this pressure.

### Learning Disabilities Day Opportunities

- There is currently a projected under spend of £113,000 on the day opportunities budget as a consequence of staff vacancies within the service, part of which is held in anticipation of budget reductions in 2016-17. The under spend on these posts will not reoccur in 2016-17.

### Looked After Children

- There is a projected under spend of £197,000 on looked after children following a reduction in the number of independent fostering agency placements, with 80 placements forecast by the end of the year, compared to 92 as at March 2015. The current number of LAC is 376 compared to 390 at the end of March 2015.

### Family Support Services

- There is a projected under spend of £142,000, partly as a result of under-utilised direct payments (£77,000), which have been re-claimed, and partly due to under spends on salary budgets and residence orders, which have reduced from 26 in 2014-15 to 23 in this financial year. A reoccurrent budget pressure allocation of £400,000 for direct payments was approved by Council in February 2015 for 2015-16 onwards. As there is a projected under spend on this budget currently, the position will be reviewed at year end to determine future on-going requirement of this pressure.

### Other Child and Family Support Services

- There is a projected over spend of £216,000 on adoption following the establishment of the regional adoption service. A one-off budget pressure was agreed by Council to meet the needs of this service for 2015-16, but given the current overall forecast outturn for the directorate this is not currently required. The Business Case for the service highlighted that the cost of the service would reduce in year 2 on the assumption that the number of adoptions in Bridgend would be lower than in the other two authorities. If numbers of adoptions remain at the current level then the cost will not reduce and the budget will have to be re-aligned with the LAC budget, which should reduce accordingly.

## Additional Financial Information - Social Services & Wellbeing Budget Reduction Monitoring

### ADULT SOCIAL CARE

Ref.	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
ASC1	Focus local authority homecare on specialist and complex care	307	
ASC2	Support increased independence through enablement and progression in Learning Disability services	220	
ASC3	Link the work on the new assessment framework to the new national eligibility criteria as part of the Social Services and Wellbeing Act ensuring timely	1,399	
ASC4	Consolidation of Adult Day Services premises	20	
ASC5	Service efficiencies - work related schemes	67	
ASC6	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	215	
ASC7	Reprovision and remodelling of Shared Lives	135	
ASC8	Reduction in sickness across services	50	
ASC9	Review CHC-eligible cases to secure appropriate contribution to packages of care	70	
ASC10	Develop income stream for specialist Mental Health placements at Glyn Cynffig	15	
ASC11	Income Generation at Ael Y Bryn	95	
ASC12	Continued efficiencies within LD Day Services	35	
ASC13	Remodel Meals at Home service.	122	
ASC15	Achieve transport efficiencies	37	
<b>Total Adult Social Care</b>		<b>2,787</b>	

### SAFEGUARDING AND FAMILY SUPPORT

CH22	Remodelling of Childrens Residential Care	200	
CH27	Remodel and restructure safeguarding management arrangements	50	
CH13B	Staff Restructures - Business Support functions	170	
CH20B	Review all temp posts across the directorate/Vacancy Management	50	
<b>Total Safeguarding and Family Support</b>		<b>470</b>	

### SPORTS , PLAY & ACTIVE WELLBEING

HL1	Reduction in costs relating to sport, play and leisure	30	
HL3	Continued savings associated with the Halo leisure partnership	247	
<b>Total Sports , Play &amp; Active wellbeing</b>		<b>277</b>	
<b>Total Social Services &amp; Wellbeing Directorate</b>		<b>3,534</b>	

### Additional Sickness Information by Service Area

Unit	Average FTE 31.09.15	To Date (Qtr2) Days Lost per FTE 2014-15	To Date (Qtr2) Days Lost per FTE 2015-16
Sport Play and Active Wellbeing	23.07	0.04	0.00
Adult Social Care	652.53	8.60	9.76
Safeguarding & Family Support	160.96	8.51	7.43
Business Support	59.07	4.14	3.47
<b>SOCIAL SERVICES AND WELLBEING TOTAL</b>	<b>895.63</b>	<b>8.14</b>	<b>8.72</b>

### Additional Sickness Information by Absence Reason

Absence Reason	% of total days lost in Q2
Stress / Anxiety / Depression / Mental Health	37.91%
MSD including Back & Neck	18.14%
Return to Work Form Not Received	5.21%
Stomach / Liver / Kidney / Digestion	8.55%
Tests / Treatment / Operation	9.21%
Infections	4.83%
Chest & Respiratory	2.51%
Neurological	1.81%
Eye/Ear/Throat/Nose/Mouth/Dental	2.16%
Cancer	5.35%
Heart / Blood Pressure / Circulation	0.88%
Pregnancy related	1.51%
Injury	0.92%
Genitourinary / Gynaecological / Pregnancy	0.99%
<b>Grand Total</b>	<b>100%</b>

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**Communities Directorate Performance :**

The overall Directorate performance remains positive with the vast majority of business plan commitments on target. This is a credit to the continuing hard work of all staff in difficult circumstances as the shape of the Directorate and the way in which some services are delivered continues to change substantially. The most significant challenge remains the financial one. Currently the Directorate is forecasting a small overspend but the position remains volatile with a number of in-year pressures and some identified savings that will not deliver the full year saving intended for a variety of reasons. Measures are being taken to mitigate this where possible to ensure the end of year budget comes in on target. The Directorate sickness absence target is unlikely to be met this year although it is forecast to improve on last year's performance. A number of long term absences, have impacted on the quarterly performance. However, a number of significant successes have also been demonstrated during quarter 2, most notably the transfer of our cultural services to AWEN cultural trust. This was a large and complex project delivered on time and on budget. The period also saw the start on site of the Vibrant and Viable Places scheme in Bridgend Town Centre. In addition the process of community asset transfer of some facilities and services has been given impetus by setting out a list of priority assets to be transferred to town and community councils and voluntary organisations and the appointment of a dedicated CAT officer.

**Commitments 2014-15**

RAG – current progress against commitment	Total	Red	Amber	Green
Q2 2015-16 Communities Directorate Commitments	17	0	4	13

**Finance**

**Revenue Budget**

- The net revenue budget for the Directorate for 2015/16 is **£ 24,988,000**.
- The current year-end forecast is **£ 25,092,000** meaning a projected **overspend of £104,000**.

**Capital Budget**

- The revised budget for the Directorate for 2015-16 is **£16,254,000**.
- The current year end forecast is **£14,954,000** with proposed slippage of **£1,300,000 into 2016-17**.

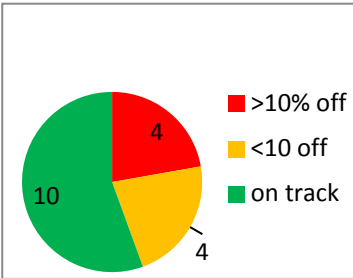
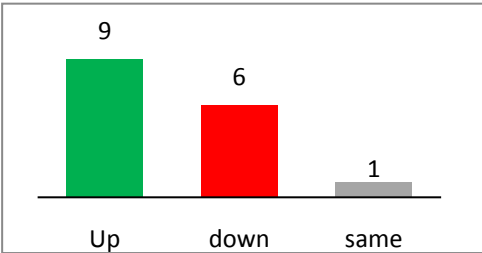
**Budget Reductions**

Savings (£000)	2015-16	%
Green	1,366	54.9%
Amber	497	20.0%
Red	857	25.1%
<b>Total</b>	<b>2,488</b>	<b>100%</b>

Additional financial information is provided at the end of the report.

**Implications of Financial Reductions on service performance and other key issues**

**All Indicators**

Performance vs Target	Trend vs Q2 2014-15
	

**Human Resources**

(Annual Target – 8.00. Current Status - **RED**)

Long term sickness absence continues to push sickness absence over target. Over three quarters of Directorate sickness is 'long term'. These are being managed in accordance with the Council's sickness policies but it is taking a while to resolve all of the cases. Short term sickness remains well controlled and managed by the Directorate. Both long term and short term sickness are lower than at this time last year.

**High Corporate Risks (risk owner)**

The impact of 30% plus cuts over recent years in the Directorate [with a great deal more required over the remainder of the MTFs period] continues to make it extremely challenging to maintain performance levels in some areas of service where resources are stretched more thinly and there is less resilience to, for example, staff absences.

For example the standard of cleanliness of our streets has been impacted by the reduction in staffing levels as a result of the implementation of a MTFs proposal and further cut backs in this area of service are currently planned for future years.

A number of the most significant challenges lie in the area of waste. The MREC procurement run jointly with NPT Council has not as yet produced a successful outcome. The significance of this is that this Council continues to pay among the most expensive rates for the disposal of its 'black bag' waste in Wales. This impacts on the level of cuts required elsewhere in the Directorate to compensate.

The percentage of waste re-used or recycled has also dropped since last year. This is not unusual towards the end of contracts [18 months left with Kier] but it is important the Welsh Government target of 58% for 2015/16 is met or potentially the Authority could be liable to a fine. Work is ongoing with Kier to adopt measures to ensure it is hit. The target is set to increase to 64% by 2019/20 so any new contract with Kier or with an alternative partner will need to ensure the methodology for waste collection is designed to meet this revised target.

One other noteworthy issue is the highlighted increase in the number of days lost to industrial injury. In the main this is caused by incidences of HAVS in street scene services.

A revised Directorate risk register and communications plan has been completed.

Residual Risk	Improvement Priority	Likelihood	Impact	Overall
The economic climate and austerity	1 – Develop local economy	4	4	16
Disposing of waste	6 – Best use of resources	4	4	16
Maintaining infrastructure	1 – Develop local economy	4	4	16
Impact of homelessness	3 – Tackle problems early	5	3	15



## KEY:

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	<b>NSI:</b> National Strategic Indicator
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	<b>PAM:</b> Public Accountability Measure
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	<b>OA:</b> Outcome Agreement

## Improvement Priority 1: Working together to develop the local economy

Code	Action Planned	Status	Comments	Next Steps
<a href="#">P1.1.1</a>	Develop bids and secure funding for the next phase of economic development and urban regeneration projects through the EU convergence programme, up to 2020, to deliver this corporate priority.	<b>GREEN</b>	Project ideas have been submitted and scored under the regional prioritisation criteria. Guidance on next steps is awaited from WG.	
<a href="#">P1.1.2</a>	Continue implementation of a composite regeneration programme in Bridgend town centre	<b>GREEN</b>	The construction contract for the redevelopment of Rhiw Car Park has been let, following a period of re-engineering to bring costs in line with available resources.	
<a href="#">P1.1.3</a>	Re-appraise development options and deliver regenerations projects in Porthcawl	<b>GREEN</b>	Considerable progress has been made on regeneration in Porthcawl, including the sale of the Jennings, completion of refurbishment of key buildings in the harbour quarter through THI and further development of the Maritime Centre project. The Partnership Action Plan for the town centre is being implemented.	
<a href="#">P1.1.4</a>	Continue to implement the first phase of a number of key land reclamation and development projects in Maesteg and the Llynfi Valley	<b>GREEN</b>	The first stage of desktop feasibility work on the Llynfi sites has been completed. The town centre action plan is being implemented and is funding a range of activities in partnership with local stakeholders. The final evaluation of Maesteg THI by Wavehill has been issued, and confirms the clearly visible success of the scheme in bringing historic buildings back into economic use in the town. A project submission has been made for Maesteg Town Hall under WG's Building for the Future programme and has scope well under the regional prioritisation framework, largely due to the feasibility work already carried out 18 months ago.	
<a href="#">P1.1.5</a>	Implement the Rural Development Programme 2014-2020 working with rural communities and partners towards achieving self-sustaining rural communities, diversified rural enterprises and vibrant rural economies.	<b>AMBER</b>	Delays in receiving the final funding confirmation letter from WG have resulted in delays in implementation. This was expected in January and finally received in June.	Two schemes given support by Local Action Group: Groundwork Wales support for community energy renewal and Kenfig Visitor information. Action on both schemes is underway. In terms of the delivery of the overall programme over its 6 years, the delay won't have an impact.

<a href="#">P1.2.6</a>	Provide focused support for businesses and support social enterprises to help them invest and create jobs	<b>GREEN</b>	The highly successful LIF and SEWCED projects came to an end this quarter, achieving and in some cases far exceeding their target outputs. These high performing programmes secured additional resources for Bridgend as a result of reallocation within SE Wales. Regrettably, neither programme is being continued under the new EU programme, despite lobby of WG by local authorities.	
<b>Code</b>	<b>Action Planned</b>	<b>Status</b>	<b>Comments</b>	<b>Next Steps</b>
<a href="#">P1.2.7</a>	Engage with people and communities to understand their learning needs so that adult community learning provision is commissioned to meet outcomes and employment prospects are improved	<b>GREEN</b>	The ACL Service continues to prioritise its provision on targeted employment programmes and addressing local economic factors by developing needs based courses and opportunities to help people into work.	
<a href="#">P1.3.8</a>	Continue improvements in transport, pedestrian and cycle links between the bus and rail network and employment and education sites to include schemes in Bridgend, Maesteg and Porthcawl	<b>GREEN</b>	The active travel act is being implemented following Welsh government guidance. This involves a community consultation. Schemes such as residents parking have undertaken an informal consultation and are not moving into a statutory consultation. Interaction with Network rails continues on the bridge modification programme required to advance this national project.	
<a href="#">P1.3.9</a>	Identify and implement physical improvements to the public rights of way and cycle track network using Welsh Government RoWIP and other grant funding	<b>GREEN</b>	A part time country side maintenance officer has now been appointed and has commenced works for the RoWIP funding.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">DCO.L.1.8i</a>	The number of visitors to town centres (annual footfall in Bridgend)	5,000,000	2,500,000	3,391,172	↑ 2,314,580	5,354,363	n/a	n/a	
<a href="#">DCO.L.1.8ii</a>	The number of visitors to town centres (annual footfall in Porthcawl).	2,700,000	1,350,000	2,754,312	↑ 1,758,671	3,975,792	n/a	n/a	

### Improvement Priority 2: Working together to raise ambitions and drive up educational achievement

Code	Action Planned	Status	Comments	Next Steps
<a href="#">P2.1.9</a>	Promote libraries and implement a series of programmes designed to get more children and young people to enjoy reading.	<b>GREEN</b>	The Library Service successfully transferred to Awen Cultural Trust, achieving the 1st October milestone for this transition. The Council will now work with the Trust in accepting a service plan for 2016/17 against an agreed Outcomes Framework.	

**Improvement Priority 4: Working together to help vulnerable people to stay independent**

Code	Action Planned	Status	Comments	Next Steps
<a href="#">P4.2.4</a>	Take reasonable steps to prevent homelessness in line with strengthened duties under the new Housing (Wales) Act 2014	<b>AMBER</b>	<p>Housing Solutions are currently working with Supporting People in developing a shared housing scheme for young persons. This will provide accommodation and housing related support to vulnerable young persons who are homeless or threatened with homelessness.</p> <p>There has been a continued delay in recruiting Housing Solutions staff and thus utilising transitional funding provided by Welsh Government,. The posts have been advertised 2-3 times internally and externally. There is a lack of experienced personnel to appoint. The transitional funding is awarded year by year, thus we cannot offer permanent roles which has impacted on take up of offers.</p>	<p>Housing Solutions are working with colleagues in Supporting People to develop an alternative to Bed and Breakfast for interim supported accommodation secured for those who are homeless and vulnerable.</p> <p>Explore the option of agency workers in the Housing Solutions Team and utilising the transitional funding for alternative uses.</p> <p>The result of the landlord consultation needs to be evaluated and fed back to the Landlord Forum to agree a way forward.</p>
<a href="#">P4.2.5</a>	Help vulnerable people retain their dignity and stay as independent as possible in accommodation that best meets their needs (CO)	<b>AMBER</b>	<p>An external advert for a Gateway Co-ordinator has been placed and interviews have been held. However a successful candidate could not be appointed.</p> <p>Generic floating support services have been tendered and a successful Provider has been appointed.</p>	<p>Determine how the model of the Gateway could be implemented through an alternative solution.</p> <p>Generic floating support services will be entering a period of phased handover to become fully operational from the 1st January 2016.</p>

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">DCO.OA4.1</a>	Number of homeless households with dependent children in bed and breakfast accommodation	3	3	0	↔ 0	0	n/a	n/a	
<a href="#">DCO.OA4.2</a>	The number of units of supported accommodation available via a single point of access maintained by Bridgend County Borough Council	172	86	159	↑ 51	51	n/a	n/a	
<a href="#">DCO.OA4.3</a>	Number of people helped with Care and Repair services (funded by the Private Sector Housing Renewal and Disabled Adaptations Policy)	450	113	290	↑ 219	450	n/a	n/a	
<a href="#">DCO.OA4.4</a>	Percentage of homeless households with dependent children who have been placed in bed and breakfast accommodation as a proportion of all homeless households with dependent children placed in temporary accommodation	6	6	0	↑ 0	0	n/a	n/a	

<a href="#">DCO.OA4.5</a>	Percentage of people who have maintained their independence for six months as a proportion of people helped with Care and Repair services (funded from the Private Sector Housing Renewal and Disabled Adaptations Policy)	96	96	100	↑ 96.74	97.94	n/a	n/a	
<a href="#">HHA013</a>	Percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	67	67	76.03	↑ 62.61	64.2	65.4	n/a	(removed as NSI from 15-16)
<b>PI Ref No</b>	<b>PI Description</b>	<b>Annual target 15-16</b>	<b>Q2 Cumulative Target</b>	<b>Q2 cumulative Actual &amp; RAG vs Target</b>	<b>Trend vs Q2 14-15</b>	<b>Actual 14-15</b>	<b>Wales Average 14-15 (NSI/PAMs)</b>	<b>BCBC Rank 14-15 (NSI/PAMs)</b>	<b>comments</b>
<a href="#">PSR002</a> NSI,PAM	Average number of calendar days taken to deliver a Disabled Facilities Grant	307	307	270.86	↓ 189.91	182.26	231	6	See below
<a href="#">PSR009a</a>	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people	411	411	574.67	↓ 355.14	321.33	n/a	n/a	No children's DFGs were certified in QTR2 so the figure and the comment remains the same as in QTR1; The method of calculating the indicator figure has changed slightly following a Review of Independent Living Adaptations carried out by Welsh Government in January 2015. The review identified that the start point for timing was being interpreted differentially by different local authorities. Clarification was therefore provided by Welsh Government that the starting point should be the date of first contact. Processes have therefore been changed to ensure the date of first contact is now recorded and used as the starting point. As the number of days awaiting an OT assessment and having the OT assessment carried out are now counted in the indicator figure, the average number of days has increased. This was anticipated with the change, however, it better reflects the average number of days waiting from the service users perspective. If the previous method had been used the indicator figure would have been 490. Some of the schemes involved comprehensive design layouts and after commencement the works required additional unforeseen works related to the specialist equipment. The families were also resident in the property whilst the works were being undertaken. In addition these works require permission from utility companies and organisations e.g. Welsh Water, and there are set timescales involved in obtaining the relevant approvals. These factors are outside of our control and cause delays which are unavoidable.
<a href="#">PSR009b</a>	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults	237	237	247.78	↓ 160.26	173.38	n/a	n/a	The method of calculating the indicator figure has changed slightly following a Review of Independent Living Adaptations carried out by Welsh Government in January 2015. The review identified that the start point for timing was being interpreted differentially by different local authorities. Clarification was therefore provided by Welsh Government that the starting point should be the date of first contact. Processes have therefore been changed to ensure the date of first contact is now recorded and used as the starting point. As the number of days awaiting an OT assessment and having the OT assessment carried out are now counted in the indicator figure, the average number of days has increased. This was anticipated with the change, however, it better reflects the average number of days waiting from the service users perspective. If the previous method had been used

										the indicator figure would have been 208.
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### Improvement Priority 5: Working together to tackle health issues and encourage healthy lifestyles

Code	Action Planned	Status	Comments	Next Steps
<a href="#">P5.3.12</a>	Develop active travel maps and support walking and cycling initiatives that will contribute to the implementation of the Active Travel (Wales) Act.	<b>GREEN</b>	Delivery of the active travel walking and cycling initiatives is progress with current consultation on the active travel network	

### Improvement Priority 6: Working together to make best use of our resources

Code	Action Planned	Status	Comments	Next Steps
<a href="#">P6.1.1</a>	Implement the planned savings identified in the 2015-16 budget (CO)	<b>AMBER</b>	Regular management discussions at DMT with finance ensure that where targets are not met that the shortfall is covered in other areas.	Identified shortfalls in target are being picked up by bringing forward proposals in 2016-17 MTFS.
<a href="#">P6.2.2</a>	Deliver the projects contained within the Bridgend Change Programme	<b>GREEN</b>	Projects to support the Bridgend Change programme within the Communities Directorate are being delivered on target: Considerable progress has been made on regeneration in Porthcawl and the Partnership Action Plan for the town centre is being implemented. The construction contract for the redevelopment of Rhiw Car Park has been met. Phase 1 of the Nolton Street property enhancement scheme is complete; [phase 2 on site. Continuing to implement Bridgend Phase II Townscape Heritage Initiative (THI) and Town Improvement Grant (TIG) in Bridgend.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">CHR002i</a> <a href="#">PAM</a>	Number of working days per full time equivalent lost due to sickness absence (Communities)	8	4	4.79	↑ 5.65	10.83 (BCBC) 11.52 (Directorate)	9.85	17	Long term sickness continues to push sickness absence over target.

PI Ref No	PI Description	Annual target 14-15 £'000	Performance as at Quarter 2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DRE6.1.1ii</a>	Value of planned budget reductions achieved	2,488	625	25%	497	20.0%	1,366	55%	Identified shortfalls in target are being picked up by bringing forward proposals in 2016-17 MTFS.

## Other priority/business as usual

Code	Action Planned	Status	Comments	Next Steps
<a href="#">DCO18</a>	Develop Directorate Health & Safety Risk Registers	GREEN	Risk Register has been drafted and reviewed through the Communities Health and Safety Committee and will be monitored through that Committee.	
<a href="#">DCO19</a>	Develop a Directorate communication and consultation plan	GREEN	Communication Plan follows well established H&S Communication Plan follows well established H&S communication lines and will be shared across Directorate management teams to ensure the Risk Register is used to focus discussions on Health and Safety Risks.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">DC05.6.13</a>	Number of working days lost per FTE due to industrial injury	0.34	0.17	0.95	n/a	n/a	n/a	n/a	Four medium to long term cases have impacted on these figures. One long term case has now been resolved.
<a href="#">STS005b PAM</a>	Percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness	99	99	89.85	↓ 98.40	93.45	96.9	17	The standard of cleanliness has been affected by the reduction in staffing levels under proposals brought forward under the MTFS.
<a href="#">STS006 NSI</a>	Percentage of reported fly tipping incidents cleared within 5 working days	98	98	97.65	↓ 98.00	95.6	93.05	15	Slightly below target, performance remains high but in some cases has been affected by the need for investigation and clarification around land ownership.
<a href="#">WMT004b NSI, PAM</a>	Percentage of municipal waste collected by local authorities sent to landfill	42	42	12.03	↑ 14.33	13.05	29.38	4	Figures for September not available yet – so figures provided only cover to the end of august.
<a href="#">WMT009b NSI, PAM</a>	Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way	58	58	55.95	↓ 59.46	57.06	56.24	8	Too early in the month to give figures for September so figures provided only cover up to the end of August. Following restructures and budget cuts as a consequence of the MTFS plan and the loss of V2C work, far less resources are now available on the ground to secure the target at its current level.



## Additional Financial Information - Main Revenue Budget Variances

The net budget for the Directorate for 2015-16 is £24.988 million and the current projection is an anticipated over spend of £104,000 after draw down of £192,000 from earmarked reserves. The earmarked reserve draw down relates to the Cultural Trust (£93,000), Car Parking Strategy (£2,000), redundancy costs (£69,000) and Depot feasibility spend (£28,000). This also takes into account draw down of the one-off budget pressure of £135,000 in respect of the costs of increased tonnage at the MREC. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Housing Options, Strategy & Homelessness	940	770	(170)	-18.1%
Waste Disposal	5,333	5,474	141	2.6%
Street Lighting	1,630	1,480	(150)	-9.2%
Transport and Engineering	861	982	121	14.1%

### Housing Options, Strategy and Homelessness

- There is a projected under spend on this area of £170,000. This is as a result of a projected under spend on bed and breakfast costs, alongside vacancy management savings in the housing service (£130,000), in addition to a projected under spend of £40,000 relating to a non-staffing efficiency saving identified in advance of budget reductions in 2016-17.

### Waste Disposal

- The MREC procurement is ongoing so the £300,000 budget reduction target in 2015-16 will not be achieved in 2016-17. There are also additional costs incurred at the MREC due to additional tonnage, but this has been mitigated by the one-off budget pressure (£135,000) agreed for 2015-16 and savings from the interim Anaerobic Digestion procurement project, which commenced in August 2015.

### Street Lighting

- There is a projected under spend on street lighting of £150,000. This relates to a budget reduction proposal for 2016-17, which has been brought forward in order to offset non-achievement off 2015-16 budget reductions.

### Transport and Engineering

- There is a projected overall over spend of £121,000 on transport and engineering due to delays in the implementation of car park budget reductions for 2015-16 (£225,000), such as charging blue badge holders and staff car parking charges, which has been partly offset by higher income than anticipated on the engineering service. There will be a loss of income at the Rhiw car park during the Vibrant and Viable construction works, but an earmarked reserve has been established to meet this shortfall and will be drawn down when the actual cost is known.

## Additional Financial Information - Main Capital Budget Variances

The current year end forecast is £14,954,000 indicating a projected underspend of £1,300,000, with proposed slippage of this funding into 2016-17. The variance relates to:

Main Scheme	Quarter 2 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected 2015-16 £,000	Over / (Under) Spend £'000	Slippage Requested 2015-16 £'000	Impact on BCBC Resources £'000	Comments
Vibrant and Viable places	4,267	231	2,967	(1,300)	1,300		Vibrant and Viable scheme is likely to be underspent in 2015-16 due to delays in appointing the contractor. Approval to slip funding into 2016-17 will need to be requested from Welsh Government.



## Additional Financial Information Budget Reduction Monitoring

Ref.	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
COM1	Procure by competitive tendering and in accordance with the provisions of a MOU between BCBC and NPTCBC, a contractor to operate and managing the MREC	300	
COM3	Reduce net running costs of Bridgend Bus Station by reviewing service provision	40	
COM4	Review staffing structures within the Communities Directorate to identify possible savings	544	
COM5	Savings anticipated from proposed collaboration with SWP on a joint vehicle maintenance facility	75	
COM6	Review of public conveniences	50	
COM7	Review of Grounds Maintenance & Bereavement Services	437	
COM8	Review of car parking charges - staff and long/short term stay car parks	60	
COM9	Review of Highways maintenance/DLO Services	308	
COM10	Public to purchase their own black refuse bags to an appropriate specification.	50	
COM11	Implementation of charging for Blue Badge Holders for Car Parking	165	
COM12	Review of staffing structures within Housing & Regeneration	40	
COM13	Review of School Crossing Patrol service in line with GB standards.	60	
COM14	Bereavement services - implement fee strategy to remove BCBC current subsidy	52	
COM15	Staffing restructures in Elections	46	
COM16	Review of supported bus services	120	
HL1	Transfer of management and operation of Bryngarw House	56	
HL2	Reduction in arts development capacity	60	
HL3	Efficiencies in Pyle Hub operation	25	
<b>Total Communities Directorate</b>		<b>2,488</b>	

**Additional Sickness Information by Service Area**

Unit	Average FTE 10.09.15	QTR2 2014/15 Days per FTE	QTR2 2015/16 Days per FTE
Electoral	2.97	0.00	0.00
Culture	67.42	1.73	2.06
Management and Business Support	12.97	1.17	1.49
Regeneration & Development	122.65	2.27	3.18
Neighbourhood Services	284.96	4.14	6.26
<b>COMMUNITIES TOTALS</b>	<b>488.00</b>	<b>3.21</b>	<b>4.79</b>

**Additional Sickness Information by Absence Reason**

QTR 2 Cumulative Sickness	
Absence Reason	% of Total FTE Days Lost
Stress / Anxiety / Depression / Mental Health	29.47%
MSD including Back & Neck	29.37%
Return to Work Form Not Received	1.39%
Stomach / Liver / Kidney / Digestion	5.97%
Tests / Treatment / Operation	12.00%
Infections	8.12%
Chest & Respiratory	6.32%
Neurological	0.75%
Eye/Ear/Throat/Nose/Mouth/Dental	3.15%
Heart / Blood Pressure / Circulation	1.51%
Injury	1.73%
Genitourinary / Gynaecological / Pregnancy	0.21%
<b>Total</b>	<b>100.00%</b>

## Resources Directorate Performance

### In the first half of this year we have:

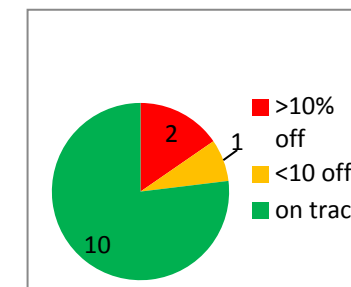
- Sold twenty two assets, realising capital receipts in excess of £5 million
- Achieved the budget reduction target for the Directorate for 2015-16 and we are on track to deliver our 2016-17 reductions
- Played a key role in the supporting the establishment of the AWEN Trust
- Developed a programme plan for all Band A School Modernisation Programme projects and have developed a Bridgend Design Model which will reduce design fees across the programme.
- Made substantial progress on the Celtic Court rehabilitation centre.
- Completed Health and Safety Gap Analysis across the Council and introduced new monitoring, performance and risk management arrangements for health and safety
- Obtained Council approval for £1.2 million investment in ICT to facilitate agile working and £1.5 million to refurbish the external fabric of the Civic Offices. The lease of Raven’s Court and the relocation of employees is anticipated to be completed by April 1st 2016 while the external works to the Civic Offices are due to be completed by the end of March 2017

### Commitments 2015-16

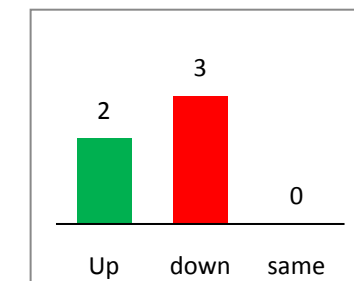
RAG – current progress against commitment	Total	Red	Amber	Green
Resources Directorate Commitments as of Quarter 2	14	0	2	12

### All Indicators

#### Performance vs Target



#### Trend vs Q2 2014-15



### Finance

#### Revenue Budget

- The net revenue budget for the Directorate for 2015/16 is **£14,510,000**.
- The current year-end forecast is **£14,177,000**, meaning a projected underspend of **£333,000**.

#### Capital Budget

- The revised budget for the Directorate for 2015-16 is **£ 9,911,000**
- The current year end forecast is **£9,541,000 with projected slippage of £300,000 into 2016-17 and projected underspend of £70,000**

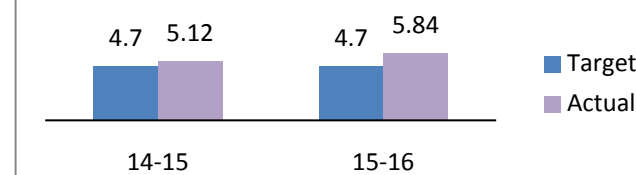
#### Budget Reductions

Savings (£000)	2015-16 £000	%
Green	1,153	100%
Amber	0	0%
Red	0	0%
<b>Total</b>	<b>1,153</b>	<b>100%</b>

Additional financial information is provided at the end of the report.

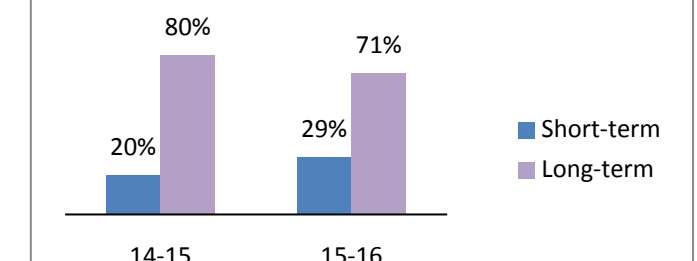
### Human Resources

#### Sickness Absence Q2 (cumulative - days per FTE)



(Annual Target – 9.40. Current Status - **RED**)

#### Sickness Absence at Q2



The FTE headcount for Resources Directorate has reduced by 95 FTE since Q1 2014-15.

The Directorate has had a significant number of long term sickness cases in the first half of the year. HR is working with managers on each LT case and a number have now either returned to work or left the Authority and performance is expected to improve in the second half of the year. Our focus is now turning to short term sickness. That said given the performance in the first half of this year it is unlikely that we will meet our target of 9.4 days.

Implications of Financial Reductions on Service Performance and other Key Issues	High Corporate Risks (risk owner)																								
<ul style="list-style-type: none"> <li>Difficulties in recruitment and retention, particularly in ICT, are impacting on delivery of work programme as reduced team focus on maintaining core service</li> <li>Delivery of 2016-17 budget reductions has created one off underspends across the Directorate as we hold vacant posts and implement required staff restructures.</li> </ul>	<table border="1"> <thead> <tr> <th>Risk</th> <th>Improvement Priority</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Welfare Reform</td> <td>All</td> <td>6</td> <td>3</td> <td>18</td> </tr> <tr> <td>Using resources effectively</td> <td>P.6</td> <td>6</td> <td>4</td> <td>24</td> </tr> <tr> <td>Equal Pay claims</td> <td>P.6</td> <td>4</td> <td>4</td> <td>16</td> </tr> </tbody> </table>					Risk	Improvement Priority	Likelihood	Impact	Overall	Welfare Reform	All	6	3	18	Using resources effectively	P.6	6	4	24	Equal Pay claims	P.6	4	4	16
Risk	Improvement Priority	Likelihood	Impact	Overall																					
Welfare Reform	All	6	3	18																					
Using resources effectively	P.6	6	4	24																					
Equal Pay claims	P.6	4	4	16																					

KEY:

Commitments		Performance Indicators (RAG)		Performance Indicators (Trend)		Performance Indicator types
<b>Red</b>	Most key milestones are missed	<b>Red</b>	Performance is worse than target by 10% or more	↑	Performance improved vs same quarter of previous year	<b>NSI:</b> National Strategic Indicator
<b>Amber</b>	Most key milestones are on track, but some are at risk	<b>Amber</b>	Performance is worse than target by under 10%	↔	No change in performance vs same quarter of previous year	<b>PAM:</b> Public Accountability Measure
<b>Green</b>	All key milestones are on track. No reason for concern	<b>Green</b>	Performance is equal to or better than target	↓	Performance declined vs same quarter of previous year	<b>OA:</b> Outcome Agreement

### Improvement Priority One: - Working together to develop the local economy

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<u>DRE.OA1.6</u>	Percentage of undisputed invoices paid within 30 days	95	95	94.19	↓ 96.5	96.06	n/a	n/a	Target expected to be met in quarter 3. Performance in first half of year affected by staff changes and sickness absence,

### Improvement Priority Two: - Working together to raise ambitions and drive up educational achievement

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<u>P2.3.10</u>	Deliver the agreed actions under the School Modernisation Programme, including implementation of projects within the capital programme.	<b>AMBER</b>	Mynydd Cynffig Infants school was closed as at 31st August 2015. A Fire Safety Officer has been appointed with a start date of 1st December 2015. Meeting has been held to commence the design of Pencoed Primary. Action plan for the Safe Dry Warm Schools project is being delivered. Bryncethin campus / Ysgol Bryn Castell - school and services occupying fully refurbished facilities Coety Primary - handover completed and new school opened on 2nd November 2015 Garw Valley South - judicial review has resulted in the scheme being redeisnged thereby impacting on timing of the scheme - this will be conducted in the next financial year Brynmenyn Primary School - Cabinet authorised tendering the scheme as a D&B project. Procurement process for appointment of Project Manager and Cost Consultant commenced	The school modernisation programme board is reviewing and monitoring the delivery of these projects

### Improvement Priority Four: - Working together to help vulnerable people to stay independent

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<u>DRE6.12.1</u>	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims	17	17	15.36	↑ 16.73	17.6	n/a	n/a	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<u>DRE6.12.2</u>	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events	10	10	7.33	↓ 6.68	6.11	n/a	n/a	Performance fluctuates naturally as we are reliant on claimants to supply information – an odd claim or two that takes forever can skew the figures for a quarter.

### Improvement Priority Five - Working together to tackle health issues and encourage healthy lifestyles

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<u>P5.3.13</u>	Identify and promote new initiatives that support the health and wellbeing of employees (RE)	GREEN	Recent interest expressed by external organisations to identify new health initiatives which are currently being assessed for suitability. Between April and October, 76 health and wellbeing messages have been promoted to staff via Bridgend's magazine, email and Message of the Day. A gap analysis process has been developed that promotes communication of objectives and initiatives to allow service managers to promote H&S within their services. Resource has been identified to address CDM in Construction and Premise Responsible Persons presentations been amended to reflect changed to CDM legislation with training sessions being arranged. Near miss and unsafe condition reports are increasing and protocols and guidance is under review to simplify along with consideration to move to an online system for each of reporting and reducing inputting duties	

### Improvement Priority Six - Working together to make the best of our resources

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<u>P6.1.1</u>	Implement the planned savings identified in the 2015-16 budget	GREEN	Complete	
<u>P6.2.2</u>	Deliver the IP6 projects contained within the Bridgend Change Programme	GREEN	The milestones for projects and programmes under Priority 6 "Making Best Use of Resources" are on track in the main. The timetable for the Band A school modernisation is under review due to the impact of the recent Judicial Review outcome. A progress report on Priority 6 is due to be presented to the CRI Overview and Scrutiny Committee on 10 December	
<u>P6.4.3</u>	Improve efficiency by rationalising and maximising the use of ICT systems and software applications	GREEN	Infrastructure built for transfer of finance system to in-house management with a targeted date of 30th November 2015	
<u>P6.4.8</u>	Deliver the agreed actions of the Parc Afon Ewenny scheme	AMBER	Withdrawn from negotiations to acquire / lease new main depot premises due to cost of attenuation. CBS depot relocation also under review with Joint Supplies Committee.	Options appraisal being undertaken to review rationalising and retaining depot on site
<u>P6.4.10</u>	further rationalise the Council's operational estate to reduce accommodation costs	GREEN	Sunnyside Offices and Glanogwr Offices now sold	

Code	Action Planned	Status	Comments	Next Steps(for Red and Amber only)
<a href="#">P6.4.11</a>	Pursue our asset disposal strategy with the aim of securing capital receipts of at least £6 million	GREEN	£5.2million generated as of October 2015	
<a href="#">P6.4.12</a>	Introduce a compliance tracking system to support more effective facilities management of our buildings	GREEN	Project Board established and Project Manager appointed. Business Case produced and preferred option is currently under review	
<a href="#">P6.5.9</a>	Extend electronic learning opportunities for staff to develop the skills and flexibility of the Council's work force	GREEN	The updated Learning and Development site has been launched and all employees are able to self enrol onto the range of E-Learning modules available. The review of e-learning live on the L&D website has been completed. New modules include: Recruitment and Selection, Appraisal, Mental Health and Equalities and Welsh Language. Meanwhile other modules are being reviewed and new modules are in the process of being developed.	
<a href="#">P6.6.4</a>	Develop proposals to provide citizens with more self-service options for accessing Council services	GREEN	Currently reviewing options around a Citizen Portal that can provide an Authentication/Validation and verification service with a single login experience	
<a href="#">P6.6.5</a>	Develop effective mechanisms to improve our understanding of citizens' views	GREEN	Citizens' Panel members can now respond to the live surveys via tablet and mobile phone with tailored designs for the altered screen size. In addition, all libraries now hold paper copies of the Citizens' Panel also. Historically new members who joined the panel during a live period would have to wait up to four months before receiving a survey. Now any panel members signing up during a live period will receive the survey within 24 hours. The improvements have led to an increase in representation of young people with a 12.5% increase in young people (16 – 34) overall. We will continue to review how people can access and share their views us on an on going basis. All related indicators are either on or above target.	

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">DRE6.2.2</a>	Percentage of feeder invoices over all invoices processed	60	60	52.21	↑ 51.79	52.5			Planned expansion of the use of feeder invoices has been delayed by staff shortages in ICT. In addition the figures need to be rebased to reflect the loss of the AWEN Trust invoices from 1 October. It is almost certain that the 60% will not be achieved by year end due to the length of time it takes to develop feeders or automatic character recognition of invoices.
<a href="#">DRE6.2.6</a>	The percentage increase of documents managed through EDRM	10	10	27.96	n/a	n/a			
<a href="#">DRE6.4.1.2</a>	Total useable office accommodation per employee in our core offices linked to the maximising space project (m2)	10m2	10m2	8.79m2	n/a	11.4m2			
<a href="#">DRE6.4.6</a>	Ratio of employees to desk space	6:5	6:5	6:5	n/a	1:1			



PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	BCBC Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	Comments
<a href="#">DRE6.4.11i</a>	Capital receipts generated	£6m	£3m	£5.07m	n/a	£4.2m			
<a href="#">DRE6.6.4i</a>	Percentage of employees completing e-learning modules	24	12	20.3	n/a	n/a			
<a href="#">DRE6.7.6</a>	Percentage improvement in the range of responses to Citizens Panel surveys. Key areas are: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards	5	2.5	11.0	n/a	n/a			

PI Ref No	PI Description	Annual target 15-16	Q2 Cumulative Target	Q2 cumulative Actual & RAG vs Target	Trend vs Q2 14-15	Actual 14-15	Wales Average 14-15 (NSI/PAMs)	BCBC Rank 14-15 (NSI/PAMs)	comments
<a href="#">CHRO02iii</a>	Number of working days per full time equivalent lost due to sickness absence (Resources)	9.4	4.7	5.84	↓ 5.12	10.83 (BCBC) 11.61 (Directorate)	9.85	17	See dashboard comments

PI Ref No	PI Description	Annual target 14-15 £'000	Performance as at Quarter 2						Comments	
			Red		Amber		Green			
			£'000	%	£'000	%	£'000	%		
<a href="#">DRE6.1.1ii</a>	Value of planned budget reductions achieved (Resources)	1,153						1,153	100	



Other priority/business as usual

Code	Action Planned	Status	Comments	Next Steps( for Red and Amber only)
<a href="#">DLR1</a>	To develop a Directorate health and Safety Risk Register	<b>GREEN</b>	Resources risk register has been agreed by DMT which will continue to evolve as changes to the directorate occur and will support the development of service area H&S action plan for continual improvement.	
<a href="#">DLR2</a>	Develop a Directorate communication and consultation plan	<b>GREEN</b>	The current method of communication and consultation occurs through Resources DMT and team meetings with additional H&S committees in the higher risk profiles for the Directorate, Built Environment and Property Services	

PI Ref No	PI Description	15-16 target	Q2 Cumulative target	Q2 cumulative actual	Traffic Light	Trend vs Q2 14-15	Comments
<a href="#">DLR5.6.8</a>	Number of working days lost per full time equivalent due to industrial injury	0.06	0.03	0.0	<b>GREEN</b>	N/A	

### Additional Financial Information - Main Revenue Budget Variances

The net budget for the Directorate for 2015-16 is £14.510 million and current projections anticipate an under spend against this budget of £333,000 after draw down of £34,000 from earmarked reserves in respect of Change Fund projects. The main variances are:

RESOURCES DIRECTORATE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Property Services	1,677	1,655	(22)	-1.3%
HR & Organisational Development	3,918	3,740	(178)	-4.5%
Finance: Bank Charges and Audit Fees	899	735	(164)	-18.2%
ICT	4,150	4,139	(11)	-0.3%

#### Property Services

The under spend relates to a combination of an under spend on staffing (£122,000), due to vacancy management in preparation for future MTFS budget reductions, partly offset by an over spend relating to voids on non-operational assets (£136,000). The under spend arising from vacancies will not reoccur in 2016-17.

#### HR and Organisational Development

The under spend of £178,000 relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

#### Finance: Bank Charges and Audit Fees

The under spend of £164,000 comprises an underspend of £50,000 on internal audit fees, as a result of staffing vacancies, £35,000 relating to lower than anticipated bank charges under the new banking contract, and £95,000 relating to reduced external audit fees, based on current spend profile. This is partially offset by lower than anticipated income from re-charged bank fees.

#### ICT

The under spend relates to vacancy management in preparation for future MTFS budget reductions. These under spends will not reoccur in 2016-17.

### Additional Financial Information - Main Capital Budget Variances

The current year end forecast for the Directorate is £9.541m indicating a projected underspend of £370k, of which £300k is proposed to slip into 2016-17. The most significant variances are detailed below:

Main Scheme	Qtr 2 Budget 2015-16 £'000	Total Expd to Date 2015-16 £'000	Projected spend 2015-16 £,000	Over / (Under) Spend £'000	Slippage Requested 2015-16 £'000	Impact on BCBC Resources £'000	Comments
Maximising Space and Technology / BCP	597	338	527	-70		-70	Scheme is expected to be completed below revised budget allocation.
Investment in ICT	300	0	0	-300	300	0	Scheme is currently expecting to commence in 2016-17.

## Additional Financial Information – Budget Reduction Monitoring

Ref.	Budget Reduction Proposal	Original 2015-16 £000	Current RAG Status (RAG)
<b>FINANCE and ICT</b>			
RES1	Reduce size of Finance and Accountancy team	119	
RES2	Re-negotiate banking contract, cash collection and cash payment contracts.	35	
RES4	Renegotiated Internal Audit Partnership contributions to Vale of Glamorgan Council	20	
RES5	Staffing Restructures Revenues, and Financial Assessments Services /Vacancy Management	163	
RES6	Review charges for Receiverships and improved recovery of Housing Benefits overpayments	30	
RES7	Reduce the size of the ICT service	52	
RES9	Introduction of % charge for credit card payments made to the Council	19	
	<b>Total Finance and ICT</b>	<b>438</b>	
<b>HUMAN RESOURCES</b>			
RES12	Reduce CCTV & Customer Services Operations	30	
RES13	Reduce the size of the HR, OD and Communications teams	164	
RES14	Reduction in corporate training budget	20	
RES15	Move from paper to electronic versions only of the County Bulletin and Bridgendiers	3	
RES16	Review of Business Support Unit	26	
	<b>Total Human Resources</b>	<b>243</b>	
<b>PROPERTY (ESTATES AND BUILT ENVIRONMENT)</b>			
RES18	Review of cleaning service	100	
RES19	Increase in the fees and charges for non-operational property	25	
RES20	Review of the Facilities Management service	79	
RES21	Office Accommodation -closure of office buildings	120	
RES23	Staffing Restructure - Built Environment	148	
	<b>Total Property</b>	<b>472</b>	
	<b>Total Resources Directorate</b>	<b>1,153</b>	

### Additional Sickness Information by Service Area

Unit	Average FTE 30.09.15	To Date (Qtr2) Days Lost per FTE 2014- 15	To Date (Qtr2) Days Lost per FTE 2015-16
HR and Organisational Development	117.18	8.42	6.55
Finance & ICT	170.14	2.42	4.82
Property	119.02	5.14	6.71
Office of the Chief Executive	6.00	19.60	3.67
<b>RESOURCES TOTALS</b>	<b>412.34</b>	<b>5.12</b>	<b>5.84</b>

### Additional Sickness Information by Absence Reason

Absence Reason	% of total days lost
Stress / Anxiety / Depression / Mental Health	41.63%
MSD including Back & Neck	12.70%
Return to Work Form Not Received	1.09%
Stomach / Liver / Kidney / Digestion	10.20%
Tests / Treatment / Operation	10.53%
Infections	7.47%
Chest & Respiratory	2.66%
Neurological	4.09%
Eye/Ear/Throat/Nose/Mouth/Dental	3.06%
Cancer	1.22%
Heart / Blood Pressure / Circulation	1.04%
Pregnancy related	0.80%
Injury	3.08%
Genitourinary / Gynaecological / Pregnancy	0.43%
<b>Grand Total</b>	<b>100%</b>

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE RESOURCES & IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

10 DECEMBER 2015

#### REPORT OF THE CORPORATE DIRECTOR RESOURCES

#### BRIDGEND CHANGE PROGRAMME: WORKING TOGETHER TO MAKE BEST USE OF RESOURCES

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

- 1.1 This report provides the Committee with a briefing on the Bridgend Change Programme projects which relate to Improvement Priority 6: Making Best Use of Resources.

##### **2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES**

- 2.1 Working together to make the best use of resources is one of the Council's six corporate improvement priorities.

##### **3. BACKGROUND**

- 3.1 Through the Bridgend Change Programme the Council has successfully delivered a number of projects that have helped the Council to reduce operating costs and to make significant improvements to the way that it works, whilst also protecting front line services. It will remain the framework for the next four years, but has been rebranded in line with the three proposed new corporate improvement priorities:

- Supporting a successful economy
- Helping people to be more self-reliant
- Smarter use of resources

- 3.2 **Appendix 1** shows the key programmes that will be delivered under the Transformation Programme from 2016-17, but in the meantime this report provides the Committee with a briefing on projects that fall under the current Priority 6: Working Together to Make the Best Use of Resources. Since the last report to Committee in April 2015 two new programmes have been established and these are also reported here.

#### **4. CURRENT SITUATION / PROPOSAL**

##### **Maximising Space and Technology Programme**

- 4.1 The aim of the MST programme was to realise significant efficiency savings by making the most of our resources (employees, assets and ICT). The remit and membership of the Programme Board changed during the course of the programme but was most recently under the oversight of the Corporate Director Education and Transformation. The programme is now in closure phase having delivered the disposal of Sunnyside and the relocation of employees into the Civic Offices; and the refurbishment of the Civic Offices.
- 4.2 The Programme delivered a capital receipt of £750,000 from the Sunnyside disposal (£500,000 received and a further £250,000 is subject to contractual trigger), revenue saving of £320,000 per annum from 1 April 2016, and a 261 tonne reduction in carbon emissions. The Civic Offices refurbishment enabled the relocation of 400 staff and cost £1.404 million in total against an approved budget of £1.472 million.
- 4.3 A closure report will be presented to the Programme Management Board and any outstanding actions will be taken forward by the Digital Transformation Programme or the Rationalisation of the Estate Programme.

##### **Rationalising the Estate Programme**

- 4.4 The Council has been rationalising its administrative estate for a number of years and, since 2010, has reduced the number of administrative assets in its ownership from 27 to 11. The Rationalising the Estate Programme will seek to go further and to create an agile workforce and “fit for purpose” administrative estate to support and futureproof (as far as is practicable) the delivery of the Council’s business. The Programme Board is chaired by the Corporate Director Resources and has three main objectives:
- To further rationalise the administrative estate;
  - To make Civic Offices safe, dry and warm;
  - To ensure staff are able to effectively and efficiently work in their new environment through improved ICT equipment and software; and policies and procedures that support and enable an agile and flexible workforce.
- 4.5 Council recently approved £1.217 million investment in ICT to facilitate agile working and £2.55 million for the external fabric of the Civic Offices. This programme will oversee that investment. The lease of Raven’s Court and the relocation of employees is due to be completed by April 1<sup>st</sup> 2016 while the external works to the Civic Offices are due to be completed by the end of March 2017.

##### **Digital Transformation Programme**

- 4.6 The Council recognises that digital technology presents an opportunity to improve access to services while reducing operating costs. 8 out of 10 adults

already regularly use the internet in Bridgend County Borough<sup>1</sup> and nearly 100% of 16 – 34 year olds. However, national data collected in 2014<sup>2</sup> shows that currently Bridgend Council has very few digital channels, compared to other Councils and a recent SOCITM<sup>3</sup> survey gave the Council only 1 of 4 possible stars for its website. The Digital Efficiency Report<sup>4</sup> suggests that transactions online can be 20 times cheaper than by phone, 30 times cheaper than by post and as much as 50 times cheaper than face-to-face.

- 4.7 These facts make a compelling case for change, but the change required is not just about digitising processes (although connecting people, processes and data will be critical). The first step is about adopting a digital-first mind set where everyone embraces what is possible using digital technology.
- 4.8 While IT will be integral to the process, it is other parts of the Council that will need to lead the digital transformation as it will require a complete rethink of all our operations. It requires reimagining customer journeys and creating new processes to enhance how people experience the Council over their entire lifecycle. Successful implementation will lead to improved services and reduced costs. The digital programme will take a holistic view to ensure that short, medium and long term projects are cohesive, sustainable and citizen focussed.
- 4.9 The vision is that the Council will create a single unified digital environment which puts the people who use our services at its core, creating digital solutions that are simple and intuitive. The scope of the programme is that it will include all service users' (internal and external) interactions with the Council. It will include front facing interactions with citizens and front to back office systems. It will not include direct interactions between external service users and schools or interactions within schools themselves. The objectives being that by embracing digital technology this programme has four primary objectives:
- To improve understanding of customers' views
  - To improve the customer experience;
  - To improve efficiency; and
  - To reduce operating costs
- 4.10 A programme board has been established and the Senior Responsible Owner is the Corporate Director Resources. A programme brief has been agreed by the Programme Management Board and an outline business case is currently being drafted to include potential options for development.

### **Finance system hosting**

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<sup>1</sup> StatsWales May 2014

<sup>2</sup> StatsWales, May 2014

<sup>3</sup> Society of IT Practitioners

<sup>4</sup> Cabinet Office, November 2012

- 4.11 The contract for the provision of the current Finance E5 system is currently held with Insight Direct (UK) Limited which provides the system by means of a hosted arrangement with Daisy Data Centres. E5 provides a suite of fully integrated component modules including accounts payable, accounts receivable, general ledger, purchase management, e-procurement and sales invoicing. The ordering, accounts payable and general ledger modules are also used by all primary schools within the County Borough. In addition, the system provides an enhanced budgeting and forecasting functionality delivered through a Collaborative Planning module.
- 4.12 The current contract with Insight Direct (UK) Limited for both the maintenance and the hosted service is due to expire on 31<sup>st</sup> March 2016. The project is focused bringing the E5 system in-house and run it on Bridgend Infrastructure to deliver budget savings of £200,000 per annum within the ICT software budget from 1 April 2016-17 (RES3). The cost of E5 currently represents approximately 25% of the £1.4million allocated for the Council's entire software budget.
- 4.13 The project is on track and has a GREEN RAG status. A go live rehearsal is scheduled for the weekend of 9-10 January 2016. The plan is to go live on 30-31 January 2016.

#### **Community Care Information Solution (CCIS)**

- 4.14 This project relates to the joint procurement of an all Wales community care information system which will support the NHS and all twenty two councils in Wales. BCBC led the procurement and has been awarded £6.5 million grant by the Welsh Government to fund the infrastructure costs (report to Cabinet on 31 March 2015 refers).
- 4.15 The project has now moved into implementation phase and there is a National WCCIS Board, jointly chaired by the Director of Community Services, Caerphilly County Borough Council and the Chief Executive of Powys Teaching Health Board. This has been set up to oversee the strategic implementation of WCCIS across Wales, however, the actual implementation arrangements will be managed locally and regionally. Bridgend is represented on this Board by the Corporate Director, Social Services and Wellbeing and the Corporate Director, Resources as alternates.
- 4.16 Underneath this, Bridgend has a Project Board chaired by the Corporate Director, Social Services and Wellbeing. This Board comprises senior management representation from across the Council. Reporting into the Board, is a Project Team, comprising practitioners across the service areas, chaired by an ADSS representative whose focus is to support the national Board and implementation of the new system.
- 4.17 As part of the planning process for the implementation of WCCIS in Bridgend, it was important that the Council aligned itself with the national programme. This has caused a change to the initial proposed timescale. The targeted 'Go-Live' date is now the 31<sup>st</sup> March 2016.



- 4.18 Locally in Bridgend, work has been ongoing for a number of months in preparation for the Go-Live date. This has included:
- Data cleansing and data validation
  - Re-design of document set
  - Work on business processes
  - Awareness and training on the new system
- 4.19 Training of staff within the Council will be provided on a “train the trainer” basis, held at a BCBC location. The training requirements have been clearly established as part of the Authority Requirements schedule in the local Deployment Order. It is recognised that the timescale is tight but there is a plan in place to enable training across the services and there is support in place from other local authorities and Careworks to facilitate this.
- 4.20 All changes are in line with, and in preparation for, the Social Services and Wellbeing (Wales) Act 2014.

#### **Sickness Absence**

- 4.21 The Council is continuously looking for ways in which to reduce sickness absence across the organisation and commissioned a national benchmarking research project from the WLGA with a view to learning from others and identifying areas for further improvement in this authority. A final report has been produced together with a comprehensive compendium of current policy practice and performance.
- 4.22 In addition to the national project, arrangements have been put in place to provide managers with enhanced information (such as absence triggers) required to assist them in managing sickness absence. Corporate oversight of the absence review process has also been introduced to ensure that long term absences are proactively managed.
- 4.23 An increased focus is being placed on prevention and early intervention and since April 2015 more than 75 health and wellbeing initiatives have been promoted to employees. In addition there has been a programme of training rolled out to support managers to fulfil their responsibilities in managing absence.

#### **Service Level Agreement with the Schools**

- 4.24 The Authority currently provides schools with a wide range of support services including HR, payroll, finance, facilities’ management, cleaning, building maintenance and ICT. The project to review the financing of current arrangements is on track and the proposed 2016-17 budget reduction of £75,000 has been identified. The project currently has an AMBER RAG status as it is subject to consultation with the Schools’ Budget Forum in December.

## **Parc Afon Ewenni Programme**

4.25 The Parc Afon Ewenni Programme currently has an AMBER RAG status due to two significant issues. The first relates to the depot relocation project where drainage requirements from Welsh Water have made the proposed relocation unaffordable within the current capital programme budget. As a result the Depot Project Board is considering alternatives including an interim solution which involves leaving the depot (albeit on a smaller footprint) on the Waterton site.

The second relates to the County Borough Supplies relocation which is currently under review due to uncertainty from partners regarding the future of the service.

4.26 Officers are working to resolve these issues and will report further to Members at the appropriate point. At this stage the Programme has an AMBER status as the timetable for the release of the Parc Afon Ewenni site is still deliverable as long as the above issues are resolved within the next six months. Any delay will have an impact on the timing of the receipt and linked disposals programme.

## **Out of Hour's Service Provision**

4.27 In 2014-15 the Council spent approximately £514,000 on standby arrangements. In January 2015 the Corporate Director Resources established a task and finish project board to investigate whether this spend could be reduced without impacting on citizens or our statutory obligations.

4.28 The project board reviewed out of hour's provision looking at demand data and reasons for contact. The review identified a number of areas for improvement:

- Improved practices / standards - Working practices across the Authority are not consistent, some teams are claiming standby/callout payments for work carried out during standard (ie 9am - 5pm) office hours due to their working schedules;
- Shared services / collaboration - There is an opportunity to utilise the Customer Community Support Unit (CCSU) to filter calls so only clearly defined emergency situations are dealt with, and other tasks can be held over until the next working day. There is also an opportunity to upskill officers to reduce the total number of people on standby.
- Consistency - there is room to reduce the variation between services as to what is considered to be an emergency and what can wait until normal business hours.

4.29 The project Board developed and is implementing an action plan to deliver £11,000 savings in the current financial year and further recurrent savings of £140,000 from 1 April 2016 within existing budget reduction proposals (COM4, COM7, COM9 and RES32). The project is on track and currently has an AMBER RAG Status as it is dependent upon the outcome of staff consultations.

## **Overtime**

- 4.30 In 2014-15 the Council spent £670,000 on overtime. In January 2015 the Corporate Director Resources established a task and finish project board with the aim of reducing the Council's spend in this area.

The project board made the following recommendations that have been accepted by the Corporate Management Board:

- Unless there are exceptional or predetermined reasons, asking employees to work excess of 37 hours a week must be avoided.
  - If an employee is requested to work in excess of 37 hours a week, then the reason for this will be detailed and recorded by the Directorate.
  - Group Managers/Heads of Service will monitor overtime levels to ensure that operational managers are not allowing employees to work in excess of 37 hours.
  - Where existing overtime arrangements are custom and practice, a review of this can only be completed through formal consultation.
  - Quarterly overtime reports will be provided to the directorate identifying actual spend.
  - A summary of these reports will be reported to CMB quarterly.
- 4.31 The project board has developed and is implementing an action plan to deliver £101,000 savings in the current financial year and further recurrent savings of £251,000 from 1 April 2016 within existing budget reduction proposals ((COM7 and COM9). The project is on track and currently has an AMBER RAG Status as it is dependent upon the outcome of staff consultations.

## **Enhanced Disposal Programme**

- 4.32 One of the key objectives of the Council's Asset Management Plan 2021 is the review and release of surplus assets. In 2013 an enhanced disposal programme was identified as a means of driving forward release of assets and enabling service remodeling and MTFS budget reductions. The programme identified the potential for the Council to realise up to £21 million in capital receipts over a three year period, excluding a further £4 million anticipated to come from major projects.
- 4.33 The project is managed through the Property Services Disposal Board and reports to the Strong Communities Connecting Services Board and School Modernisation Programme Board. Cabinet approval or delegated authority is sought for any disposal. The priorities for the enhanced disposal programme have been identified as:
1. Major Projects: Parc Afon Ewenny; Porthcawl regeneration;
  2. 21<sup>st</sup> Century Schools Programme - delivery of £11.8 million match funding;
  3. High profile cases: Jennings; Ogmores Residential Centre; and
  4. Releasing assets in line with Strong Communities Connecting Services Programme Reviews

4.34 Fifty four sales have been completed sales since 1 April 2014 realising circa £9.3 million and annual revenue savings of £450,000. The table below shows the targets for future years and should be considered in the context that receipts are highly dependent on market & site conditions.

	<b>Actual 2014-15</b>	<b>Actual 2015-16</b>	<b>Target 2015-16</b>	<b>Target 2016-17</b>	<b>Target 2017- 19</b>
	£4,189,430	£5,070,500	£6,000,000	£4,000,000	£7,000,000
<b>Cumulative Total</b>	<b>£4,189,430</b>	<b>£9,259,930</b>	<b>£10,000,000</b>	<b>£14,000,000</b>	<b>£21,000,000</b>

4.35 It should be noted that a current £2 million shortfall is identified from the initial £21 million target due to market and site conditions, which it is anticipated will be met by an extension of the programme into 2018-19 and miscellaneous “windfall” sites.

4.36 Property Services is continuing to pursue the programme rigorously, but is facing ongoing difficulties in staff recruitment which has reduced capacity.

### **Schools’ Modernisation Programme**

4.37 The Schools’ Modernisation Programme currently runs up to 2018-19 and equates to £44.95 million funding for Band A school projects. 50% of the cost is to be funded by the Welsh Government and 50% from capital receipts arising from the sale of surplus school sites, Section 106 payments and funding by the Council’s capital programme. The programme is overseen by the School Modernisation Programme Board and the Senior Responsible Owner is the Corporate Director Education and Transformation. The programme currently has a RED RAG status due to resourcing, timing and finance issues associated with the delays effected by the Judicial Review of the Bettws scheme. The Board is currently seeking to resolve resourcing issues to avoid impacting on the timing of the delivery of certain projects within the programme which in turn will impact on spend. The programme plan is under review but is currently as follows:

- Coety Primary School: construction of the replacement school at Parc Derwen complete and the school opened in November 2015.
- Relocation of Ysgol Bryn Castell, Pupil Referral Unit and YOTAS at the former Ogmores Comprehensive School (plus additional support services). The project is complete and the relocated Ysgol Bryn Castell opened in June 2015.
- Garw Valley South: Design has commenced on the replacement school for Bettws Primary School and Ysgol Gynradd Gymraeg Cwm Garw, which are to be located on the site of the existing Bettws Primary School, subject to consultation.

- Brynmenyn Primary School is in start-up phase and is currently scheduled to be complete by January 2018;
- Pencoed Primary School is in design phase and is currently scheduled to be complete by January 2018;
- Mynydd Cynffig Primary School Feasibility is due to be finished in November 2015 with completion of scheme scheduled for September 2018;
- Hersonsbridge Special School the scheme is yet to be determined, but is not scheduled until 2018-19.

4.38 In September 2015 Cabinet was updated on the work of the Schools' Task Group and agreed to the appointment of a strategic partner to support the development of a Strategy that will provide an evidence based rationale for change and will form a basis in order to reach informed conclusions about the nature of provision of primary, secondary and post 16 education and the need to add, remove or relocate school places.

4.39 Work is also ongoing under the Safe, Dry, Warm project which aims to improve the maintenance of our forty primary schools, nine secondary schools and two special schools and help to reduce the £30 million maintenance backlog. This project is on track and has a GREEN RAG status which actions around:

- Keeping school buildings safe, dry and warm;
- Ensuring clear accountability of both the council and schools;
- Developing clear guidance on compliance, repairs and maintenance responsibilities and procedures, Equality Act 2010 (DDA) Strategy, FRA Strategy;
- Establishing a robust compliance monitoring system;
- Developing a prioritised works programme; and
- Developing and documenting communication channels

### **Strong Communities – Connecting Services**

4.40 'Strong Communities – Connecting Services' is a partnership Board hosted by Bridgend Council with the aim of working with key partners (eg ABMU, South Wales Police, Bridgend College) to maximise the potential to deliver effective integrated services within communities with a particular focus on assets. It is a long standing programme which periodically undertakes area reviews from which detailed neighbourhood reports and action plans are developed. The Board meets bimonthly and challenges directorates within the council as well as our partners on the sustainability of property needs and opportunities to share with other service providers and release assets.

4.41 The current work programme (which runs to December 2017) relates to the identification of opportunities for an integrated approach to;

- asset rationalisation,
- disposal including Community Asset Transfer,
- accommodation sharing and the
- identification of economic and social development opportunities

- Joint and shared service provision

4.42 Since its establishment the SCCS Programme has facilitated the delivery of:

- The release of 122 assets (including HALO and Cultural Trust Assets);
- £11.65 million capital receipts (£9.3 million since April 2014);
- The release of these assets has resulted in rental and property running cost savings of £1.38m pa of which £455,000 pa relates to rental paid on leased properties
- Maintenance backlog reduction from released assets of £9.58 million

<b>Overall Totals to date from the 2009 base line</b>					
<b>Total Assets Released (including HALO &amp; Cultural Trust)</b>	<b>Annual Property Running Costs including rental</b>	<b>Total Rental Saved</b>	<b>Capital Receipts Generated</b>	<b>Maintenance Backlog Reduction from released assets</b>	<b>CO2 Emissions reduction from released assets</b>
122	£1,381,519	£454,764	£11,650,000	£9,583,656	5318.66

### **Joint Regulatory Services Project**

4.43 As part of the Welsh Government’s Regional Collaboration Fund (RCF), the Bridgend, Cardiff and Vale of Glamorgan Councils considered and approved a shared service opportunity in relation to Regulatory Services (Environmental Health, Trading Standards and Licensing). Following a procurement exercise, using the RCF, external agents, Atkins were commissioned in September 2013 to produce a business case, Target Operating Model and implementation plan for the creation of a shared regulatory service.

4.44 An officer project team reviewed the commissioned work and proposals with a view to ensuring these would fit the changing circumstances of the Councils. The information used in the creation of the commissioned report was the 2013/14 budget for the services.

4.45 On 22<sup>nd</sup> September 2014, the Vale of Glamorgan’s Cabinet approved the proposal to create a shared Regulatory service with approval also being gained from the Bridgend and Cardiff Cabinets on October 7<sup>th</sup> and 9<sup>th</sup> respectively. As some of the functions undertaken by the Regulatory Service are “non-executive” functions these proposals also needed to be considered and approved by the full Council at each Authority. The proposal was approved by Bridgend Council on 15<sup>th</sup> October, by Cardiff Council on 23<sup>rd</sup> October and by the Vale of Glamorgan on 12<sup>th</sup> November 2014.

4.46 The scope of the regional service is captured in a Joint Working Agreement between the local authorities plus a joint Business Plan and a Core Services

document which sets out exactly what is in scope and what is not. Crucially, the model of delivery places the customer at the centre of all that the organisation does, and the key role of administration and support is clearly recognised as the vital interface between service users and the delivery of the services they require.

- 4.47 The Joint Working agreement provides the constitution for a Joint Committee to be formed and begin its role of overseeing the implementation, development and on-going operation of the Shared Regulatory Service, the first meeting took place on 20<sup>th</sup> April 2015. Beneath this there is also an officer management board to oversee the operation of the service and review its savings targets and priorities.

### **Procurement and Commissioning Programme**

- 4.48 Staffing issues have enabled work to be concentrated on the corporate contracts register which is populated and is intended to go live in December across all Directorates of the Authority. Several members of the project board have left the Authority and it was planned to reconvene the board in November to determine the following:
- ICT confirmation on availability of data loading template.
  - Departmental Confirmation of users and Corporate Contract Register “Champion”
  - Training dates for both Departmental Managers and support staff.
  - Consideration of the reduction of the present £75,000 limit for corporate involvement to £25,000 to further ensure appropriate commissioning of services across the Authority.
- 4.49 The Authority has however been contacted by Welsh Government and encouraged to make better use of existing national frameworks and support systems. To that end data has been collated and provided to Welsh Government and it is likely that several work-streams will develop to support the Corporate Contract Register, further develop electronic tendering and support e-auctioning.
- 4.50 In order to fully support the project it is proposed, prior to the next financial year, to restructure of the corporate procurement team. This will, subject to consultation, provide a category lead oversight across the Authority.
- 4.51 In connection with the work with Welsh Government an Authority wide review of purchasing process will be undertaken to ensure the removal of paper systems and the increase in use of purchasing cards to ensure income generation in the buying process.

## **5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES**

- 5.1 There is no effect upon policy framework or procedure rules in this report.

**6. EQUALITY IMPACT ASSESSMENT**

6.1 There are no negative equality implications to this report.

**7. FINANCIAL IMPLICATIONS**

7.1 There are no financial implications arising from this report which is for information only.

**8. RECOMMENDATION**

8.1 The Committee receives and considers the information provided in this report.

**Ness Young, Corporate Director**

**Contact Officer:  
Ness Young, Corporate Director**





# SHAPING BRIDGEND'S FUTURE



Here is a simple guide to our major transformation projects which are either ongoing, or are due to begin soon, and where they fit into BCBC's proposed new corporate priorities. Starting in the next issue of the Bridgend's newsletter, due out in December, we'll be taking a look at each of the projects in more detail.

## ● SUPPORTING A SUCCESSFUL ECONOMY

### Successful Economy Programme

Key programmes include the 'Vibrant and Viable' scheme which is redeveloping the Rhiw car park in Bridgend and converting vacant space above shops into accommodation, creating a community living in the heart of the town centre. Other regeneration and local development schemes include Porthcawl, Parc Afon Ewenni and Llynfi sites reclamation.

### City Deal

Working with neighbouring South East Wales councils we are seeking a 'City Deal' from the UK and Welsh Governments which could result in around £1 billion investment in major capital projects across the Cardiff Capital Region over the next 10 to 15 years.

## ● HELPING PEOPLE TO BE MORE SELF RELIANT

### Remodelling Adult Social Care

A large programme which includes the re-commissioning of adult homecare and residential extra care, and the implementation of the Social Services and Wellbeing (Wales) Act.

### Remodelling Children's Services

Re-model residential care in children's services and create a Multi-Agency Safeguarding Hub which can become the single point of contact for all safeguarding concerns regarding children and young people in Bridgend County Borough.

### Third Sector Programme

Improve engagement with the Third Sector to encourage a thriving sector that can partner the council in delivering and developing services. This programme will also include working with communities to develop Community Asset Transfer opportunities, and engaging with town and community councils to develop a charter.

## ● SMARTER USE OF RESOURCES

### Digital Transformation Programme

Putting our customers at the core of what we do, we will make our services available online by redesigning the way we operate. This programme will improve access to our services while reducing our operating costs.

### Rationalising the council's estate

Pursuing opportunities to rationalise our estate, we will continue our enhanced programme of asset disposals and community asset transfers, and we will make further running costs savings by making the most of the assets we retain.

### Schools' Modernisation Programme

We will invest in a sustainable education system for Bridgend County Borough that enhances the learning environment and reduces the recurrent costs and carbon footprint of education buildings. We will also be reviewing primary, secondary and post 16 education to develop a sustainable and effective pattern of provision across the county borough.



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