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## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



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

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Rhowch wybod i ni os mai Cymraeg yw eich  
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#### **Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: 01656 643148

Gofynnwch am / Ask for: Mr Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 25 July 2017

Dear Councillor,

#### **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Corporate Overview and Scrutiny Committee will be held in Committee Room 2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Monday, 31 July 2017 at 2.00pm.**

#### **AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Minutes of previous meetings 3 - 24  
To receive for noting the minutes of the following meetings of Overview and Scrutiny Committees:-
  - (a) Community, Environment and Leisure – 26 January 2017
  - (b) Partnerships and Governance – 6 February 2017
  - (c) Adult Social Care – 14 March 2017
4. Election of Chair 25 - 26
5. Council's Performance against its Commitments and a Summary of its Financial Position at Year end for 2016-17 27 - 122

#### **Invitees:**

All Cabinet Members  
Corporate Management Board

6. Overview and Scrutiny Forward Work Programme 2017-18 123 - 142

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7. Corporate Parenting Champion nomination report 143 - 146
8. Nomination to the Public Service Board Overview and Scrutiny Panel 147 - 148
9. Urgent Items  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

Councillors:

JPD Blundell

N Clarke

J Gebbie

CA Green

Councillors

M Jones

RL Penhale-Thomas

B Sedgebeer

RMI Shaw

Councillors

JC Spanswick

T Thomas

KJ Watts

A Williams

# Agenda Item 3

## COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 26 JANUARY 2017

### MINUTES OF A MEETING OF THE COMMUNITY, ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON THURSDAY, 26 JANUARY 2017 AT 2.00 PM

#### Present

Councillor JC Spanswick – Chairperson

CA Green  
M Thomas

CJ James  
JH Tildesley MBE

JR McCarthy  
R Williams

G Phillips

#### Officers:

Sarah Daniel	Democratic Services Officer - Committees
Alan Morgan	Chairman of Board of Trustees of Awen Trust
Andrew Rees	Senior Democratic Services Officer - Committees
Zak Shell	Head of Neighbourhood Services
Andrew Thomas	Group Manager Sports & Physical Activity

#### 80. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Members:

Councillor CL Jones  
Councillor C Reeves

#### 81. DECLARATIONS OF INTEREST

The following declarations of interest were made:

Councillor J McCarthy declared a personal interest in agenda item – 5 Cultural Partnership – Awen Cultural Trust as a Trustee appointed by the Council of the Awen Cultural Trust.

Councillor JH Tildesey MBE declared a personal interest in agenda item – 5 Cultural Partnership – Awen Cultural Trust as a Trustee appointed by the Council of the Awen Cultural Trust.

#### 82. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of the Community Environment and Leisure Overview and Scrutiny Committee of 19 December 2016 be approved as a true and accurate record.

#### 83. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report which detailed the items to be considered and the invitees to attend the next meeting of the Committee on 6 April 2017.

#### Conclusions

The Committee noted the items to be considered at its meeting on 6 April 2017.

The Committee discussed the Forward Work Programme and agreed to receive a report on MREC in place of the Rhiw Gateway item at the April meeting if there was more information to report to the Committee at this time. If no further information could be reported to the Committee on MREC, the Committee would receive reports on the Rhiw Gateway and Highways Update.

The Committee also requested that an invitation be sent to Kevin Mulcahy for the Highways Update so any technical questions that arise could be answered at the meeting. The Committee asked that the report request for Highways include the following information:

- Highways Staffing Structure and how they operate
- Repairs to Highways and how they are prioritised including information on waiting times for repairs
- How the service will look in the future for Autumn/ Winter Maintenance, Street Cleaning.

Findings and outcomes to the recent consultant report on the Highway section and the actions/ responses to this

84. CULTURAL PARTNERSHIP - AWEN CULTURAL TRUST

The Scrutiny Officer introduced the performance and progress report of the Council's partnership with Awen Cultural Trust. She informed the Committee that from 1 April 2017 responsibility for the Cultural Partnership would move from the Communities Directorate to the Social Services and Wellbeing Directorate.

The Head of Neighbourhood Services reported on an update on the performance and progress of the Council's partnership with Awen Cultural Trust since it was established to manage a range of cultural services and facilities on behalf of the Council, with effect from October 2015. He informed the Committee that the previous report it had received on 23 March 2016 had set out the progress made by the Trust in the first five months since its establishment and the process for the appointments to the Board, of which the Council has 20% representation. He stated that the Partnership Agreement is the key document that governs the relationship between the Council and the Trust. In addition, it has an outcome framework where the Council has a clear role in reviewing and scrutinising the partnership with Awen to reflect the priorities of the Council and to direct the Trust towards issues of importance in terms of cultural provision. He informed the Committee that the main priorities for the Trust are agreed in the annual service plan which is presented to Council for approval. The Head of Neighbourhood Services commented that the performance of libraries in Bridgend is in the top quartile in a number of performance indicators. He stated that the Council had worked with the Trust to achieve £250k savings in the MTFS for 2016/17 while keeping open all facilities and ensuring services are accessible and affordable.

The Committee questioned the timescale for the review of the outcome framework. The Chief Executive of the Trust confirmed that the outcome framework can be reviewed in order to assess the Council's needs and changes it requires. He stated that it was very much in the Council's gift to review the outcome framework. Oversight of the Trust will pass from the Communities Directorate to the Social Services and Wellbeing Directorate with effect from April 2017, which would involve a period of transition. The Group Manager Sports and Physical Activity informed the Committee that the transfer of client responsibility will bring the challenge to make leisure more accessible and to develop apprenticeships. It was also important to identify links to the priorities identified in the Corporate Plan of supporting a successful economy and the smarter use of resources.

The Committee questioned how events are publicised. The Chief Executive of the Trust informed the Committee that the transfer of services previously managed by the Council to the Trust had enabled a more agile approach to be adopted in the marketing of events through the increased use of social media. He stated that some events during half term at Bryngarw County Park had been marketed freely and exclusively on social media. There had been a significant use of social media which had led the service being more responsive to the needs of its customers. Videos of the products on offer by Wood B had been put on social media which attracted 10k views. He stated that internet sales of products were being considered. The Committee questioned whether it was possible to measure whether people attending the events were first time visitors to facilities. The Chief Executive of the Trust informed the Committee that the new ICT system will help to interrogate data of whether people are first time visitors. The Trust would also use reviews on Trip Advisor to establish whether those attending events are first time visitors.

The Committee referred to the 97% customer satisfaction rate of the library service and questioned how this analysis had been done and was there evidence of usage of libraries by population demographics. The Chief Executive of the Trust informed the Committee that the CIPFA Plus survey is used to calculate customer satisfaction. This data was captured by the various libraries and was fed into the survey. The Chief Executive of the Trust informed the Committee that library usage tends to drop when young people get into their teenage years and also in 25 to 40 years age group.

The Committee requested an update on progress of the redevelopment of Maesteg Town Hall as a cultural hub. The Chief Executive of the Trust informed the Committee that the trust was extremely pleased with the programme of events delivered at the Town Hall and the numbers attending those events. He stated that work was being undertaken with the Council in an attempt to bring the redevelopment of the Town Hall forward as a cultural hub so that it could have a transformative effect in the Llynfi Valley.

The Committee referred to the £101k savings proposed to be delivered in the MTFs in 2017/18 and questioned whether it was possible to raise more income. The Chief Executive of the Trust informed the Committee that the £101k savings was a combination of both savings and income generation, there would also be a focus on efficiency. He stated that the Trust would be introducing a 5 year Business Plan which focused on energy and LED technology at library facilities. He also informed the Committee that the creation of the trust had enabled greater opportunities for income generation and better procurement than operating within the constraints of the Council and staff would also be incentivised in the delivery of services.

The Committee expressed concern that price increases had been levied for fitness classes and community groups using leisure facilities. The Chief Executive of the Trust informed the Committee that the Trust did not plan to increase prices for community groups using facilities. The Trust liaises with users and Town Councils on fees and charges. He stated that most of what the Trust does is managing one off events and this year a pantomime had been staged at Maesteg Town Hall attended by a total of 2,000 people. The Group Manager Sports and Physical Activity informed the Committee that under the contract with Halo, the Council had put in place protected prices for swimming and court hire. He stated that the customers were incentivised to purchase membership packages for gym and fitness classes which were at more preferential rates than individual hire. He also stated that the promotion of equal access to leisure facilities to all members of the community is a theme in the Council's Strategic Equality Plan.

The Committee requested details of the staffing structure of Awen. The Chief Executive of the Trust informed the Committee that the Trust has 160 individual employees amounting to c. 85 Full Time Equivalent posts. A new Development Manager had been appointed to oversee Wood B and B Leaf. It was planned to create a more stable salary base with less reliance placed on casual contracts. He stated that most staff are paid above the living wage. He also stated that a partnership approach would soon be underway with Bridgend Town Council to promote and develop Carnegie House as a venue. He informed the Committee that the staffing structure is constantly reviewed to ensure it was fit for purpose and delivering against the business plan. The Committee questioned whether targets were set for staff. The Chief Executive of the Trust confirmed that reports are made against a number of areas based on a balanced scorecard which he undertook to report to the Committee once Quarter 3 had been completed.

The Committee requested an explanation of the introduction of the HYNT scheme. The Chief Executive of the Trust informed the Committee that the HYNT scheme had been introduced to provide carers with free tickets to enable disabled people to have support to access events. It was also planned to implement the Changing Places scheme where space allows which will create a fully accessible public conveniences. Work is currently underway at Pencoed Library. It was planned to create similar facilities at the Bryngarw Visitor Centre and the Grand Pavilion Porthcawl.

The Committee questioned whether there was a possibility of an allowance being paid to Wood B and B Leaf trainees in recognition of the work they carry out. The Committee also questioned the steps being taken to recruit more trainees to Wood B and B Leaf. The Chief Executive of the Trust informed the Committee that part of the role of the newly appointed Development Manager was to explore the possibility of paying an allowance to Wood B and B Leaf trainees. Part of the Development Manager's role was to put in place a pathway into work. He stated that the Development Manager had previous experience of working in a social enterprise and that he was working with a social enterprise training company to help people into jobs. He also stated that the payment of an allowance was a complex area as it could put at risk the payment of benefit. Steps were being taken to look at how to best reward the trainees within the constraints of the benefit system so that it did not compromise their package of care. The Chief Executive of the Trust explained that events were organised to recognise the contribution made by Wood B and B Leaf trainees by holding events e.g. hog roasts and barbecues and events at Christmas and Easter where family members can join trainees to celebrate their achievements. . The Committee considered that it should visit the facilities at Wood B and B Leaf.

The Committee questioned whether there are gaps in the provision of cultural events in the County Borough. The Chief Executive of the Trust informed the Committee that the Trust is aware of where the public come from to attend events at the Trust's venues. He stated there is currently a lack of provision in the Ogmore Valley; however plans to provide events there would be included in next year's Service Plan. The Group Manager Sports and Physical Activity informed the Committee commented on the responsiveness of Awen in making facilities at the play area of Bryngarw Country Park accessible when it had cut an A frame to allow access to the equipment for people with disabilities.

The Committee questioned the retail opportunities at Bryngarw Park. The Chief Executive of the Trust informed the Committee that there was currently no opportunities to purchase items at Bryngarw Park and the introduction of retail opportunities would lead to a better customer experience and an opportunity to showcase the work of Wood B and B Leaf.

The Committee asked what the challenges were in the future. The Chief Executive of the Trust informed the Committee that a great deal of work was being done behind the scenes supported by the Trustees. He stated there were robust governance arrangements in place. The Chairperson of the Trustees commented that the cultural trust is a long term partnership with the Council and that a considerable amount of effort had been put in place to recruit a wide and diverse Board of Trustees. He stated that the commitment of the Board had been unwavering and invaluable with the individual Board members bringing a great deal of added value from their own work experience. He commented on the good governance arrangements in place and the Board had good support from management and staff. He stated that the Trust was not about increasing prices but ensuring that it ran a successful business.

The Committee commented on the accountability arrangements within the Trust. The Chairperson of the Trustees commented that the Trustees fulfil the role of the Council and that when the Board members were recruited there was a recognition by the Council that the individuals appointed had the right skills and had accountability. In response to a question from the Committee on the gender split of the Board, the Chairperson of the Board of Trustees commented there are 8 males and 3 females on the Board of Trustees. The two Council nominations are, to an extent, outside of the control of the Trust.

The Chairperson thanked the invitees for their contribution.

### **Conclusions**

The Committee welcomed the report on the Cultural Partnership and was pleased with the positive developments and outcomes that the Trust had made since they had been established in October 2015 to manage a range of cultural services and facilities on behalf of the Council.

The Committee agreed to keep the item on the Forward Work Programme and invite Awen back, no sooner than one year to discuss progress and plans for future developments that the invitees had discussed with Members which included the following:

- 5 Year business plan that was being introduced from 1 April 2017
- Energy Plan
- Planned use of LED Technology
- Review of Staffing Structure
- Growth Plan of newly appointed Development Manager which includes exploring the opportunity of paying an allowance for Wood B and B Leaf trainees
- Development of retail opportunities at Bryngarw Park

### **Further Information**

The Committee requested to receive the Balance Scorecard from Awen Cultural Trust once Quarter 3 had been completed.

## **85. URGENT ITEMS**

There were no urgent items.

The meeting closed at 3.50 pm

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MINUTES OF A MEETING OF THE PARTNERSHIPS AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON MONDAY, 6 FEBRUARY 2017 AT 2.00 PM

Present

Councillor N Clarke – Chairperson

E Dodd	CL Jones	M Jones	JR McCarthy
RL Penhale-Thomas	M Thomas	KJ Watts	

Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Gail Jewell	Democratic Services Officer - Scrutiny

71. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Members:-

Councillor A Owen  
Councillor C Westwood

72. DECLARATIONS OF INTEREST

Councillor M Jones – Personal interest in Agenda item 6, in that he is a Director of a company that provides consultancy services to the Bridgend Community Safety Partnership in tackling Domestic Abuse.

73. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of the Partnership and Governance O&SC dated 6 December 2016, be approved as a true and accurate record.

74. FORWARD WORK PROGRAMME UPDATE

The Corporate Director – Operational and Partnership Services submitted a report, that firstly presented the items to be considered at the Committee's meeting to be held on 10 April 2017, as well as to present a list of further potential items for prioritisation by the Committee.

Paragraph 4.1 of the report, outlined two suggested items to be considered by Members at its next scheduled meeting, whilst paragraph 4.2 suggested three further items for placing on the agenda at a subsequent meeting.

A Member asked if consideration could be given for an update on the City Deal in due course.

RESOLVED: The Committee noted the items to be considered at its meeting on 10 April 2017.

Members requested to revisit the City Deal item in approximately 12 months to receive an update on how the project is progressing.

75. WESTERN BAY SAFEGUARDING

The Chairperson welcomed the Invitees to the meeting, and requested the lead Officer to give a brief resume of the report.

The Head of Children's Social Care confirmed that the purpose of the report, was to update the Committee with information on the Regional Safeguarding Adults Board and Safeguarding Children Board, and evidence how partners are working together in collaboration.

She referred to the background information detailed in paragraph 3. of the report, which gave some explanation as to the definition of safeguarding, which basically meant protecting people's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

Paragraph 4. of the report highlighted certain achievements and the progress that has been made to date.

This section of the report advised that to assist the Safeguarding Boards in carrying out their duties effectively to safeguard adults and children, a number of functions have been delegated to various sub-groups. The sub-groups of the Safeguarding Adults Board were detailed in paragraph 4.2 of the report, and following this, the report contained certain priorities it had focussed upon, which included work on two key reviews.

The Head of Children's Social Care added that the Safeguarding Adults Board had responded to Welsh Government regarding both reports that had been put together in respect of both these reviews, as well as giving assurance of actions that have been taken as a result.

She then referred to paragraph 4.8 of the report which outlined the sub-groups of the Safeguarding Children Board, advising that all such sub-groups had individual work plans that linked into the overall Business Action Plan 2016 – 2017 of the Board. The Safeguarding Children Board in addition to its core functions had also focussed its attentions on three key priorities, ie Neglect, Child Sexual Exploitation and Domestic Abuse, and subsequent sections of the report expanded upon work to date in respect of each of these areas.

The Head of Children's Social Care then referred to the Bridgend Operational Safeguarding Group, a body that was committed to practices that protect children and adults at risk. This Group was chaired by the Corporate Director, Social Services and Wellbeing, with its membership including representatives from partner agencies for example, Health, Police, Education and the third sector.

Superintendent Jones advised that areas of support for Public Protection issues had increased significantly in recent times, and extra staff had needed to be recruited to cater for this increased demand. Further work had been undertaken particularly in relation to early intervention and prevention protocols, in order to for example, raise awareness and reduce instances of Child Sexual Exploitation, and review procedures and processes to more clearly identify those at risk. This work to date had been successful, in that the number of children deemed at risk had reduced to that of

previous, through various packages provided for them together with support from key partner agencies.

A Member enquired the methods by which various partners worked together on a daily basis, to improve support mechanisms for vulnerable adults and children.

Superintendent Jones advised that in respect of the Safeguarding Adults Board, all documents in respect of individuals were now shared with practitioners. As alluded to previously in the meeting, this Board had been very proactive in two pieces of work. One of these was an initiative called “A Place to Call Home” that had been published a few years ago by the Older People’s Commissioner. This concentrated on the quality of life and care of older people living in care homes in Wales. The overall conclusion of this review, was that too many older people living in these homes have an unacceptable quality of life, and that the view of what constitutes ‘acceptable’ needed to shift significantly in order to secure improvements needed.

The second piece of work had been termed as “In Search of Accountability”, and this detailed the findings of Operation Jasmine, which was a seven year investigation by Gwent Police into allegations of abuse at several care and nursing homes in South East Wales. A Multi-Agency group was established in response to this, from which an Action Plan had been derived in order to define what good care is. Through this Multi-Agency group and with the support of other key stakeholders/the third sector, steps had now been put in place to improve care arrangements in this kind of setting. He added that there were also proactive steps being taken to improve the Safeguarding of Vulnerable Children through methods such as, Quality and Performance and Monitoring Groups, the Policy and Practice Management Group, Strategic Training Management Group (joint with Adults), and the Child Practice Review Group. Superintendent Jones added that all sub-groups had individual work plans that linked into the overall Business Action Plan 2016 – 2017 of the Safeguarding Children Board.

The Head of Children’s Social Care added that she could give an assurance to Members, that her Team Managers were very closely connected with cases of Children’s Social Care, and that the monitoring of these was very robust and effective as well as being subject to Quality Assurance and auditing.

She added that in Complex Abuse cases, key frontline Managers played a very proactive role in the investigation into these, as well as Independent Reviewing Officers (IRO’s) monitoring and reviewing such cases. Any concerns raised were then reported directly back to herself as the Head of the service. The Head of Children’s Social Care further added that her Department worked closely with bodies such as the Police and Health, to support young children subject of abuse, in order to tackle this using a collaborative and multi-agency approach. There were also monthly meetings with paediatricians, in order to ensure that practitioners such as these had as fully an understanding as possible of safeguarding and measures that needed to be taken to protect young people who were at risk of abuse.

A Member referred to paragraph 3.13 of the report, where it quoted that the reporting arrangements into each Local Authority area, Local Service Board or equivalent were inconsistent. He asked Invitees to expand upon this statement.

The Head of Children’s Social Care, confirmed that there was not a routine reporting cycle in respect of the above. For example, a Scrutiny Committee in Neath Port Talbot County Borough Council would not receive the report before Members today. What the above statement meant, was that there needed to be more consistent reporting mechanisms in place in terms of reporting more on a regional basis.

A Member referred to paragraph 3.12 of the report, where reference was made to the membership of Safeguarding Boards as prescribed within the Social Services and Wellbeing (Wales) Act. He asked if there was Officer representation or elected Member representation on these Boards or both.

The Head of Children's Social Care confirmed that legislation directed that Officers from the various partners be represented on these Boards, primarily the Directors of Social Services or equivalent of each of the bodies that made up Western Bay. There was no elected Members on the Boards as legislative guidance did not suggest or direct this.

The Cabinet Member for Social Services and Early Help added that there was Member representation on the Regional Safeguarding Board in the form of Leaders or Cabinet Members.

A Member referring to paragraph 4.4 of the report and the overall conclusion in respect of the Review of Care Homes, was saddened to see that too many people living in care homes have an unacceptable quality of life. From her experience of rota visits to Homes she felt that some were very good and some not so good, ie not offering many activities etc, for service users who resided there.

The Adult Safeguarding and Quality Manager advised that since collaborative working had taken off, a Regional Quality Framework had been introduced across the three participating local authorities (and ABMU), and a provision of this was to ensure Care Homes are now more closely monitored than previously was the case. This had led to the quality of care in homes improving, and this trend was looking to be continued year on year. Since the "Place to Call Home" initiative had been carried out, local authorities now had to give feedback to the Older People's Commissioner, and part of this, included confirmation as to what improvements had been made/were proposed for Care Homes included within the designated Western Bay area.

A Member referred to paragraph 4.5 of the report, where it made reference to the Safeguarding Adults Board having responded to Welsh Government, in respect of the reports regarding improvements made in respect of Care Homes and Operation Jasmine, by giving an assurance of actions that have been taken to secure such improvements. He asked what these actions and assurances were.

The Adult Safeguarding and Quality Manager advised that the Older People's Commissioner had undertaken a second round of reporting to the Western Bay authorities, to establish further improvements that have been made in Care Homes. Further work was required in relation to advocacy in these homes, and to also assist any improvement in this particular area, a Collaborative Care Home Advocacy Group had been established. Furthermore she added, an 'open day' in respect of advocacy had been held to look to make improvements moving forward.

A Member referred to paragraph 4.6 of the report, which indicated that there had been several key achievements this year for the Safeguarding Adults Board, as described in this part of the report. He asked if there had been any further such improvements or achievements in this area.

The Adult Safeguarding and Quality Manager advised that as well as the achievements identified in the report, there had been National Safeguarding Week, where the aim of this event was primarily to increase awareness of safeguarding for adults (and children). There had also been a conference set-up to look at Operation Jasmine which had also proved to be a successful event she added.

A Member referred to paragraph 4.14 of the report, and that in 2017 a programme of training would be implemented in line with the National Training Framework on violence against women, domestic abuse and sexual violence. She asked when this would commence.

The Deputy Head for Safeguarding Adults in ABMU advised that this had commenced early and had in fact now been operating for nearly a year. In March this year the training would be further developed, and rolled out to all the organisations involved.

A Member referred to page 29 of the report, and the list of Strategic Priorities (ie No. 1) relating to Governance, and 1.2 Effective data collection and analysis. This was shown as amber under the RAG status, and that the timeline for completed actions to be made to turn this to green was March 2017. He asked if this date was realistically achievable.

The Adult Safeguarding and Quality Manager confirmed that some of the data and information to be collated would be in the form of Work Plans, work on which was currently ongoing. This was currently showing as amber as there were longer as well as short term projects, though it was hoped that all these would be completed by end March 2017.

Superintendent Jones added that there was also important work ongoing to reduce instances of anti-slavery and human trafficking problems, in order to improve these hopefully through reducing such cases.

The Chairperson enquired when Safeguarding Week was scheduled to be held, and how this was intended to be promoted.

The Adult Safeguarding and Quality Manager advised that this would be held on week commencing 13 November 2017, and that the event would be contributed to by the 3 local authorities and ABMU, which were the bodies involved in the Western Bay Project.

The Chairperson noted from the report, that the Children's Business Plan and the Adult's Business Plan were not in the same format.

The Head of Children's Social Care advised that this was because these Boards were chaired by two different local authorities, though she would ensure that both these Business Plans were formatted in the same way for reasons of consistency.

The Chairperson referred to page 39 of the report, and the Western Bay Safeguarding Boards Quality & Performance Monitoring Management Group – Work Plan 2016/17. She asked when the milestones to achieve the work contained in the Plan would be completed by.

The Adult Safeguarding and Quality Manager confirmed that there had been a meeting regarding this issue last week, and that as a result of this, this section of the report would be populated with a date(s) for the completion of these milestones in the immediate future.

A Member referred to page 43 of the report, and pointed out that historically excellent work had been carried out within the County Borough, in respect of early intervention and prevention services. He was mindful however, that that as this was not a statutory service, grant funding for this may soon be coming to an end. He asked Invitees if they had been in consultation with Welsh Government with a view to looking at alternative avenues of funding, to continue support for this work.

The Cabinet Member for Social Services and Early Help confirmed that no firm decision had been made as yet with regard to the above, though there was a distinct possibility that funding could be maintained for these services in the form of RSG as opposed to grant funding.

Superintendent Jones added that the Police could also offer support to help maintain these services.

The Head of Children's Social Care further added that this had been flagged up with the CSSIW, who were currently in the middle of a Social Services Inspection of services provided by BCBC with assistance from partners.

Members then made the following comments in respect of this item.

### **Western Bay Safeguarding**

- 1 The Committee have requested to revisit this item at a future date and have asked to ensure that the report provides statistical data in relation to service demands and evidence how quickly and effectively the services are acting to those needs.
- 2 Members welcomed the wide range of agency representatives in attendance at the meeting, which provided a positive insight into the partnership working across the Safeguarding Boards, which the Committee felt was not necessarily portrayed within the report.
3. Members note that the Social Services & Wellbeing (Wales) Act prescribes the Membership of the Safeguarding Boards to include each Local Authority, but the Committee recommend that Elected Members should also be included in these meetings.
4. When discussing the Bridgend Operational Safeguarding Group, Members note that only Age Connects Morgannwg was listed on the Membership from the voluntary and charity sector and the Committee recommend that the group take the opportunity to extend the invitation to the wider 3<sup>rd</sup> Sector.
5. The Committee recommend that the Childrens Board Business Plan be consistent with the format of the Adults Board Business Plan to aid with the monitoring and assessment of their actions and outcomes.
6. The Committee commend the intervention and preventative functions of the Council and Members back the request made by Bridgend County Borough Council of Welsh Government to support these services by way of a Revenue Support Grant.
7. The Committee have requested to receive an update by way of a Member Briefing Session, to outline the findings of the commissioned investigation Operation Jasmine and what assurances and actions the local authority have provided as a result of this review.

### **Members requested the additional following information:**

Members have asked to receive a copy of the report which was sent to Welsh Government in response to the Older People's Commissioner Report 'A Place to Call Home'.

76. DOMESTIC ABUSE STRATEGY UPDATE

The Chairperson welcomed the Invitees to the meeting.

The Domestic Abuse Co-ordinator introduced the report, the purpose of which, was to update Members on progress made in respect of the current 2016-2017 Domestic Abuse Strategy, and to highlight the proposed objectives and priorities for the strategy for 2017-2018, in alignment with the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 (VAWDASV).

By way of background information, she advised that the 2015 Act received Royal Assent on 29 April 2015, and consultation and the subsequent guidance on the various elements of the Act was ongoing.

Paragraph 4.1 of the report advised that the current strategy although entitled the 'VAWDASV' strategy (2017-2017) focussed on domestic abuse rather than the wider VAWDASV agenda, although it does seek to align the Authority with the VAWDASV Act. The Domestic Abuse Co-ordinator added that the current Strategy (2016/17) had six principle areas of development, and these were listed in Table A in this section of the report, together with a position update as at the end of the third quarter of 2016/17.

She then explained that one of the next aims and objectives, was to ensure the smooth and effective roll-out of VAWDASV Act within the local authority and partners. The Domestic Abuse Co-ordinator added that in conjunction with this, the next stages would be to develop a local training plan that will feed into a regional plan for those concerned to undertake, including within BCB schools in the form of training termed as Spectrum Project training.

The Domestic Abuse Co-ordinator confirmed that also in terms of the next stages, the Domestic Abuse Strategy 2017/18 was presently being drafted (Appendix 1 of the report refers), which would follow the format proposed by Welsh Government in accordance with VAWDASV. Welsh Government have proposed that a Strategy should follow the 6 objectives of the Act, and these were contained in paragraph 4.8.1 of the report.

The Chairperson noted that the Strategy primarily concentrated upon violence against women, and therefore, she asked if it also accounted for violence against men.

The Domestic Abuse Co-ordinator advised that violence against women (by men) was by far more of a problem as opposed to the other way around, and was a consistent problem rather than a sporadic one. The Act under which the Strategy sits, whilst not precluding men, did concentrate upon women being the victims and this was a global and not just a national or local problem, that in some cases was serious and often prolonged abuse.

The Cabinet Member – Communities referred those present to page 76 of the Strategy, where it actually stated that women were far more likely than men to be killed by partners/ex-partners.

A Member referred to page 63 of the report and the Spectrum Project which was a national training programme funded by Welsh Government to raise awareness of domestic abuse and associated issues, that was being offered to all primary and secondary age children. She noted from this part of the report that a large proportion of secondary schools had taken up this training, but she queried if primary schools also had, and if teaching staff as well as pupils were also subject to having the training.

The Domestic Abuse Co-ordinator advised that Bridgend were making good progress in terms of training compared to certain neighbouring authorities, and in terms of the take-up of this by primary schools, she advised that she would obtain this data and share it with Members outside of the meeting.

She was aware that training was progressing well in schools within the location of Maesteg, though there was some difficulty in getting schools on board as a lot of the training associated with domestic abuse was mandatory. The Domestic Abuse Co-ordinator added that the training for schools was actually free until 2018, whereby thereafter there would be a cost attached to it. It was not known however, if funding would continue post 2018. She further added, that teachers would have an involvement in the various levels of groups of training.

The Cabinet Member Communities advised that there was a project ongoing in the Llynfi Valley known as the Spectrum Project and this was shared with Heads of schools in that area in order to advise of the training.

A Member asked if staff working for Social Enterprises, Trusts and other service providers acting on behalf of the Council would be trained, as well as Council staff per se.

The Domestic Abuse Co-ordinator confirmed that she was not aware of the answer to this, or whether or not the training could be written into their Contracts if they weren't scheduled to receive it. She stated that she would obtain this information however, and once more share it with Members outside of the meeting.

A Member wished to make the point, that the Community Safety Partnership in Bridgend was very robust and proactive, with a positive focus on victims who had been the subject of any crime or anti-social behaviour. He asked however, if the Authority and the Police had looked at developing and enhancing 'perpetrator management.'

The Domestic Abuse Co-ordinator stated that without perpetrators there would be no victims, and a third sector grant had been secured to develop perpetrator programmes. Those considered in this category, were required to attend these programmes in order to have any access to children, ie in any disrupted family arrangement, due to parents for example splitting-up.

A Member was aware that there was the Assia Suite situated on the ground floor of the main Civic Offices, Bridgend, that catered for people who suffered from domestic abuse and noted that there had been some concern expressed with regard to security in this room to an extent, whereby it was considered that perhaps it should be made more secure.

The Domestic Abuse Co-ordinator confirmed that there had been a couple of small incidents in this room that had given rise to concern, and that due to this consideration was being given to the entrance to the room being security operated to prevent easy access to this suite.

### **Domestic Abuse Strategy**

- 1 Whilst Members understand that the 'Violence Against Women, Domestic Abuse and Sexual Violence Strategy' encompasses any victim of domestic abuse, the Committee queried the title and were concerned of the possible stigma attached for a male victim subjected to violence and domestic abuse.



- 2 Members note the uptake of the training to raise awareness of domestic abuse at schools in the Llynfi area and recommend that other elected members use the same methodology as the Cabinet Member for Communities in approaching Headteachers at their Cluster Meetings and signposting the training.
- 3 The Committee queried the security measures in place at the Assia Suite based in the Civic Offices and Members recommend that the requested keypad access be provided as a priority.
- 4 Members conveyed their concerns over how the Authority will be able to ensure all objectives stipulated by Welsh Government - specifically the high quality resources as referred to in Objective 6, are delivered effectively with little or no investment from Welsh Government.
- 5 With reference to the training to be undertaken by all staff, the Committee queried whether this included the service providers working in association of the Authority i.e. Awen, Halo and Keir.

In addition Members requested the additional following information:

In relation to the Spectrum Project training to raise awareness of domestic abuse, Members asked to receive what percentage of primary schools in the County Borough that have taken up the training.

77. URGENT ITEMS

None

The meeting closed at 4.20 pm

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**MINUTES OF A MEETING OF THE ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COMMITTEE ROOMS 2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 14 MARCH 2017 AT 2.00 PM**

Present

Councillor N Clarke – Chairperson

PA Davies  
JE Lewis

N Farr  
LC Morgan

EM Hughes  
M Thomas

RC Jones  
R Williams

Officers:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Sarah Daniel	Democratic Services Officer - Committees
Jackie Davies	Head of Adult Social Care
Carmel Donovan	Group Manager - Older People
Julie Ellams	Democratic Services Officer - Committees

79. APOLOGIES FOR ABSENCE

None.

80. APPROVAL OF MINUTES

RESOLVED: That the minutes of the Adult Social Care Overview and Scrutiny Committee of 7 February 2017 be approved as a true and accurate record.

81. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented a report which detailed the items to be considered and the invitees to attend the next meeting of the Committee to be held following the Annual Meeting of Council. The report also contained potential items to be considered for the 2017-18 forward work programme and the invitees due to attend. The prioritisation and timings of these items would be agreed at the Committee meeting following the Annual Meeting of Council.

Since the report was published there had been discussions with Directors regarding the 2017-18 forward work programme. Also Members requested that the following additional items be added to the list for consideration

- Direct Payments
- Homecare Phase 2
- Residential Remodelling
- Dementia
- DOLS
- Advocacy (Update to come back after the completion of the Pilot, possibly within a report on an update to the Social Services and Wellbeing Act or Prevention and Wellbeing)
- Partnership working with the Community Health Council – this will come under the Partnerships and Governance Overview and Scrutiny Committee under the Public Service Board.

RESOLVED: The Committee noted the topics due to be considered at the next meeting, the date to be scheduled at the Annual General Meeting of Council.

82. NEW EXTRA CARE HOUSING SCHEMES

The Head of Adult Social Care presented a report updating members on the progress of the development of two new Extra Care Housing (ECH) schemes within the County Borough. She introduced Louise Attwood, Development Director Linc Cymru and Anne Thomas, Executive Director Linc Cymru to respond to any queries raised by members.

In November 2014, Cabinet approved the option for the Council to seek Registered Social Landlords (RSL) to develop two new ECH schemes in the County Borough. Three RSLs, Linc Cymru, Hafod and United Welsh were sent a briefing note and selection criteria that clearly set out the Council's intention to dispose of two parcels of land for the potential development of two ECH schemes. Scheme 1 – Former Maesteg Lower Comprehensive site; and Scheme 2 – Former Archbishop McGrath site

Cabinet, authorised the disposal of the sites to Linc Cymru at the market value, to be agreed by the District Valuer. The Council disposed of the land at the Former Lower Maesteg Comprehensive site having an area of circa 2.7 acres for the amount of £370,000. The sale of the land was by way of a 125 year lease. Linc Cymru developed a scheme on the site consisting of 20 ECH flats (2 two bedroom and 18 one bedroom) and 10 residential care units. Linc Cymru also developed 17 affordable housing units on the site (7 one bedroom and 10 two bedroom). The affordable housing units were bungalows which were 'self-contained elderly persons dwellings (not wardened)' and restricted to use / purchase by persons over a particular age i.e. over 55.

Planning had been approved for both sites. Both sites had required separate S106 Agreements to be signed before the final planning approval was provided. The residential care element catered for a range of care needs. If in the future the demand for residential care accommodation diminished, the ground floor bedrooms had been designed to readily convert into additional Extra Care units.

Council approved capital funding of £3 million in the Medium Term Financial Strategy 2016-17 to 2019-20 to support the creation of the 2 Extra Care schemes. This constituted a £2.5 million capital grant in line with Linc Cymru's submission and £500,000 for any unforeseen additional costs following detailed site surveys or through the planning process, including any associated highways works. The capital grant was intended to meet the funding gap in the construction costs which Linc Cymru had identified.

The Committee requested further information on delegated authority. Members were advised that within the Council there was a Scheme of Delegation which allowed certain officers to approve a course of action. On this occasion delegated authority was given to officers to enter into formal agreements with Linc Cymru.

The Committee asked why there were more units being built in Tondu (25) than in Maesteg (20), even though there was more land available in Maesteg. Officers explained that this was based on comparable land use and they were responding to demand in each of the areas

The Committee asked why other compatible uses would be considered after ten years. Officers explained that this was to allow for flexibility and to adapt the accommodation to meet service users ever changing needs. It would still be compliant in terms of land use but not residential care in its current format. Officers confirmed that the planning

condition regarding junction works at the Former Archbishop McGrath site was the responsibility of the primary school project.

Members referred to the challenging behaviour of some residents and were advised that this would be taken into account when considering a range of options for their future. Each resident would undergo a personal assessment and in order to manage expectations there would be a continuous process of matching and monitoring.

The Committee asked if there were problems recruiting and retaining staff. Members were advised that officers were confident they would have fully trained staff by the end of August 2018 as they were key to the success of the development. Members commented that they had made a number of visits to homes in the past and that they were always impressed with staff.

The Committee asked if the Extra Care units would be available to the whole of Bridgend County or just for local residents. Members were advised that each applicant would be assessed according to their needs and their wishes taken into account. Officers assured Members that the process would be fair and transparent.

The Committee asked if there was provision for those with extra sensory impairment in the two extra care homes. They were advised that the build would incorporate lighting, hand rails, different floors in different colours, hearing loops and braille in the lift to accommodate those with sensory impairment.

Officers outlined the facilities and confirmed that a guest room would be available to visitors of tenants. They would be tenants not residents who would pay rent, not fees.

The Development Director, Linc Cymru confirmed that Linc had just purchased Sunnyside with a view to developing a wellbeing site with BCBC.

The Committee asked what feedback had been received following the consultation with staff and carers. Members were advised that a range of issues had fed back and taken on board as people had engaged in the process.

The Committee referred to the development of bungalows proposed in Maesteg for the over 55's and thanked Linc for providing accommodation which would otherwise be in short supply.

### **Conclusions:**

Members commended officers from BCBC and Linc Cymru in their developments of the schemes and were pleased to see throughout the planning of the Extra Care Schemes the ability to cater for a range of service users care needs and also to be able to adapt to the change in demand in the future.

Members raised concerns on the transition of existing service users and urged officers to ensure the process was carefully managed so service users had a smooth transition into accommodation that was matched and suitable for their needs

### 83. **ADVOCACY SERVICES - ADULT SOCIAL CARE**

The Head of Adult Social Care presented a report updating the Committee on the work undertaken to date in developing the provision of Independent Professional Advocacy services, which was being undertaken in response to the Social Services and Well-being (Wales) Act 2014 and the Council's ongoing remodelling plans. She introduced and highlighted progress of the Advocacy Pilot Scheme being undertaken over the next 12

months which would be used to inform the development and implementation of a new advocacy service model from 2018/19.

The Social Services and Wellbeing (Wales) Act 2014 defined “advocacy services” as services which provided assistance to persons for purposes relating to their care and support. The 2014 Act also set out the requirements for local authorities in relation to advocacy, which were to:

- a. Ensure that access to advocacy services and support was available to enable individuals to engage and participate when local authorities were exercising their statutory duties in relation to them; and
- b. To arrange an independent professional advocate to facilitate the involvement of individuals in certain circumstances.

The council currently supported independent professional advocacy for adults with learning disabilities through a Third Sector contract with People First, who delivered support to people so that they could be empowered to have a voice and live more independently with lesser reliance on those around them for support.

In recognition of the new duties for local authorities, Welsh Government had funded the Golden Thread Advocacy Programme (GTAP) to support local authorities with the commissioning of IPA services across Wales. The Council had reviewed the range and level of commissioned advocacy services, including informal, peer and independent professional advocates. Consultation had also been undertaken with stakeholders in Bridgend including providers of advocacy services along with other representative bodies.

A stakeholder workshop was facilitated by GTAP in October 2016 with representation from advocacy providers as well as other services that offer representation and support to individuals and groups in the local authority. This was undertaken in line with the new statutory duties for “co-producing” service models with providers, service users and other stakeholders.

The Head of Adult Social Care outlined the work being undertaken to further develop a statutory advocacy response. Invitations to quote for the Pilot Services were issued in December 2016. Three independent providers submitted bids in January 2017 and an evaluation panel had met to agree the successful tenders for each element of the Pilot Scheme and it was planned to commence the Pilot Scheme in March/April 2017. A Steering Group would be convened to oversee the Pilot Scheme and to provide independent evaluation to help form the development of the longer-term service model. Work to review, maintain and further develop advocacy services would be undertaken collectively by the Steering Group in their appraisal and analysis of the Bridgend IPA Pilot Scheme during 2017/18.

The Committee asked if a telephone number was available to access the range of advocacy services. The Committee was advised that the telephone number would be available from 1<sup>st</sup> April 2017.

The Committee requested more information regarding funding for the scheme. Members were advised that a budget of £50,000 pressure funding was awarded in the MTFS 2016-17 to 2019-20 and was being used to fund the three distinct elements of the IPA Pilot Scheme. GTAP had been commissioned by Welsh Government to ensure that Local Authorities were supported to look at a model and training needs to ensure they complied with the requirements of the Act. The £50,000 was recurring and within core budgets. The pilot project would determine what funding was required in future.

Members asked what officers were hoping to gain from the 12 month pilot scheme. The Head of Adult Social Care explained that it was not clear what the pilot would demonstrate but it was an opportunity to let the service speak for its self. There would always be a need for specialist services and it was important to develop the service alongside the Act.

A Member asked if there was a risk that meeting its duties for early intervention and preventative approaches might slow down the process. The Head of Adult Social Care explained that the duties for early intervention were part of the Act and this was not a sprint but something to work towards. Services were developing all the time and this was a focus on prevention and intervention. Members asked for an update on the outcome of the Advocacy Pilot Scheme to come back to the Adult Social Care Committee once the pilot had been completed.

**Conclusions:**

Members thanked Officers for the report and update in developing the provision of Independent Professional Advocacy Services throughout the Council's ongoing remodelling plans.

Members asked for an update on the outcome of the Advocacy Pilot Scheme to come back to the Adult Social Care Committee once the pilot had been completed. The Scrutiny Officer confirmed that this would be placed on the Annual Forward Work Programme for Adult Social Care.

84. **URGENT ITEMS**

None

85. **DECLARATIONS OF INTEREST**

Councillor N Farr declared a personal interest in agenda items 5 and 6 as she is a social worker in adult social care for Neath Port Talbot County Borough Council.

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

31 JULY 2017

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### ELECTION OF CHAIR

##### 1. Purpose of the Report

- 1.1 The purpose of this report is to receive nominations for the role of Chair of the Corporate Overview and Scrutiny Committee.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### 3. Background

- 3.1 As part of the new centralised Overview and Scrutiny structure it has been determined that the membership of the Corporate Overview and Scrutiny Committee would consist of the Chairs of each Subject Overview and Scrutiny Committee and 9 other Members that reflect the political balance of the Authority.
- 3.2 At the Annual Meeting of Council on 17 May 2017, the 3 Subject Overview and Scrutiny Committee Chairpersons were appointed and as stated in the Council report, the Chairperson of the Corporate Overview and Scrutiny Committee would be appointed by the members of this Committee from one of the Chairpersons of the Subject Overview and Scrutiny Committees, but not the Chairperson representing the Executive group.

##### 4. Current Situation/Proposal

- 4.1 The Committee is requested to receive nominations and elect a Chairperson of the Corporate Overview and Scrutiny Committee in accordance with the provisions set out at paragraph 3.2 of this report.
- 4.2 As set out in the Constitution, should the appointed Chair of the Corporate Overview and Scrutiny Committee be unable to attend a meeting, it is for the Committee to appoint a Chair at the meeting in accordance with the political balance rules.

## **5. Effect upon Policy Framework & Procedure Rules**

- 5.1 The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council constitution to be updated.

## **6. Equality Impact Assessment**

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

## **7. Financial Implications**

- 7.1 There are no financial implications attached to this report.

## **8. Recommendations**

- 8.1 The Committee is requested to receive nominations and agree to elect a Chairperson of the Corporate Overview and Scrutiny Committee in accordance with the provisions set out at paragraph 3.2 of this report.

### **PA Jolley**

#### **Corporate Director - Operational and Partnership Services**

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### **Background documents**

None.

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

31 JULY 2017

#### REPORT OF THE CHIEF EXECUTIVE

#### COUNCIL'S PERFORMANCE AGAINST ITS COMMITMENTS AND A SUMMARY OF ITS FINANCIAL POSITION AT YEAR END FOR 2016-17

##### 1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2016-17. It compares this performance with the commitments to delivering the improvement priorities in the Corporate Plan for 2016-20.
- 1.2 This report also provides the Committee with an update on the financial position as at the year ended 31st March 2016.

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

- 2.1 The information in this report relates directly to the Council's Corporate Plan 2016-20, which sets out the Council's improvement priorities and identifies actions to realise those priorities, and to its Medium Term Financial Strategy 2016-17 to 2019-20.

##### 3. BACKGROUND

- 3.1 In March 2016, the Council published its new Corporate Plan for 2016-20. The Plan defined 46 commitments to deliver the three new Improvement Priorities and set out 58 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) for 2016-17 to 2019-20, setting out how it would use its reduced resources to support the improvement priorities. Council approved a net revenue budget of £254.891 million for 2016-17, along with a capital programme for the year of £43.553 million, which was updated in May 2017 to £18.356 million.
- 3.3 Directorate Business Plans were developed to define service actions to carry out the 46 corporate commitments. Those plans also identified performance indicators for the year, with some of the indicators having been nominated by directorates for monitoring at the corporate level. In all, 183 indicators (including the 58 corporate plan indicators) are included in this report. The data within the body of this report is subject to validation and therefore may yet change.
- 3.4 As part of the Performance Management Framework, budget reductions are reviewed regularly and reported to Cabinet on a quarterly basis. The draw down of earmarked reserves and the delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process. 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 (APA) panel consisting of Cabinet, Corporate Management Board and Heads of Service.

3.5 The Corporate 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 the improvement objectives to ensure efficient and effective services.

#### 4. CURRENT SITUATION / PROPOSAL

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

###### Commitments

4.1.1 The year-end data shows that 32 (69.6%) of the 46 commitments were completed (green), with another 10 (21.7%) achieving most of their milestones (amber), and only 4 (8.7%) missing most of its milestones (red).

###### Corporate Performance Indicators

4.1.2 Data were submitted for 178 of the 183 indicators. For the rest, three (DEFS1), (DEFS20) and (DEFS21) were cancelled by services due to difficulty collecting data or changed circumstance, and for two data will be available in the Autumn of 2017. (Further information regarding the cancelled indicators is provided in the attached EFS dashboard report.) 2016-17 saw a lot of new indicators. As a result, only 160 indicators had targets. Of those indicators with targets, 104 (65%) are on target, 26 (16.2%) are off target by less than 10% and 30 (18.8%) missed the target by more than 10%. Detailed information is included in Part (A) of the Annex.

4.1.3 Eighty seven (87) of the indicators have trend data, of which 54 (62.1%) showed improvement over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	14-15 vs 13-14		15-16 vs 14-15		16-17 vs 15-16	
	No.	%	No.	%	No.	%
Better than last year	90	66%	81	61%	54	62%
Same as last year	8	6%	19	14%	2	2%
Worse than last year	39	28%	33	25%	31	36%
<b>Total</b>	137	100%	133	100%	87	100%

###### Corporate Plan Indicators

4.1.4 Of the 58 indicators identified for the Corporate Plan, 57 indicators have been collected for the year as one has not been taken forward. Of those 57 indicators, 49 can be compared against their target: 29 (59.2%) met their target, 6 (12.2%) were off target by less than 10% and 14 (28.6%) missed the target by more than 10%. For eight indicators no target was set for the year because they were new indicators. Detailed information is included in Part (B) of the Annex.

4.1.5 Trend data is available for 24 of the Corporate Plan indicators as they were carried forward from last year's Corporate Plan. Of the 24 indicators that can be compared, 16 (66.7%) showed an improvement over the year before, 7 (29.1%) showed a downturn, and 1 (4.2%) remained the same.

###### National Performance Indicators

- 4.1.6 There are in total 28 indicators which are collected at a national level, so that Local Authorities can compare performance against each other. At year end, data were submitted for all of these indicators. Of those 28 PIs, 14 (50%) are on target, 10 (35.7%) are off target by less than 10% and 4 (14.3%) are off target by more than 10%.
- 4.1.7 Trend data is available for 27 of the 28 indicators. Of these 15 (55.6%) showed improvement compared with the previous year and 11 (40.7%) showed a downturn, with 1 (3.7%) remaining the same. Performance in 2015-16 showed that comparable data was available for 27 of the 28 indicators, of which 17 (63%) showed improvement over the year before, 8 (29.6%) showed a downturn with 2 (7.4%) remaining the same. Detailed analysis of service PI performance is included in Part (C) of the Annex.

#### SSWB Performance Measurement Framework Indicators

- 4.1.8 There are in total 35 indicators included in the SSWB Performance Measurement Framework, of which 24 are monitored corporately. At year end, data was submitted for all the 24 indicators. However, baselines were being established for 9 indicators. Of the 15 indicators that had a target set, 8 (53.3%) are on target, 2 (13.3%) are off target by less than 10% and 5 (33.3%) are off target by more than 10%.

#### Sickness Absence

- 4.1.9 In 2016-17, the average number of days lost through sickness absence per FTE is 10.65 days, a small improvement compared with 10.85 days lost for 2015-16, missing the target set for the year of 8.5 days per FTE. Long-term sickness remains high at 72% compared with 69% last year, and the short-term sickness absence rate reducing slightly from 30% in 2015-16 to 28% in 2016-17.
- 4.1.10 Sickness in relation to industrial injury at year end shows that the number of absences was 28 and below the year-end target of 52, which is a significant improvement on the same period last year, when the number of absences was 58. The number of days lost per FTE due to industrial injury was 0.18 days per FTE, below the target of 0.21 days per FTE and an improvement on last year when the number of days lost per FTE was 0.23. Detailed information is included in Part (D) of the Annex.

## **4.2 Summary of Financial Position at 31<sup>st</sup> March 2017**

### 4.2.1 Revenue Budget

- 4.2.1.1 The overall outturn at 31<sup>st</sup> March 2017 is an under spend of £356,000 which has been transferred to the Council fund, in line with Principle 8 of the MTFs. Directorate budgets provided a net under spend of £2.279 million after including draw down of £7.751 million of earmarked reserves. Council wide budgets a net under spend of £9.612 million after including a one off change in accounting treatment worth £3.678 million in respect of housing benefit debtors. These are offset by the requirement to provide earmarked reserves for a range of new future risks and expenditure commitments, as well as additions to the capital reserve to meet the cost of any future capital spending plans which Council may approve.

### 4.2.2 Directorate Budgets

- 4.2.2.1 The underspend on Directorate net budgets for the year is a result of a number of factors including the maximisation of grant and other income, strict vacancy management and general efficiencies. In addition, directorates made significant use of approved earmarked reserves to meet specific one-off pressures identified in previous years, including funding

for transformation projects through the Change Fund, funding for capital projects, draw down of school balances, funding for demolition work and service specific one-off pressures.

4.2.2.2 The under spend masks underlying budget pressures in some service budgets which were reported during the year and still persist. The main financial pressures are in the service areas of Looked After Children and Adult Social Care. It should be noted that these budget areas can be volatile and small changes in demand can result in relatively high costs being incurred. As patterns of provision change within Directorates, service budgets are reviewed and re-aligned properly. Detailed breakdown of Directorate budgets, compared with actual outturn is set out in Part (E) of the Annex.

#### 4.2.3 Corporate Budgets

4.2.3.1 The net budget for council wide services and budgets was £41.179 million and the actual outturn was £31.567 million, resulting in an under spend of £9.612 million. The most significant variances are detailed below:

COUNCIL WIDE BUDGETS	Net Budget £'000	Outturn £'000	Variance Over /(under) budget £'000	% Variance
Capital Financing	10,128	11,115	987	9.7%
Council Tax Reduction Scheme	14,304	13,358	(946)	-6.6%
Repairs and Maintenance	729	413	(316)	-43.3%
Insurance Premiums	1,559	1,316	(243)	-15.6%
Other Corporate Budgets	7,316	(1,516)	(8,832)	-120.7%

- Capital Financing

The net over spend of £987,000 is a combination of an under spend on interest paid due to lower borrowing than anticipated (£1.3 million), as the Council uses its own internal resources to finance schemes, which is more than offset by a one-off payment of £2.35 million of prudential borrowing in respect of Raven's Court to reduce future capital financing costs. There is also slightly lower interest realised than projected on internal borrowings following the repayment of previous prudential borrowing amounts.

- Council Tax Reduction Scheme

The under spend of £946,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This a demand led budget which is based on full take up, but actual take up is not known until year end. There is a reduction in this budget in the MTFs of £300,000 for 2017-18 with further budget reductions planned for future years, depending on take up at that time.

- Repairs and Maintenance

The under spend of £316,000 is a result of slippage on some minor works schemes and feasibility studies, which will now be completed in 2017-18. An earmarked reserve has been established to meet these costs. There is also an under spend on prudential borrowing in respect of the Civic Offices Enveloping Scheme, which will be completed in 2017-18.

- Insurance Premiums

The under spend of £243,000 has mainly arisen as a result of a fortuitous and unexpected rebate in respect of the Maesteg PFI scheme under the contract's premium sharing

agreement (£170,000). There is also a small amount of additional income generated from recharges to direct labour organisations for insurance arranged on their behalf.

- Other Corporate Budgets

There is a significant movement on the Council's balance sheet in respect of historic and current council tax and housing benefits debtors. This has created a favourable movement of £3.678 million on other corporate budgets. With regard to housing benefits, these have previously only been established as debtors in the housing benefits system and not in the Council's main accounts. This is a change of accounting treatment which, going forward, will recognise the debts in the year in which they are raised, rather than the year in which they are paid. The balance relates to a reduced bad debt provision in the balance sheet for council tax following higher recovery rates. Consequently these are one-off adjustments and will not reoccur.

- There is also a release of £961,000, in respect of insurance monies relating to a previous fire at Betws Primary School, into the revenue account to provide a contribution towards the new Garw Valley South scheme as part of the 21<sup>st</sup> Century Schools programme. This funding has been transferred to earmarked reserves to offset the cost in 2017-18.
- There are a number of other under spends on council wide budgets, totalling £5.09 million including:
  - o Reduced requirement from Directorates in relation to pay and prices (£1.58 million). While this has not been required in 2016-17, this is currently a particular risk area for council budgets as inflation indices have risen over recent months.
  - o Lower than expected in-year cost of implementing auto enrolment for new entrants (£400,000). This cost should be fully known by the end of 2017-18 as the Council works towards the end of the auto enrolment transitional period (30th September 2017). At that point in time, any unrequired budget can be released in mitigation of other service budget reductions.
  - o Under spends on other corporate budgets e.g. corporate contingency, reduced requirements for funding of budget pressures, provision for increased superannuation and national insurance contributions (£1.7 million).
  - o In addition, funding was held corporately in the budget to meet the budget pressures associated with the Extra Care scheme (£1 million revenue contribution to capital) and implementation of the Welsh Language Standards. Due to the delay in the Extra Care scheme, the funding has been transferred to an earmarked reserve, pending construction works. In addition, a number of Welsh Language Standards are currently under appeal, and as a consequence there is a delay in implementation of the full suite of standards, and therefore spend on this budget (£319,000), until the outcome of the appeal is received from the Welsh Language Commissioner.
- These have been partly offset by a one-off payment of £896,000 of prudential borrowing in respect of Glamorgan Records Office to reduce future capital financing costs.

This under spend has enabled a number of new corporate earmarked reserves to be established to meet pressures in 2017-18, some of which were reported in quarter 2 and quarter 3, including in particular contributions to the capital reserve in support of possible future additions to the capital programme (subject to full council approval) and funding of demolition works, to avoid costs associated with vacant premises.

The under spend on Directorate budgets has also enabled a number of new Directorate earmarked reserves to be established, to meet service specific pressures that are

anticipated to arise in 2017-18, many of which were originally planned to be undertaken in 2016-17.

The under spend on accrued council tax income of £974,000 has been transferred into the service reconfiguration reserve to support the cost of transformation programmes, including potential redundancy costs. Further information on Earmarked Reserves is provided in section 4.5.

The council wide budgets have been reviewed as part of the MTFs 2017-18 to 2020-21 and will be subject to significant reductions over the life of the MTFs.

The MTFs Budget Reduction Contingency was established in line with MTFs Principle 12 (*“Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFs and a MTFs Budget Reduction Contingency will be maintained”*) and has been used to partly mitigate the shortfalls on the following budget reduction proposals in this financial year.

<b>2015-16 Budget Reduction Shortfalls</b>		
COM 1	MREC	£150,000
COM 11	Blue Badges	£83,000
CH 9	School Transport	£100,000
<b>2016-17 Budget Reduction Shortfalls</b>		
RES29	To rationalise the core office estate - leasing of Raven's Court	£195,000

### **4.3 Budget Reductions 2015-16**

- 4.3.1 A report was presented to Cabinet on 5th July 2016 on Financial Performance 2015-16. In the report it was highlighted that, of the £11.225 million budget reduction proposals for 2015-16, £2.692 million were not met in full, with a shortfall in the financial year of £1.909 million. The report stated that these proposals would continue to be monitored alongside current year proposals, with mitigating action to achieve them to be identified. Not all proposals have been fully delivered, however, and where this is the case, directorates have identified a recurrent solution. The Directorate Dashboards Appendix 1 – 5, show those 2015-16 budget reduction proposals not met in full and the mitigating action to provide a more permanent solution in future.

### **4.4. Budget Reductions 2016-17**

- 4.4.1 The budget approved for 2016-17 included savings proposals of £7.477 million. £2.385 million of these proposals were not realised in full in 2016-17, but the expenditure associated with them has been offset by vacancy management, and other savings elsewhere within the budget. The individual Directorate Dashboards identify those budget reductions not achieved in full by each Directorate, and show that of the £2.385 million of proposals not fully achieved, £540,000 was realised in 2016-17, leaving a shortfall of £1.845 million. As such there is still a recurrent pressure on 2017-18 budgets which will need to be addressed by implementing the proposals as set out in Directorate Dashboards or identifying and delivering alternatives. Future monitoring reports will review achievement against these targets in addition to current year budget reductions. A summary of achievement of the budget reduction proposals is provided in the Annex Part (F).

### **4.5 Capital programme outturn**



4.5.1 The original budget approved by Council on 10th March 2016 was further revised and approved by Council during the year to incorporate budgets brought forward from 2015-16, budgets carried forward into 2017-18, and any new schemes and grant approvals. The revised programme presented to Council on 31<sup>st</sup> May 2017 totals £18.356 million for 2016-17. The main changes from the capital programme presented to Council on 1<sup>st</sup> March 2017 included slippage of £7.670 million into 2017-18. This includes:

- £565,000 in relation to school modernisation schemes;
- £1 million fund set aside for parks and pavilion improvements to support successful Community Asset Transfers;
- £922,000 for Housing related / Disabled Facilities grants, as a result of timing differences between grant awards and householder claims. There was slippage against the Disabled Facilities Grants budget in previous years, due to delays with occupational health referrals, leading to a backlog, and this has had a knock-on effect to the ability to catch up in the following year. The commitment has carried forward into 2017-18. In addition, there was a delay in receipt of applications for Empty Homes Grants & Homes in Town Grants which has led to a further under spend. These grants should be fully spent in 2017-18;
- £480,000 in respect of the purchase of income-generating non-operational assets;
- £820,000 minor works schemes, due to completion of schemes rolled forward from the previous year, subsequent delays in commencing current year schemes, and limited capacity within the Built Environment service.

Other main changes included reduced budgets for a number of schemes in 2016-17, totalling £871,000, particularly in respect of the proposed replacement Mynydd Cynffig Primary School which has been removed from the capital programme.

4.5.2 Total expenditure as at 31<sup>st</sup> March 2017 is £18.266 million, resulting in an under spend of £89,000 on BCBC resources. This under spend will be returned to the capital receipts fund. Individual Directorate dashboards provide details of the individual schemes within the capital programme, showing the final budget available in 2016-17 compared to the actual spend. Commentary is provided explaining reasons for any major variations in expenditure against budget or changes to budget.

#### **4.6 Earmarked Reserves**

4.6.1 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. During 2016-17, Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the Monitoring Reports. The final Directorate draw down from reserves is set out in each of the Directorate Dashboards.

4.6.2 The draw down was £4.095 million from Corporate Reserves, £2.368 million from Directorate Reserves and £1.288 million in respect of a net movement on school balances.

4.5.3 At year end, the Protocol requires that the Chief Finance Officer reviews existing earmarked reserves, and consider requests from Directorates for new reserves or additional corporate reserves based on new risks or one-off pressures. This review has now been undertaken together with an assessment of the risks and pressures that are sufficiently 'known' or 'probable' over the MTFs period and for which an earmarked reserve is therefore required. This review has identified the need for £10.416 million to

create new or enhance existing corporate reserves including, in particular, reserves to help support the Capital Programme, to meet the cost of future service reconfigurations (including severance payments), to provide funding for the Extra Care Provision as agreed within the MTFS, to continue with the Council's Digital Transformation programme and to replenish the MTFS Contingency Reserve.

- 4.6.4 In determining what Directorate earmarked reserves are required, priority has been given to those demonstrating significant risk, those which are sufficiently 'known' or 'probable' and those for which funding needs to be set aside as a priority, with consideration given to any existing reserve balances. The total of new and replenishments to existing Directorate earmarked reserves is £2.093 million. The largest addition is £1 million to the Looked After Children's reserve to replenish the reserve and further enhance it following the draw down of almost £800,000 during the 2016-17 financial year. The total of additions/reclassifications as a result of the Chief Finance Officer's review is £12.509 million.
- 4.6.5 As per last year, under proper accounting practice as detailed in CIPFA's Code of Practice on Local Authority Accounting, all grants and contributions should be analysed to see whether there are specific conditions attached to them. When the conditions are actually satisfied the grant is credited to the Comprehensive Income and Expenditure Statement regardless of whether the actual expenditure has been incurred. In these cases the Council can decide to transfer the grant monies to an earmarked reserve to fund future expenditure. In 2016-17, there was £841,000 of new International Financial Reporting Standards (IFRS) Grants that have been transferred to earmarked reserves to ensure the funding is protected in accordance with the original terms and conditions of the grant or contribution.
- 4.6.6 There are also a number of 'equalisation of spend' reserves. These reserves ensure that expenditure that is incurred in a particular future year is smoothed over the period of the MTFS. These include the costs of Elections, Maesteg PFI funding, Building Control costs, Special Regeneration Fund projects and the preparation of the Local Development Plan. These have been enhanced by £647,000 at year end.
- 4.6.7 A full breakdown of the total movement on earmarked reserves as at 31st March 2017 is set out below. Total Reserves excluding the Equalisation of Grants and Spend is £44.418 million, an increase of £4.758 million from the start of the financial year. The remaining under spend on the revenue account of £356,000 will be transferred to the Council Fund.

Opening Balance 01-Apr-2016 £'000	Reserve	Movement during 2016-17 Financial Year		Closing Balance 31-Mar-2017 £'000
		Additions/ Reclassification £'000	Drawdown By Directorates £'000	
	<b>Corporate Reserves:-</b>			
1,491	Asset Management Plan	155	(384)	1,262
356	Building Maintenance Reserve	442	(80)	718
631	Capital Feasibility fund	(194)	(188)	249
5,833	Capital Programme Contribution	6,193	(646)	11,380
1,950	Change Management	-	(362)	1,588
103	DDA Emergency Works	200	(121)	182
2,500	Digital Transformation	-	(564)	1,936
715	ICT & Finance Systems	710	(157)	1,268
2,035	Insurance Reserve	670	(370)	2,335
10,874	Major Claims Reserve	(2,080)	(343)	8,451
-	MTFS Budget Contingency	1,528	(528)	1,000
234	Property Disposal Strategy	56	(152)	138
-	Public Realm Reserve	200	(54)	146
5,625	Service Reconfiguration	2,536	(58)	8,103
92	Waste Management Contract	-	(88)	4
500	Welfare Reform Bill	-	-	500
<b>32,939</b>	<b>Total Corporate Reserves</b>	<b>10,416</b>	<b>(4,095)</b>	<b>39,260</b>
	<b>Directorate Reserves:-</b>			
471	Car Parking Strategy	(208)	(88)	175
31	Community Safety Reserve	-	-	31
1,331	Directorate Issues	198	(878)	651
48	Donations Reserve Account	2	-	50
-	Human Resources Reserve	25	-	25
824	Looked After Children	1,000	(788)	1,036
66	Partnership Reserve	-	-	66
76	Porthcawl Regeneration	188	(14)	250
-	Local Development Plan IT System	20	-	20
-	Property Reserve	250	-	250
-	Safe Routes to Schools	200	(29)	171
285	School Projects Reserve	168	(22)	431
-	Waste Awareness Reserve	250	-	250
26	Webcasting Reserve	-	(20)	6
1,409	Wellbeing Projects	-	(529)	880
<b>4,567</b>	<b>Total Directorate Reserves</b>	<b>2,093</b>	<b>(2,368)</b>	<b>4,292</b>
<b>2,154</b>	<b>Delegated School Balances</b>	<b>-</b>	<b>(1,288)</b>	<b>866</b>
<b>39,660</b>	<b>Total Reserves exc Equalisation Res</b>	<b>12,509</b>	<b>(7,751)</b>	<b>44,418</b>
	<b>Equalisation and Grant Reserves</b>			
-	IFRS Grants	841	-	841
152	Civic Parking Enforcement	22	-	174
12	Building Control	3	-	15
201	Election Costs	-	-	201
692	Highways Reserve	140	-	832
141	Local Development Plan	55	-	196
3,706	Maesteg PFI Equalisation	243	-	3,949
349	Special Regeneration Fund	184	-	533
<b>5,253</b>	<b>Total Equalisation Reserve</b>	<b>1,488</b>	<b>-</b>	<b>6,741</b>
<b>44,913</b>	<b>TOTAL</b>	<b>13,997</b>	<b>(7,751)</b>	<b>51,159</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 control.

**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 year end performance against the Corporate Plan and note the projected financial position for 2016-17.

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

**Randal Hemingway**  
**Head of Finance and Section 151 Officer**

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**Contact Officer: Yuan Shen, Group Manager, Corporate Performance, Partnerships and Transformation; ext. 3224;**  
**Email: [yuan.shen@bridgend.gov.uk](mailto:yuan.shen@bridgend.gov.uk).**

**BACKGROUND DOCUMENTS**

None

Part (A) – Performance Summary

Improvement Priorities	Commitments				Indicators			
	TOTAL	R	A	G	TOTAL	R	A	G
Priority One: Supporting a successful economy	17	0	1	16	42	9	9	23
		0%	5.9%	94.1%		21.4%	21.4%	57.1%
Priority Two: Helping people to be more self-reliant	13	1	5	7	34	7	4	23
		7.7%	38.5%	53.8%		21%	12%	68%
Priority Three: Smarter use of resources	16	3	4	9	28	12	1	15
		18.8%	25%	56.3%		42.9%	3.6%	53.6%
<b>Total for all Improvement Priorities</b>	<b>46</b>	<b>4</b>	<b>10</b>	<b>32</b>	<b>104</b>	<b>28</b>	<b>14</b>	<b>62</b>
		8.7%	21.7%	69.6%		26.9%	13.5%	59.6%
Other Directorate Priorities					56	2	12	42
						4%	21%	75%
<b>Total</b>					<b>160</b>	<b>30</b>	<b>26</b>	<b>104</b>
						18.8%	16.2%	65%
No target or no data available or being cancelled					23			
<b>Grand Total</b>					<b>183</b>			

**Part (B) Corporate Plan Indicators**

Commitments	Directorate	Total No	Red	Amber	Green	No Data/Target/RAG
IP1 - Supporting a successful economy	OPS	1	0	0	1	0
	EFS	8	2	3	3	0
	Communities	11	1	1	9	0
	Cross-cutting	1	0	1	0	0
IP2 - Helping people to be more self-reliant	OPS	3	0	0	3	0
	SSWB	14	2	1	3	8
	EFS	1	1	0	0	0
	Communities	1	0	0	1	0
IP3 - Smarter use of resources	OPS	5	0	0	5	0
	Finance	3	3	0	0	0
	EFS	3	0	0	3	0
	Communities	4	3	0	1	0
	Cross-cutting	2	2	0	0	0
	<b>Totals</b>	<b>57*</b>	<b>14</b>	<b>6</b>	<b>29</b>	<b>8</b>

58 indicators in total – 1 has not been reported on throughout the year.

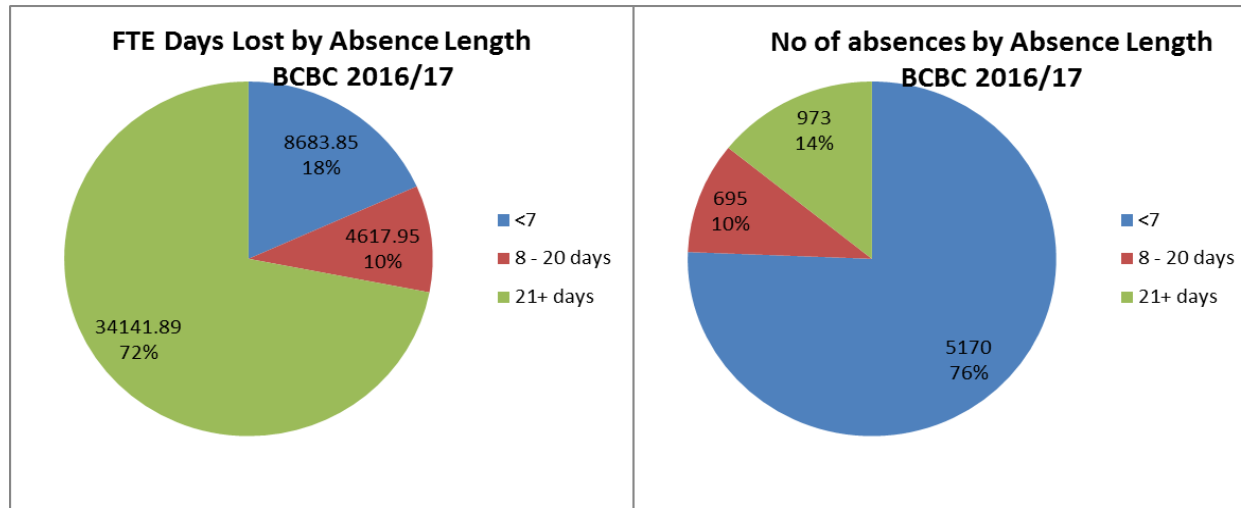
**Part (C) - National Indicators (NSIs and PAMs)**

Service	Number of indicators	Year-end cumulative -16-17			Number of indicators	Year-end cumulative -15-16		
		up	down	Same		up	down	Same
Education	11	8	2	1	11	9	0	2
Social Care (adult)	1*	0	0	0	1	1	0	0
Social Care (children)	2	1	1	0	2	0	2	0
Housing	2	1	1	0	2	0	2	0
Environment and Transport	7	4	3	0	7*	4	2	0
Planning and Regulatory Services	2	0	2	0	2	2	0	0
Leisure and Culture	2	0	2	0	2	1	1	0
Corporate Management	1	1	0	0	1	0	1	0
<b>Total (number)</b>	<b>28</b>	<b>15</b>	<b>11</b>	<b>1</b>	<b>28</b>	<b>17</b>	<b>8</b>	<b>2</b>

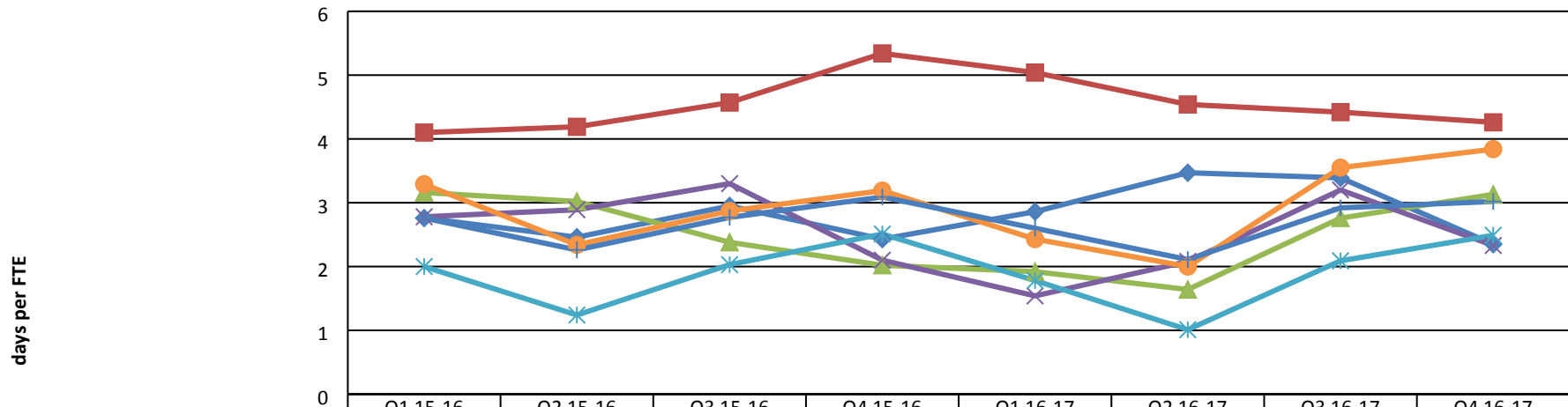
(\* no comparative data available)

**Part (D) - Sickness Absence**

CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Annual Target 16-17	Year End Cumulative Actual & RAG v Target	Trend v Year End 15-16	Wales Average 2015-16 Actual (NSI/PAM only)	Rank 15 - 16
	8.5	10.65	↑ 10.85	10.2	14
(CORPDRE5.3.13) Number of working days lost per FTE due to industrial injury	0.21	0.18	↑ 0.23	n/a	n/a
(CORPDRE 5.3.13ii) Total number of individual injury incidences	52	28	↑ 58	n/a	n/a



Trend of Directorate days lost per FTE by quarter



	Q1 15-16	Q2 15-16	Q3 15-16	Q4 15-16	Q1 16-17	Q2 16-17	Q3 16-17	Q4 16-17
◆ Communities	2.76	2.46	2.95	2.43	2.86	3.47	3.39	2.35
■ Social Services & Wellbeing	4.1	4.19	4.57	5.34	5.04	4.54	4.42	4.26
▲ Operational & Partnerships	3.16	3.02	2.38	2.02	1.92	1.64	2.76	3.13
✕ Finance	2.78	2.89	3.30	2.10	1.54	2.08	3.20	2.33
✱ Schools	2.00	1.24	2.03	2.51	1.78	1.01	2.09	2.49
● Education & FS	3.29	2.34	2.87	3.19	2.43	2.00	3.55	3.84
⊕ BCBC	2.76	2.26	2.77	3.09	2.60	2.11	2.92	3.02



**Part (E) - Budget 2016-17**

Directorate	Revised Budget 16-17 '000 (£)	Actual Outturn 16-17 '000 (£)	Actual over/( under) spend 2016-17 '000 (£)	Projected over/(under) spend Q3 16-17 '000(£)
Education and Transformation	108,238	107,653	(585)	(148)
Communities	24,871	24,517	(354)	26
Operational and Partnership Services	14,952	13,236	(1,716)	(1,989)
Chief Executives	4,268	3,467	(801)	(250)
Social Services and Wellbeing	61,383	62,560	1,177	836
<b>Total Directorate Budgets</b>	<b>213,712</b>	<b>211,433</b>	<b>(2,279)</b>	<b>(1,525)</b>

**Part (F) – Budget reductions 2016-17**

CORP6.1.1- Value of planned budget reductions achieved Total and (percentage)£000's	Annual Target 16-17	Year End Cumulative Actual & RAG v Target	Year End 15-16	2015-16 Actual (NSA/PAM only)	Wales Average 15-16	Rank 15 – 16
	7,477	5,632 (75%)	11,225	n/a	n/a	n/a

Value of planned budget reductions achieved (PI)	TARGET	Achieved	Variance
	'000 (£)	'000 (£)	'000 (£)
Education and Transformation	976	504	472
Communities	1,377	1,025	352
Operational and Partnership Services	985	985	0
Chief Executives	217	187	30
Social Services and Wellbeing	2,984	1,993	991
<b>BCBC Total</b>	<b>7,477</b>	<b>5,632</b>	<b>1,845</b>

**Part (G) - High risks 2015-16 (score 15 and above)**

<b>Risk</b>	<b>Improvement Priority</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total score</b>	<b>Risk Owner</b>
Making the cultural change necessary to deliver the MTFS	Links to all priority themes	6	4	<b>24</b>	Head of Finance
Welfare Reform	Links to all priority themes	6	3	<b>18</b>	Head of Finance
The economic climate and austerity	1 – Supporting a successful economy	4	4	<b>16</b>	Corporate Director Communities
Disposing of Waste	1 – Supporting a successful economy 3 – Smarter use of resources	4	4	<b>16</b>	Corporate Director Communities
Healthy Lifestyles	2 – Helping people to be more self-reliant	4	4	<b>16</b>	Corporate Director Social Services and Wellbeing, Corporate Director Communities and Corporate Director Operational and Partnership Services
Maintaining Infrastructure	1 – Supporting a successful economy	4	4	<b>16</b>	Corporate Director Communities
Educational Provision	Links to all priority themes	4	4	<b>16</b>	Corporate Director Education and Family Support
The impact of homelessness	2 – Helping people to be more self-reliant	5	3	<b>15</b>	Corporate Director Operational and Partnership Services
Equal pay claims	Corporate Governance	4	4	<b>16</b>	Head of Finance

### Social Services and Wellbeing Directorate Performance

The Directorate reports against 11 commitments and at quarter 4, 7 are reporting as green and 4 as amber; these are:

- Develop a multi-agency safeguarding hub to provide effective multi-agency response to safeguarding issues
- Review and consider new models of service delivery for respite and residential care to ensure a flexible support and service to people when they need it
- Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care
- Implement the planned budget reductions identified in the 2016-17 budget

Progress has been made in all of the areas above but these priorities are complex and have required more time. The timescales are under review but there are plans in place and the actions have been carried forward into 2017/18.

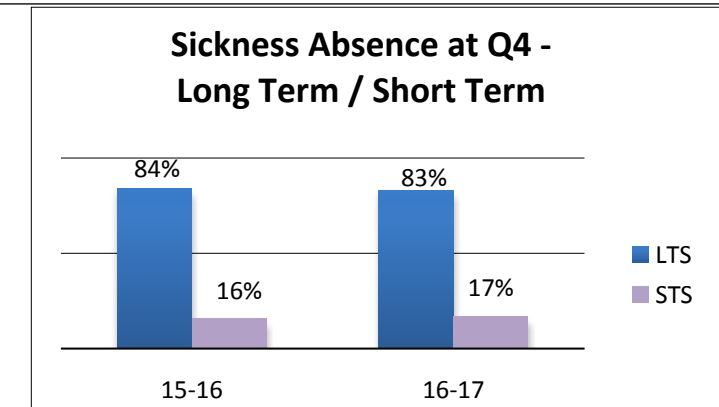
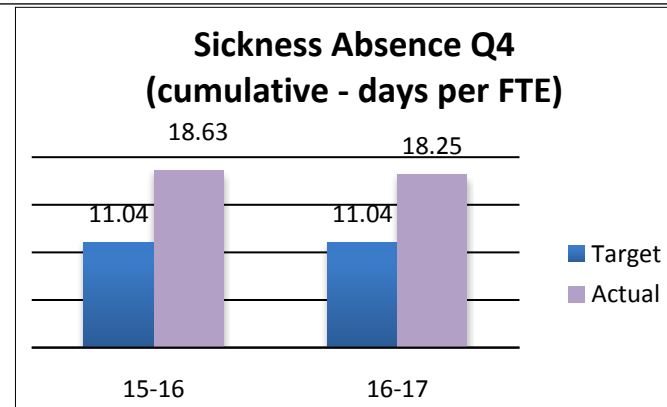
The Social Services and Wellbeing (Wales) Act included a new performance measurement framework. This has meant an almost completely new set of indicators, or different collection and definition criteria for 2016/17, with no previous years' trend data to help set targets. Also, we implemented the new Welsh Community Care Information System in 2016/17 which has meant new forms, reporting mechanisms and business processes. There are 48 performance indicators (including budget and sickness) in this report; 30 (62.5%) of which are new. Of the red and amber indicators, six are new and therefore we cannot compare 16/17 with 15/16. Whilst some PIs may look the same, the definition of the wording that sits behind the indicator is different than previously.

There are detailed explanations in the body of the report, and plans are in place in all areas.

Commitments 2016-17	RAG – current progress against commitment				All Indicators (incl. Finance and sickness PIs)		National Indicators including SS&WB Act					
	Total	Red	Amber	Green	Performance vs Target	Trend vs Year End 2015-16	Performance vs Target	Trend vs Year End 2015-16				
<b>Q3 2016-17 Directorate Commitments to delivering Corporate priorities</b>												
Priority One – Supporting a successful economy	0	0	0	0								
Priority Two – Helping people to be more self reliant	9	0	3	6								
Priority Three – Smarter use of resources	2	0	1	1								
<b>Finance</b>					<b>Human Resources</b>							
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>• The net revenue budget for the Directorate for 2016/17 was £61.383 million and the actual outturn was £62.560 million resulting in an over spend of £1.177 million.</li> </ul>					<b>Staff Number (FTE)</b> <table border="1"> <thead> <tr> <th>2015-16</th> <th>2016-17</th> </tr> </thead> <tbody> <tr> <td>884.93</td> <td>1</td> </tr> </tbody> </table>				2015-16	2016-17	884.93	1
2015-16	2016-17											
884.93	1											
<b>Capital Budget</b> <ul style="list-style-type: none"> <li>• The revised capital budget for the Directorate for 2016/17 is £298,000. The actual outturn was £297,000 resulting in an underspend of £1,000.</li> </ul>					<b>Sickness</b> <p>There is a 2.3% decrease in Days Lost per FTE from 18.63 days at the end of 2015/16 to 18.25 at the end of 2016/17. Some key points to note:</p> <ul style="list-style-type: none"> <li>• Qtr 3 16/17 reported a decrease of nearly 900 days lost compared to Qtr 3 15/16</li> <li>• Qtr 4 16/17 reported a decrease of over 1000 days lost compared to Qtr 4 15/16</li> <li>• Qtr 4 16/17 was an improvement on Qtr 3 16/17</li> <li>• Long Term sickness is still showing 79% across the year and stress is still our highest reason.</li> </ul>							
<b>Efficiency Savings</b>					<p>This improvement over the year is an indication that the robust monitoring and management actions and close working with HR is delivering positive results. We recognise that there is still work to do and we will continue to pro-actively manage sickness absence to ensure that improvement is sustained during 2017/18</p>							

Savings (£000)	2015-16 Outstanding	2016-17 YTD £000	%
<b>Savings Target</b>	<b>415</b>	<b>2,984</b>	<b>100%</b>
<b>Likely to be achieved</b>	<b>115</b>	<b>1,993</b>	<b>67%</b>
<b>Variance</b>	<b>300</b>	<b>991</b>	<b>33%</b>

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



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

Bridgend remains committed to safely reducing the number of looked after children (LAC) and the number as a proportion of the child population has actually decreased.

The Early Intervention and Safeguarding Board has been reviewing the looked after children population and the strategy of reviewing placements to ensure a more appropriate setting, e.g. less independent foster agency placements out of county and more in-house placements, is now underway.

The number of looked after children at the end of March 2017 was 390 compared to 382 at the end of March 2016, and the number of out of county placements is currently 10. Although the net looked after children population has increased, it should be noted that:

- The service has reduced high cost IFA placements.
- 88 children ceased to be LAC but during this time 97 became LAC.
- The service has implemented its permanence strategy identifying high cost placements and transferring to lower cost placements.
- When reviewing the LAC population of 390 as at the end of March 2017, the net annual equivalent LAC cost is approximately £290,000 less than the cost of the LAC population of 382 as at April 2016.

At Q4 2016/17, Adult Social Care is showing a break-even position.

The Remodelling Adult Social Care and Remodelling Children's Social Care programmes are aligned to the corporate priorities, the MTFs and the Social Services and Wellbeing (Wales) Act. All of the projects have progressed to implementation stage and therefore require specific focus and monitoring at this time.

### High Corporate Risks

Residual Risk	Improvement Priority	Likelihood	Impact	Overall
Supporting adults at risk	2	5	4	20
Supporting vulnerable children, young people and their families	2	5	4	20
Healthy Life Styles	2	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 (no longer statutory)
<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>CP:</b> Corporate Plan Indicator

## ADULT SOCIAL CARE

### Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.1.1</a>	Further develop local community coordination to enable communities to be more self-reliant	<b>Green</b>	The arrangements have been made for the Local Community Co-ordinators programme to be transferred and managed by the new Prevention and Wellbeing Service from April 2017. There will be a focus on linking to the development of community resilience and supporting a thriving third sector to promote and support wellbeing.	
<a href="#">P2.1.2</a>	Develop appropriate mechanisms to enable the Council to provide good information, advice and assistance to the public	<b>Green</b>	The implementation of the Dewis Information site continues. Website development continues as part of the council's digital transformation project. Information Brokerage tender won by Age Connect. Brokers x 2 part time roles being recruited currently. Contract start date 1st April 2017.	
<a href="#">P2.1.3</a>	Involve service users, carers and communities in developing and commissioning services	<b>Green</b>	<p>During 2016/17:</p> <ul style="list-style-type: none"> <li>in Children's Social Care, we engaged with families/carers and young people themselves to help shape the new model for overnight Short Breaks services delivered from Bakers Way; and</li> <li>in Adult Social Care, we had family representation as part of the Closer to Home tender – whose input was used as part of the evaluation criteria when selecting a provider to deliver the service.</li> </ul> <p>In response to the Social Services &amp; Wellbeing Act, we undertook a wide-reaching consultation exercise in order to collect qualitative information about people who use their social care services, which has been used to inform the development of a Population Assessment, published in April 2017.</p> <p>This population assessment will now form the foundation of a Social Services and Wellbeing Commissioning Plan, being developed in 2017/18.</p>	
<a href="#">P2.3.1</a>	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	<b>Green</b>	<p>During Q4, Bridgend Carers Centre has provided 730 pieces of information, advice and assistance to carers. Within the local authority, 277 adult carers assessments were completed and 51 young carers assessments were completed between April 2016 and March 2017.</p> <p>Partnership work with schools continues and school staff regularly contact the Young Carers Co-ordinator for updates or advice. Building upon the good work that has been started by the Carers Development Officer and the Young Carers Co-ordinator, a project has been funded to enable Action for Children to develop the work with Young Carers and schools. During Q4 a further 14 young carer ID cards were issued. The Young Carers Co-ordinator is also part of the Participation Network and the Anti Bullying Network to keep school and LA staff aware of any issues with young carers and to keep them at the forefront.</p> <p>The regional Carer Aware E learning module license will expire May 2017. The cost of renewing the license was cost prohibitive, so the training partnership will develop an e learning module. We are taking the lead on this in Bridgend and it will be rolled out throughout the ABMU area. The Young Carer aware license will run until July 2018 so has been uploaded.</p>	

## Performance Indicators

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15- 16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/ PAMs)	Comments
<b>Service User Outcomes</b>								
<a href="#">National Data Item A12 CP Priority 2</a>	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year <i>Higher preferred</i> <b>New Indicator</b>	n/a	Estimate 50-60 but establish baseline in 16-17	365	n/a	n/a	n/a	Quarterly Indicator <b>Target</b> –The estimated target was based on number of people accessing BLeaf and WoodB prior to the transfer of services to the Awen Cultural Trust. <b>Performance</b> - Data capture mechanisms have been consolidated and a cumulative total figure is now being recorded. This measure only includes people who are in receipt of a care and support plan.
<a href="#">SSWB 1 Local Priority 2</a>	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible <i>Higher preferred</i>	24	40 revised to 130	167	↑ 129	n/a	n/a	Quarterly indicator <b>Target</b> - was set before the 2015/16 end of year output was finalised. Suggest a revised target of 130 for 2016/17 based on previous year's performance. <b>Performance</b> - Work is being undertaken in the social work teams to identify these people. Performance has been better than anticipated, therefore, we will look at increasing the target for 2017-18.
<a href="#">Data Item A1 CP Priority 2</a>	The number of adults who received advice and assistance from the information, advice and assistance service during the year <i>Higher preferred</i> <b>New Indicator</b>	n/a	Estimate 4500 but establish baseline in 16-17	2108	n/a	n/a	n/a	Quarterly Indicator <b>Target</b> – Estimate 4500 but establishing baseline for 2016/17. <b>Performance</b> - This measure has been under review by Welsh Government and LA's across Wales to agree consistent interpretation and reporting. Agreement was only reached in February 2017.  The estimated end of year target of 4500 was over ambitious, however, the actual cumulative figure of 2108 at the end of 2016-17 will give us a good baseline on which to build next year.
<a href="#">PM18 Priority 2</a>	The percentage of adult protection enquiries completed within 7 days <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish baseline	95.42%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> - new indicator <b>Performance</b> – During 2016-17, 354 out of 371 enquiries were completed within 7 days. The reason that 17 were outside timescales is because we had to await further information from other professionals/agencies outside the council.
<a href="#">PM19 NSI (SCA021) Priority 2</a>	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <i>Lower preferred</i> <b>New Indicator</b>	<2.5	<2.25	0.66	n/a	n/a	n/a	Quarterly indicator – <b>Previously NSI (SCA001) Changed to SCA021</b> <b>Target</b> – improving target based on 2015/16 performance. Due to the low numbers involved, a small change in the number of DToCs can result in a more significant change in the rate. <b>Performance</b> –There has been a national change to this measure. The previous calculation looked at all DToCs for people aged 18+ whereas the new measure looks at DToCs for people aged 75+ .Therefore it is noncomparable with previous years.

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15- 16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/ PAMs)	Comments
<a href="#">PM20a</a> <a href="#">National</a> <a href="#">perform</a> <a href="#">measure</a> CP <a href="#">Priority 2</a>	The percentage of adults who completed a period of reablement and 6 months later have a reduced package of care and support <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	23.43%	n/a	n/a	n/a	Annual indicator - <b>Target</b> –new Indicator <b>Performance</b> – Please note that the reported figure is based on 2016/17 guidance, however, Welsh Government have revised the guidance for 2017/18. The figure following the new 17/18 guidance would be 65.98% so we will use this as a baseline for next year.
<a href="#">PM20b</a> CP <a href="#">Priority 2</a>	The percentage of adults who completed a period of reablement and 6 months later have no package of care and support <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	64.22%	n/a	n/a	n/a	Annual indicator - <b>Target</b> –new indicator <b>Performance</b> –The end of year figure demonstrates good performance.
<a href="#">PM21</a> CP <a href="#">Priority 2</a>	The average length of time older people (aged 65 or over) are supported in residential care homes <i>Lower preferred</i> <b>New Indicator</b>	n/a	1055 days	899	n/a	n/a	n/a	Quarterly indicator <b>Target</b> - set based on previous year's information held on DRAIG. At time of setting we were still waiting on clarification of the definition from Welsh Government.
<a href="#">PM22</a> CP <a href="#">Priority 2</a>	Average age of adults entering residential care homes. <i>Higher preferred</i> <b>New Indicator</b>	n/a	84 years	81.56 years	n/a	n/a	n/a	Quarterly indicator <b>Target</b> - set on historical information and before final definitions had been agreed by WG. Ambitious target set with the view to improving performance. <b>Performance</b> The figure includes all adults placed in residential care homes including younger adults placed from the learning disability and mental health teams, and those with physical disability. Therefore, a small number of younger adults being admitted can adversely affect performance.
<a href="#">PM23</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of adults who have received advice and assistance from the advice and assistance service and have not contacted the service again for 6 months <i>Higher preferred</i> <b>New Indicator</b>	n/a	Estimate 25% of above but establish baseline in 16-17	91.73%	n/a	n/a	n/a	Annual indicator <b>Target</b> – Estimated a target of 25% or above, however, we did not collect any similar data as the SSWB Act specifies different criteria. <b>Performance</b> –Definition was only clarified in February 2017. At the time of estimating the target the service was unclear what would be included in the calculations.  Another full year of data collection is needed before any reliable trends can be established; however, this year's figure demonstrates good performance.
<a href="#">SSWBNS12</a> CP <a href="#">Priority 2</a>	The percentage of people reporting that they felt involved in any decisions made about their care and support <i>Higher preferred</i> <b>New Indicator</b>	n/a	70%	80.2%	n/a	n/a	n/a	Annual indicator <b>Target</b> - Estimate . This information will come from the new WG annual surveys introduced under the Act. Surveys are sent to a sample of adults. <b>Performance</b> – Target exceeded.

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15- 16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/ PAMs)	Comments
<a href="#">SCA018a</a> <a href="#">(SSWB 10)</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year <i>Higher preferred</i>	93%	94%	91.86%	↓ 95.3%	91.4	11	Quarterly indicator - Previously a PAM <b>Target</b> - based on previous trends. <b>Performance</b> –End of year performance falls slightly short of target. Work to improve data capture and reporting in respect of this measure is ongoing.
<a href="#">National Data</a> <a href="#">Item A3.1</a> <a href="#">CP</a> <a href="#">Priority 2</a>	Number of assessments of need for support for carers undertaken during the year i) Of those, the number that lead to a support plan <i>Higher preferred</i> <b>New Indicator</b>	n/a	35	12	n/a	n/a	n/a	Quarterly indicator <b>Target</b> –New requirement of the SSWB Act is for carers to have support plans in their own right. <b>Performance</b> –Within the SSWB Act it allows for assessments of carers needs to be incorporated into the assessment for the cared for person. Therefore, the current low number of stand alone carers support plans suggest that, in the majority, the identified needs of the carer are responded to within the support plan for the cared for person. Early indications are that this is mirrored across Wales. A Task & Finish Group has been established to ensure consistency of practice in terms of assessment and support planning and to facilitate future reporting requirements.
<a href="#">DWB4.4.2.4</a> <a href="#">SSWB 5</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Number of service users (of independent domiciliary care) who provide feedback as part of the contract monitoring <i>Higher preferred</i>	54	54	73	↑ 60	n/a	n/a	Annual indicator <b>Target</b> –same as 2015/16 target. <b>Performance</b> – The contract monitoring team visited and spoke with 73 service users spread across all Domiciliary Care agencies in the Bridgend area.

## CHILDREN'S SOCIAL CARE

### Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.1</a>	Develop a multi-agency safeguarding hub to provide effective multi-agency response to safeguarding issues	<b>Amber</b>	Work is progressing well with regards to establishing a single point of contact for all referrals in advance of MASH "go live". The majority of agencies within scope for the MASH have already co-located within the Assessment Team. Discussions in relation to accommodation are ongoing at a senior level, primarily between BCBC and South Wales Police. The focus is on a possible location currently utilised by South Wales Police. This accommodation is at design phase and costs will need to be scoped.  All other project workstreams - ICT, Policies and Procedures and Information Sharing - are on target with milestones in readiness for "go live".	Decision with regards to accommodation will need to be made after costs are scoped and design fit for purpose.




Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.2</a>	Review and consider new models of service delivery for respite and residential care to ensure a flexible support and service to people when they need it	Amber	<p>The new model of respite care in Bakers Way has been consulted upon and agreed.</p> <p>A wider review of residential care is being co-ordinated. It is currently out for consultation and will be taken to Scrutiny.</p>	Consultation with children and young people and option report into Scrutiny.
<a href="#">P2.2.3</a>	Develop an appropriate service model for children in transition from childhood to adulthood, including children with disabilities and children leaving care	Amber	<p>For children leaving care, tenders for move on and accommodation support services have successfully been awarded to Wallich and Llamau.</p> <ul style="list-style-type: none"> <li>• Llamau are providing a Crisis Intervention Service, a mediation worker a development worker for supported lodgings, 16/17 accommodation based scheme.</li> <li>• The Wallich are providing a multi – agency and complex accommodation based scheme, a step down accommodation with support and 18/21 accommodation based scheme and tenancy move on floating support.</li> </ul> <p>The Transition Panel has been in existence for some years. Currently reviewing the operational services. A new service model has been agreed, which encompasses a "phased approach"; this model is is being implemented but progress is slow.</p>	Progressing through the Remodelling Children's Social Care Board.
<a href="#">P2.2.4</a>	Ensure appropriate services are available to children at risk from child sexual exploitation n	Green	<p>BCBC continues to work with partner agencies to ensure that children who are at risk of, or are being sexually exploited, are subject to Review CSE Strategy Meetings within a three monthly period. BCBC and South Wales Police compare CSE databases on a quarterly basis, ensuring there is consistency in warning markers linked to children at risk of CSE. We continue to share core data about children involved in CSE with Western Bay Safeguarding Children Board on a monthly basis. The Bridgend Sexual Exploitation Task Force has strategic and operational oversight of the issues and themes raised across the local authority.</p> <p>Workforce training in relation to CSE continues to expand, incorporating partner and third sector agencies.</p>	

## Performance Indicators

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI / PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
<b>Service User Outcomes</b>								
<a href="#">Data Item C1 National Data Item CP Priority 2</a>	Number of children who received advice or assistance from the Information, Advice and Assistance Service during the year <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	2042	n/a	n/a	n/a	Quarterly indicator - <b>Target</b> - This measure is currently under review by Welsh Government and LA's across Wales to agree consistent interpretation and reporting. <b>Performance</b> –No similar data were collected prior to the implementation of the Social Services and Wellbeing Act
<a href="#">PM24 Local Priority 2</a>	The percentage of assessments completed for children within statutory timescales <i>Higher preferred</i> <b>New Indicator</b>	n/a	80%	85.4%	n/a	n/a	n/a	Quarterly indicator - <b>Target</b> - set using previous performance information on initial and core assessments .
<a href="#">PM25 CP Local Priority 2</a>	The percentage of children supported to remain living within their family <i>Higher preferred</i> <b>New Indicator</b>	n/a	65%	75.6%	n/a	n/a	n/a	Quarterly indicator - <b>Target</b> –based on population figures for CIN,LAC & CP at time of target setting whilst consideration given to the ongoing work by the Early Help and Permanence Board.
<a href="#">PM26 Local Priority 2</a>	The percentage of looked after children returned home from care during the year <i>Higher preferred</i> <b>New Indicator</b>	n/a	9%	9.01%	n/a	n/a	n/a	Quarterly indicator - <b>Target</b> – An original target of 18% was set; however, Welsh Government has since updated the calculation guidance. Therefore, a revised target of 9% has been set.
<a href="#">PM30 Local Priority 2</a>	The percentage of children seen by a registered dentist within 3 months of becoming looked after <i>Higher preferred</i> <b>New Indicator</b>	n/a	Estimate 70-80% but establish baseline in 16-17	55.56%	n/a	n/a	n/a	Quarterly indicator - <b>Target</b> - This is a new indicator for 2016-17 <b>Q3 comment</b> The guidance for this measure is under review by WG. Data capture is under development.
<a href="#">PM 31 Local Priority 2</a>	The percentage of placements started during the year where the child is registered with a GP within 10 working days of the start of the placement <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	100%	n/a	n/a	n/a	Quarterly indicator - Previous SID <b>Target</b> – ambitious target set with the aim of improving performance. <b>Performance</b> – target achieved
<a href="#">SSWB 6 CP Priority 2</a>	Number of appropriate contacts to Multi Agency Safeguarding Hub <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	0	n/a	n/a	n/a	Quarterly indicator - <b>Target</b> – this is a new service <b>Performance</b> - Reporting will commence once MASH implemented
<a href="#">PM29a Local Priority 2</a>	Percentage of children achieving the core subject indicator (children known to Social Services – Child Protection/Children In Need/ Looked After Children ) at Key Stage 2 <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	55.32%	n/a	n/a	n/a	Annual indicator - <b>Target</b> –although we hold some historical data on qualifications for LAC it is not comparable as per the new guidance (which covers CP, CIN & LAC). <b>Performance</b> – This figure is provided by Welsh Government following submission of the Looked After Children Census and the Children receiving Care and Support Census.
<a href="#">PM29b Local Priority 2</a>	Percentage of children achieving the core subject indicator (children known to SS – CP/CIN/LAC a) At Key Stage 4 <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	17.91%	n/a	n/a	n/a	Annual indicator - <b>Target</b> –although we hold some historical data on qualifications for LAC it is not comparable as per the new guidance (which covers CP, CIN & LAC). <b>Performance</b> – This figure is provided by Welsh Government following submission of the Looked After Children Census and the Children receiving Care and Support Census.
<a href="#">PM32 NSI (SCC002)</a>	The percentage of looked after children who have experienced one or more changes of school during	<14%	<14%	15.74%	14.8%	11.9%	15	Annual indicator - Previous NSI (SCC002) <b>Target</b> - maintained previous year's target of 14% based on



PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI / PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
<a href="#">Priority 2</a>	a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March <i>Lower preferred</i>							current and past performance, knowledge of the current LAC population and the ongoing work of the Early Intervention & Safeguarding Board. This measure links to placement changes ( see PM33 below) but also includes school changes for other reasons e.g. parental choice (if PWP), school transport, behaviour etc.
<a href="#">PM33 (SCC004)</a> <a href="#">National Performance Measure NSI/PAM CP Priority 2</a>	The percentage of looked after children on 31st March who have had three or more placements during the year <i>Lower preferred</i>	12%	12%	13.08%	 13.7%	sswb9.8%	21	Quarterly indicator - Previous NSI (SCC004) <b>Target-</b> Maintained previous year's target of 12% based on current and past performance and knowledge of the current LAC population (e.g. we have a large proportion of difficult to place teenagers who are often placed in emergency situations). Consideration has also been given to the ongoing work by the Early Intervention & Safeguarding Board to return children/YP to in-house providers and improve permanence which may result in increased placement moves. The national guidance has been amended slightly for 2016-17. We will be able to exclude moves into adoption placements so this might counteract any significant increase caused by the aforementioned. <b>Performance</b> - This is a complex area and there are many reasons why a child has three or more placements. Of the 390 children looked after on 31st March, 57 had 3 or more placements in the previous 12 months. There were 9 babies, 5 of whom were moved as part of their care planning i.e. babies being born in hospital and this being classed as their first placement, then often moving to a mother and baby placement for assessment, and then onto either a foster placement, with a move on plan for adoption, or home with parents or to relatives who have been approved as foster carers or special guardian for that child. There are 23 children aged over 13 years. These are a group of complex teenagers who are being tracked and monitored through Accommodation and Permanence Panel and Out of Authority Panel. Many placement moves are due to high levels of challenging behaviour within the placement meaning notice has been given/they cannot be returned after a serious incident. Scarcity of placements to which a child can be matched means an emergency or non-matched placement being identified. Some placements are overnight whilst waiting for planned provision to become available. Some changes are also planned respite to maintain the primary provision.
<a href="#">SSWB 7 Local Priority 2</a>	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 17 <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	100%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> –target set on the expectation that all 17 year olds should have a transition plan in place if required. <b>Performance</b> - target achieved

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI / PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
<a href="#">PM34a</a> <a href="#">National</a> <a href="#">Performance</a> <a href="#">Measure</a> <a href="#">Priority 2</a>	The percentage of all care leavers who are in education, training or employment at a) 12 months after leaving care <i>Higher preferred</i> <b>New Indicator</b>	n/a	70%	45.2%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> – This is an estimate. <b>Performance</b> . During the year, 14 out of 31 young people were in education, training or employment during the 12th month after leaving care. The main reasons for being NEET are: 4 are young parents; 1 is a young carer; 2 are unable to work; 2 are job seeking and the remaining 8 are unwilling to engage. The Just@sk 16+ Team continue to work closely with young people and partner services/agencies to actively engage young people in appropriate learning opportunities. Despite this, some individuals will exercise their rights as young adults and choose not to engage. Other young adults may have illnesses or disabilities which render them unfit for work.
<a href="#">PM34b</a> <a href="#">National</a> <a href="#">Performance</a> <a href="#">Measure</a> <a href="#">Priority 2</a>	The percentage of all care leavers who are in education, training or employment at b) 24 months after leaving care <i>Higher preferred</i> <b>New Indicator</b>	n/a	70%	50%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> –. Target is an estimate. <b>Performance</b> - During the year, 23 out of 46 young people were in education, training or employment during the 24th month after leaving care. The main reasons for being NEET are: 2 are young parents; 3 are unable to work; 3 are seeking employment and the remaining 15 are unwilling to engage. The 16+ Team continue to work closely with young people and partner services/agencies to actively engage young people in appropriate learning opportunities. Despite this, some individuals will exercise their rights as young adults and choose not to engage. Other young adults may have illnesses or disabilities which render them unfit for work.
<a href="#">PM35</a> <a href="#">National</a> <a href="#">Performance</a> <a href="#">Measure</a> <a href="#">Priority 2</a>	The percentage of care leavers who have experienced homelessness during the year <i>Lower preferred</i> <b>New Indicator</b>	n/a	Establish Baseline	7.6%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> – establish baseline <b>Performance</b> - This figure equates to 10 out of 131 care leavers at 31/03/17 who experienced homelessness in the previous 12 months.
<a href="#">SSWB 8</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of children and young people subject to the CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework) <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	100%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> – target set on the expectation that all children & YP subject to CSE should have an up to date SERAF <b>Performance</b> - target achieved.
<a href="#">SSWB 9</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of cases subject to an initial CSE strategy meeting where the plan was reviewed within three months. <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	78.3%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> – target set on the expectation that all initial CSE meetings should be reviewed within 3 months. <b>Performance</b> - Performance during Q4 was 100%, however, lower performance in previous months has affected the end of year cumulative figure. Corrective action has been taken to ensure all meetings are booked within timescales, and key agencies have been asked to identify deputy officers to ensure these meetings go ahead as per agreed timescales.
<a href="#">PM27</a> <a href="#">National</a>	The percentage of the re-registrations of the children on the Child Protection Register	n/a	6.5%	1.6%	n/a	n/a	n/a	Quarterly indicator <b>Target</b> –The target has been set using historical data held on the

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI / PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
<a href="#">performance measure Priority 2</a>	<i>Lower preferred</i> <b>New Indicator</b>							Social Care database. <b>Performance</b> – target exceeded.
<a href="#">PM28 National performance measure Priority 2</a>	The average length of time on the Child Protection Register <i>Lower preferred</i> <b>New Indicator</b>	n/a	265 days	270 days	n/a	n/a	n/a	Quarterly indicator <b>Target</b> - The target has been set using historical data held on the Social Care Database. <b>Performance</b> –This figure is improving and we continue to take a co-ordinated approach between the Independent Reviewing Officers and Safeguarding service to analyse the level of risk and appropriate registration of children who have been on the child protection register for longer than 12 months.  This work will be incorporated into a newly developed service wide Quality Assurance programme of work being developed in early 2017.

## CORPORATE DIRECTOR

### Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">p2.4.2</a>	Enable community groups and the third sector to have more voice and control over community assets	<b>Green</b>	Community Asset Transfer workstream continues to be progressed by Communities Directorate. A new approach to supporting voluntary community centre management arrangements is being developed with Property colleagues. The Healthy Living Partnership with GLL/Halo continues to exceed participation targets and quality assurance with group usage and equalities data presenting positively. A similar approach will be taken with Awen Cultural Trust during 2017/18. The usage of assets and services has been reviewed linked to the Strategic Equalities Plan.	

### Improvement Priority Three – Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2016-17 budget	Amber	Re-modelling Programme Boards have been established across both Adult Social Care and Children's Services and the change programmes report into the relevant Board. There are a range of projects that oversee the change programmes and ensure that actions are kept on track and meet the MTFs requirements.	Adult Social Care is progressing well, Children's Services change agenda is not as well established but plan is in place.
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	Green	The Director has established appropriate processes and systems for managing performance. Quarterly 'extended managers meetings' are held with a range of front line managers and regular communication with front line staff is in place. Heads of Service hold regular support and development sessions with their teams. There is also a comprehensive staff training and development programme for the workforce.	

## Performance Indicators

### Value for money

PI Ref No	PI Description	Annual target 16-17 £'000	Performance as Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DWB6.1.1iii</a> <a href="#">SSWB 12</a> <a href="#">Priority 3</a>	Value of planned budget reductions achieved	2,984	991	33%	0	0	1,993	67%	Quarterly indicator

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Annual 15-16 target	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/ PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
<b>Value for money</b>								
<a href="#">SSWB 17</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Increase the number of apprenticeships in the directorate <i>Higher preferred</i>	n/a	4	4	n/a	n/a	n/a	Annual indicator <b>Performance</b> - Target met.
<b>Service user outcomes</b>								
<a href="#">SSWB 2</a> <a href="#">DWB4.2.3.3</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of domiciliary care contracts reviewed <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	100%	n/a	n/a	n/a	Annual indicator <b>Target</b> – target set on the expectation that all domiciliary care contracts are reviewed. <b>Performance</b> – Target met.
<a href="#">DWB4.1.4.1</a> <a href="#">SSWB 4</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of adult social care third sector contracts reviewed <i>Higher preferred</i>	100%	100%	100%	↑ 100%	n/a	n/a	Annual indicator <b>Target</b> – target set to maintain full compliance. <b>Performance</b> - target met.

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual 15-16 target	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/ PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
<a href="#">SSWB 3</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of our providers receiving a quality payment <i>Higher preferred</i>	95%	90%	100%	↑ 100%	n/a	n/a	Quarterly indicator <b>Target</b> – maintained 2015/16 target. <b>Performance</b> – Target met.
<a href="#">LCS002b</a> <a href="#">NSI</a> <a href="#">Priority 2</a>	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 <i>Higher preferred</i> <b>Former NSI Indicator</b>	9450	9450	9600	↓ 9634	8409	6	Quarterly indicator <b>Target</b> – set before final outturn for 2015/16 finalised. <b>Performance</b> - Policies such as community asset transfer and school modernisation may influence performance relating to this indicator in the future without detracting from overall activity levels.
<a href="#">LCL001(b)</a> <a href="#">NSI</a> <a href="#">Other</a>	Number of visits to public libraries during the year, per 1,000 population <i>Higher preferred</i>	4500	4400	4275	↓ 4351	5,374	15	Annual indicator <b>Target</b> – set by Awen <b>Performance</b> –Final library data has yet to be provided as access to some digital services is now collated via the Awen server and will be added. This will be qualified with Welsh Government. This indicator is also impacted by population increases.
<a href="#">DWB5.2.1.1</a> <a href="#">SSWB 11</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Schools engaged in the national sports programme - primary <i>Higher preferred</i>	95%	95%	98%	↑ 95%	n/a	n/a	Annual indicator <b>Target</b> – Target set with the objective of achieving ‘top’ performance. <b>Performance</b> –At end of year, 98% of primary schools have participated in the national schools sports programme (confirmed by Sport Wales figures), whilst 94% are engaged in formal partnership working with us to take forward broader wellbeing programmes (3 primary schools not engaged). A new partnership agreement has been developed. There are 1 platinum, 8 gold, 11 silver, 2 bronze and 15 entry level partner schools. Funding pressures and academic attainment pressures are identified factors.
<a href="#">DWB5.2.1.2</a> <a href="#">SSWB 11</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Schools engaged in the national sports programme - secondary <i>Higher preferred</i>	100%	100%	100%	↑ 100%	n/a	n/a	Annual indicator <b>Target</b> – Maintain previous year’s performance. <b>Performance</b> – 100% of secondary and special education schools are engaged, including 3 gold and 9 silver schools. A wellbeing network has also been established to share insight and learning.
<a href="#">SSWBNS7</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The number of people reporting that they have received the right information and advice when they needed it <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish baseline	80.8%	n/a	n/a	n/a	Annual indicator <b>Target</b> - no historical data. Target is an estimate set to ensure high expectations across the service. <b>Performance</b> –Local authorities are required to collect qualitative information about people who use their social care services via an annual national survey implemented in 2016/17. This measure is based on the survey responses from 325 adults and 67 children (aged 7-17). The survey results are being analysed to ensure that all feedback and comments are being used by the service areas to provide high quality information and advice, identify any specific areas for improvement, and address any gaps.
<a href="#">SSWBNS13</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The number of people who are satisfied with the care and support they received <i>Higher preferred</i> <b>New Indicator</b>	n/a	Establish baseline in 16-17	86.6%	n/a	n/a	n/a	Annual indicator <b>Target</b> - Target is an estimate. <b>Performance</b> -. This measure is based on the survey responses from 406 adults and 71 children (aged 7-17). N.B. whilst this measure asks for 'the number of people who are satisfied with the

PI Ref No, PI Type, (former NSI/ PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual 15-16 target	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/ PAMs)	BCBC Rank 15-16 (former NSI / PAMs)	Comments
								care & support they received', the question in the survey asks 'I am happy with the care and support I have had'.
<b>Organisational Capacity</b>								
<a href="#">CHR002iii PAM SSWB 13 Priority 3</a>	Number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	11.04	11.04	18.25	18.63 ↑	10.2	14	Quarterly indicator
<a href="#">DWB5.6.8.5 SSWB 14 Local Priority 3</a>	Number of working days per full time equivalent lost due to industrial injury <i>Lower preferred</i>	0.13	0.039	0.2021	0.0428 ↓	n/a	n/a	Quarterly indicator <b>Performance</b> - The actual number of absences relate to industrial injury of 7 people this is below the target of 13 people. However, most of these people are on longer term sick which increases the FTE.
<a href="#">SSWB 15 Local Priority 3</a>	Number of individual injury incidences <i>Lower preferred</i>	13	13	7	13 ↑	n/a	n/a	Annual indicator
<a href="#">DWB5.6.8.3 SSWB 16 Local Priority 3</a>	Percentage of targeted staff who have attended manual handling training <i>Higher preferred</i>	85%	90%	85.92%	86.7% ↓	n/a	n/a	Quarterly indicator <b>Target</b> - Target set with the objective of driving relative improvement against previous performance. <b>Performance</b> – The Social Services and Wellbeing Directorate co-ordinates manual handling training and competent advice on an authority wide basis via a contracted third-party provider. Performance has improved during Q4, however, the cumulative year end figure remains slightly below target.  The training attendance rate of staff across the council is generally high and staff from ABMU have also attended courses. There has been a focus during Qtr 4 on single-carer handling training and, although the attendance rate was 95%, these courses are limited to 6 persons per course.  All non-attendance without apologies is reported to line managers on a course by course basis. Attendance data is also reported to the Corporate Health and Safety Steering Group on a quarterly basis.

### Additional Financial Information – Main Revenue Budget Variances

The Directorate's net budget for 2016-17 was £61.383 million and the actual outturn was £62.560 million, following draw down of £1.806 million from earmarked reserves, resulting in an over spend of £1.177 million. The most significant variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget £'000	Outturn £'000	Variance Over/(under) budget £'000	% Variance
Older People Residential Care	8,084	8,320	236	2.9%
Older People Home Care	8,640	7,936	(704)	-8.1%
Assessment & Care Mgt Older People and Physical Disability	3,475	2,890	(585)	-16.8%
Learning Disabilities Residential Care	1,458	1,753	295	20.2%



Learning Disabilities Home Care	5,516	6,177	661	12.0%
Learning Disabilities Day Opportunities	3,099	2,896	(203)	-6.6%
Mental Health Home Care	412	626	214	51.9%
Looked After Children	10,546	11,521	975	9.2%

#### Older People Residential Care

- The over spend has arisen mainly as a result of a reduction in income in respect of nursing care of £230,000 compared to 2015-16. This is mainly due to lower income received on nursing provision in our establishments following a more prudent approach to the recovery of income secured against property, based on historical patterns, which has resulted in less income being accounted for in the 2016-17 financial year.

#### Older People Home Care

- There is an under spend of £704,000 to meet the MTFs target in line with the Council's strategy to focus local authority homecare on specialist and complex care only.

#### Assessment and Care Management

- There is an under spend of £301,000 on assessment and care management for older people, and £284,000 on assessment and care management for people with physical disabilities. The under spend has been generated through good vacancy management but also through identification of additional external funding to offset the costs of core service activities.

#### Learning Disabilities Residential Care

- There has been an over spend of £295,000 as a result of the transition of 'complex needs' children into adult services. This over spend is after draw down of £245,000 from earmarked reserves.
- Going forward, analysis will be carried out to understand the future demands on the service. Those that have transferred have been assessed to determine the most appropriate form of placement to meet their needs, which are generally at a lower cost.

#### Learning Disabilities Home Care

- There is an over spend of £661,000 arising from an increase in the number of hours within existing care packages, to meet more complex needs, together with an increase in the number of supported living schemes by one. Income received from charges to other Local Authorities is also less than budgeted.

#### Learning Disabilities Day Opportunities

- There is an under spend of £203,000 arising from staff vacancies. Most have now been filled with those remaining used to meet budget reductions in 2017-18.

#### Adult Mental Health Home Care Services

- There is an over spend of £214,000 on home care as a result of increased need for domiciliary care in this service area, coupled with an increase of two additional service users within the supported living scheme.

#### Looked After Children (LAC)

- There is an over spend of £975,000 on LAC, after a draw down of £440,000 from earmarked reserves. This is mainly as a result of the delay in implementing a new model for residential services (£400,000 MTFs saving from 2015-16 and 2016-17 to be realised) which has taken some time to establish due to the need for significant research, consultation and options appraisals, and the slower than anticipated safe reduction of looked after children (£357,000 in 2016-17). Project plans for both of these areas are now in place and the required work has gathered momentum, with significant capital work due to take place in 2017-18. There is a plan to place more children into in-house foster placements from high cost independent placements.
- Whilst the number of looked after children across Wales and within Bridgend has continued to rise over recent years, the number as a proportion of the child population has actually decreased. The Early Intervention and Safeguarding Board has been reviewing the type of placements in which our more vulnerable children are placed, and through placement in more appropriate settings, has achieved an overall financial saving. The focus has been, and will continue to be, on reducing the number of out of county placements, and bringing children back into the county borough, with links to family, where it is appropriate and safe to do so. The number of LAC at the end of March 2017 was 390 compared to 382 at the end of March 2016. Although the net LAC population has increased, it should be noted that:
  - The service has reduced high cost Independent Fostering Agency (IFA) placements by 7 which can reduce the annual cost by approximately £330,000.
  - 88 children ceased to be LAC but during this time 97 became LAC.
  - The service has implemented its permanence strategy identifying high cost placements and transferring to lower cost placements.
  - When reviewing the LAC population of 390 as at the end of March 2017, the net annual equivalent LAC cost is approximately £290,000 less than the cost of the LAC population of 382 as at April 2016.

- In addition, there are a number of “When I am Ready” clients (where a care leaver continues to live with their foster carer after they turn 18) that are still in a placement, which the Council funds, but do not count as LAC. For 2017-18 this has been recognised as a new budget pressure following the implementation of the Social Services and Well-being (Wales) Act 2014 and funded accordingly.

The budget is closely monitored and a recovery plan is in place to work toward reducing the current over spend and ensure that the budget for 2017-18 is effectively managed.

#### Other Child and Family Services

- The service is not projecting a significant variance, and therefore this service is not reported in the table above. However, it must be noted that this is following the draw down of £308,000 from earmarked reserves to offset the over spend on the joint adoption service. The over spend relates mainly to the contribution to the Western Bay pooled fund. Each authority’s contribution is based on the number of placements by each authority as a percentage of total Western Bay placements, and currently Bridgend’s proportion of placements is 34% of the total compared to 24% anticipated when the budget was set. This recognises the proactive approach to trying to reduce the number of looked after children, by providing more permanent solutions. This shortfall has been addressed for 2017-18 through a budget pressure in the MTFS.

### Additional Financial Information – Budget Reduction Monitoring Variances 2015-16

Budget Reduction Proposal	Original 2015-16 £000	Amount of saving achieved 2016-17 £000	Mitigating Actions to prevent further budget overspend in 2017-18, including alternative budget reduction proposal
Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	215	115	Outstanding recurrent saving to be implemented in 2018-19. 2017-18 budget to be managed through vacancy management
Remodelling of Childrens Respite and Residential Care	200	0	Use of external grant to support core budget

### Additional Financial Information – Budget Reduction Monitoring Variances 2016-17

Budget Reduction Proposal	Original 2016-17 £000	Amount of saving achieved £000	Comments
Develop a Delivery Model for the Bridgend Resource Centre	108	8	Budget reduction of £100k to be found elsewhere within Social Services. Options being considered.
Transfer Family Care Service to the Community Hubs	210	52	The shortfall was met from underspends across the service in 2016-17. Full year saving should be achieved in 2017-18
Reduction in Safeguarding LAC numbers and related reduction in costs	357	0	The early intervention and safeguarding board are working to reduce the number of looked after children and related costs.
Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	76	50	The shortfall was offset from underspends across the service in 2016-17.
Changes in Workforce	100	50	The shortfall was offset from underspends across the service in 2016-17.
Remodelling of Children's Respite and Residential Care	200	0	Ongoing review of remodelling options being considered and implemented.
Introduce charges for supplementary holiday support in Learning Disabilities	100	0	Service are looking at alternative proposals and realignments of budgets.

### Additional Financial Information – Capital Monitoring Variances

Main Scheme	Revised P12 Budget 2016/17 £'000	Total Expenditure to P12 2016/17 £'000	Over/ (Under) budget £'000	Slippage Requested £'000	Comments
Sports Facilities	74	73	- 1		

### Additional Sickness Information

Unit	FTE 31.03.2017	QTR4 2015/16			QTR4 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Adult Social Care	624.56	3690.76	331	5.62	2833.70	305	4.54	19.43	20.27	11.04
Children's Social Care	158.42	793.14	78	4.97	604.49	48	3.82	18.09	16.69	
Prevention and Wellbeing	17.51	2.00	2	0.11	1.69	1	0.11	0.15	0.34	
Business Support	59.00	241.50	14	4.71	217.65	18	3.69	11.04	10.53	
<b>WELLBEING TOTAL</b>	<b>884.93</b>	<b>4727.40</b>	<b>425</b>	<b>5.34</b>	<b>3657.53</b>	<b>372</b>	<b>4.26</b>	<b>18.25</b>	<b>18.63</b>	

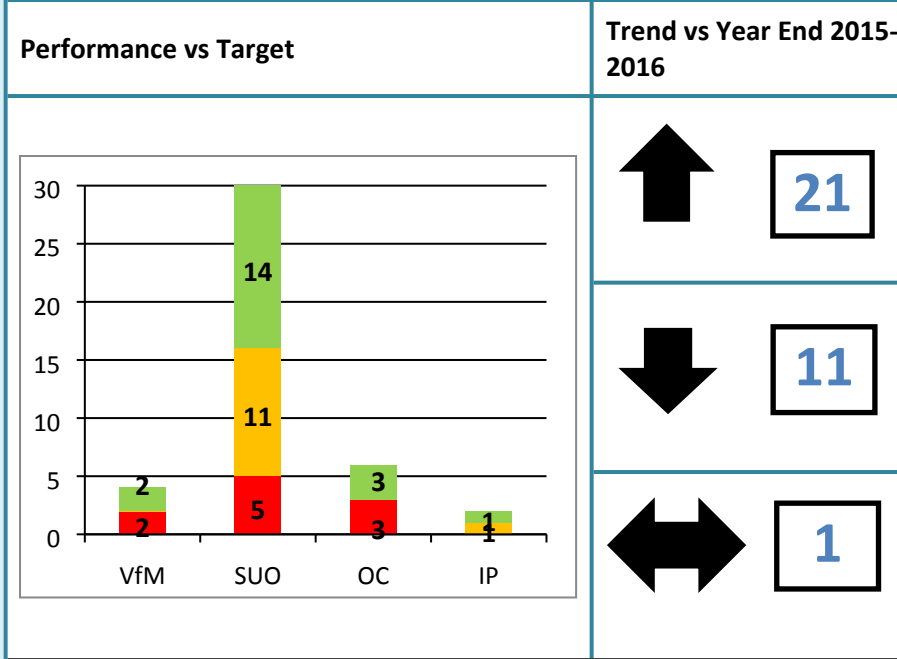
	Number of FTE days lost by absence reason - Q4	
	Social Services Wellbeing	
Absence Reason	Number of FTE days lost	% of total days lost
Cancer	65.00	1.78%
Chest & Respiratory	244.26	6.68%
Eye/Ear/Throat/Nose/Mouth/Dental	90.15	2.46%
Genitourinary / Gynaecological / Pregnancy	2.19	0.06%
Heart / Blood Pressure / Circulation	106.82	2.92%
Infections	428.30	11.71%
Injury	46.90	1.28%
MSD including Back & Neck	615.77	16.84%
Neurological	37.10	1.01%
Other / Medical Certificate	5.41	0.15%
Pregnancy related	15.18	0.42%
Return to Work Form Not Received	82.32	2.25%
Stomach / Liver / Kidney / Digestion	349.00	9.54%
Stress / Anxiety / Depression / Mental Health	1018.61	27.85%
Tests / Treatment / Operation	550.51	15.05%
<b>TOTALS</b>	<b>3657.53</b>	

## Education and Family Support Directorate Performance

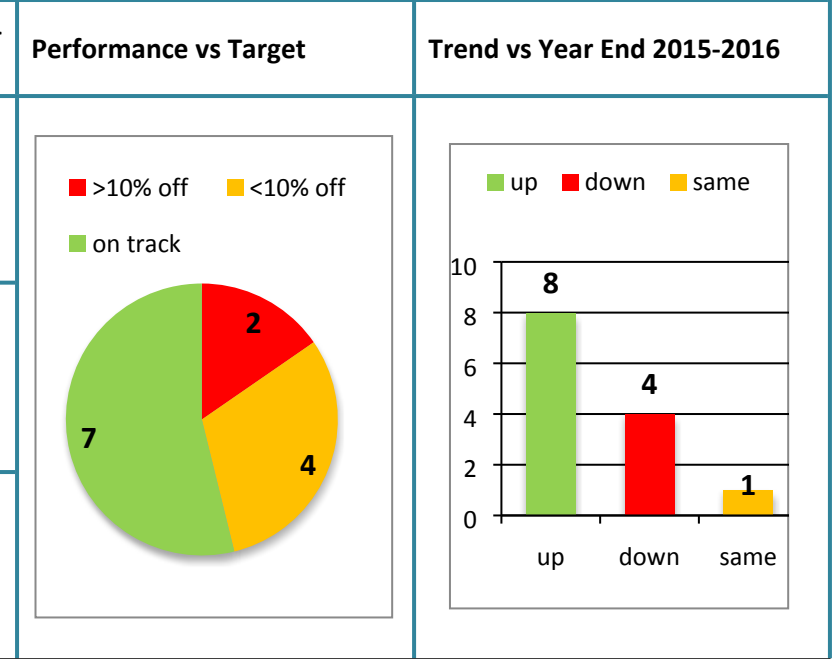
The Directorate reports against 13 commitments and at quarter four, nine are reporting as green and two are amber and two are red. Of the 42 indicators included in this report, 20 are reporting as green, 12 are at amber and 10 are showing as red. There are detailed explanations in the body of the report, and plans are in place in all areas.

Commitments 2016-2017	RAG – current progress against commitment			
Year end 2016-2017 Directorate Commitments to delivering Corporate priorities	Total	Red	Amber	Green
Priority One – Supporting a successful economy	7	0	1	6
Priority Two – Helping people to be more self reliant	2	0	1	1
Priority Three – Smarter use of resources (2 cancelled)	4	2	0	2

### All Indicators (incl. Finance and sickness performance indicators (PIs))



### National Indicators



### Finance

#### Revenue Budget

- The net revenue budget for the Directorate for 2016-2017 is **£108.238m**
- The current year and the actual outturn was £107,653, resulting in an under spend of £585k.

#### Capital Budget

- The total capital expenditure to year end for the Directorate for 2016-2017 is £ 4.791m with slippage requested of £4k.

#### Efficiency Savings

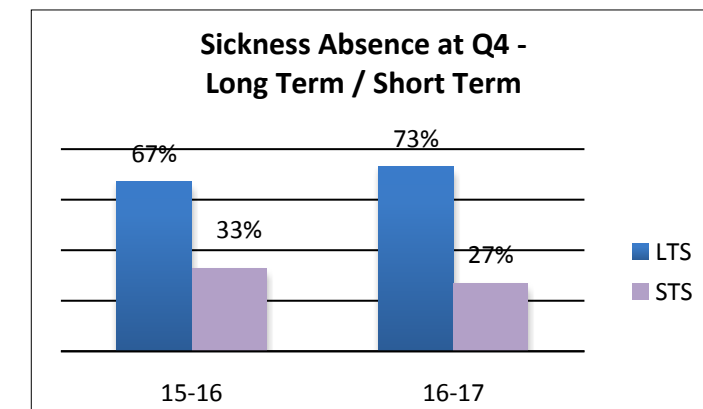
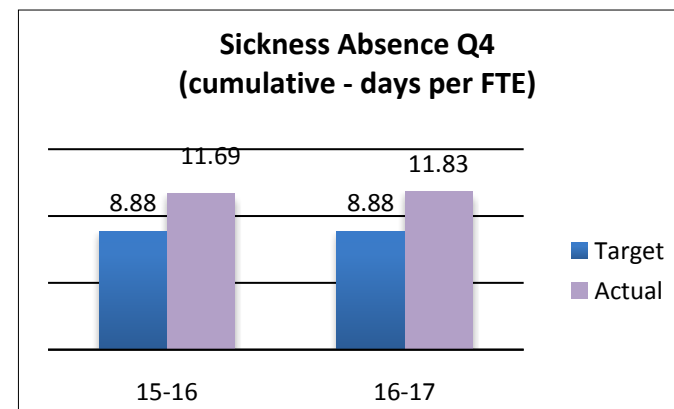
Savings (£000)	2015-2016 Outstanding	2016-2017 year end	%
Savings Target		976	
Achieved		504	52%
Variance	<b>337</b>	472	48%

### Human Resources

#### Staff Number (FTE)

2015-2016	2016-2017
527.57	536.86

#### Sickness



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

## High Corporate Risks

Residual Risk	Improvement Priority	Likelihood	Impact	Overall
Supporting vulnerable children, young people and their families	2, 3	5	4	20
Educational provision	1,2 and 3	4	4	16
Educational attainment	1,2	3	4	12
School modernisation	1,2 and 3	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 (no longer statutory)
<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>CP:</b> Corporate Plan Indicator

## EDUCATION AND FAMILY SUPPORT SERVICES

### Improvement Priority One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.2</a>	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses	<b>AMBER</b>	<p>There is corporate momentum to provide apprenticeships through the school modernisation programme.</p> <p>A future commitment to 'design and build' type contracts for Band B of the school modernisation programme may have an impact on the opportunity/ability of the Built Environment service to offer apprenticeships directly in future.</p> <p>Contractors are meeting their obligations in respect of apprentices for Band A of the 21<sup>st</sup> Century Schools Programme.</p>	<p>The apprenticeship element of 21<sup>st</sup> century schools is fully compliant. We have been in discussions with Welsh Government with respect to launching a Junior Apprenticeship programme in Bridgend.</p> <p>The programme will offer the following pathways:</p> <ul style="list-style-type: none"> <li>• Landscape Construction / Garden Design</li> <li>• Hair and Beauty</li> <li>• Public Services</li> <li>• Creative Arts</li> <li>• Hospitality / Leisure</li> </ul> <p>The apprenticeships levy within the Welsh Government and European capital funding structure for apprenticeships and trainees has caused some confusion this year, particularly with regards to construction apprenticeships. This has been acknowledged during liaison with Welsh Government and more clarity is now expected in the course of 2017-2018.</p>
<a href="#">P1.1.5</a>	Work with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups	<b>GREEN</b>	<p>Our Narrowing the Gap and Vulnerable Groups strategies are in place and embedded in operational practice.</p> <p>There has been significant improvement in the narrowing of the gap in educational attainments between key stage 4 pupils entitled to free school meals (eFSM) and those who are not (nFSM) (measured by Level 2 Inclusive Threshold) between vulnerable groups over the last few years. However, in the 2015-2016 Academic Year there was a dip in our performance and it was slightly worse than the Wales average.</p>	<p>The performance indicator to reduce the gap between the performance of eFSM and nFSM pupils is 30.1% for the 2016-2017 Academic Year (2017-2018 Financial Year).</p> <p>The Central South Consortium collects performance data at pupil level for all schools in relation to the statutory Level 2 Inclusive Threshold. The most recent data drop in April 2017 indicates that the difference in performance between eFSM and nFSM pupils in the Level 2 Inclusive Threshold is currently at a difference of 25.16%, which meets the performance indicator.</p>

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<a href="#">P1.1.6</a>	Continue to work with schools develop a range of options for young people who are more able and talented than their peers	<b>GREEN</b>	<p>The work around More Able and Talented (MAT) is now complete and become part of our on-going operational practice. The national definition has been adopted and pathways are in place across schools to support those identified as MAT.</p> <p>We have set aspirational target for GCSE and although we are below our target we are performing better than the Wales average.</p> <p>For A level there is still some progress needed as the actual has dropped from 2015-2016. There are, however, strategies in place including the use of ALPs data and through the Seren network to ensure those identified as MAT are fully supported to achieve their potential.</p>	<p>Target for A*- A at GCSE for the 2016-2017 Academic Year is 20%.</p> <p>The ALPs data will continue to be critically examined with schools each September/October. An active Seren programme is being planned for the 2017-2018 Academic Year. There is an issue with the increasing number of unconditional offers from a range of universities, which reduces the pressure on the brightest students to achieve the top grades. Schools and the local authority will work together to analyse the UCAS (Universities and Colleges Admissions Service) Gold package data and see how this impacts on student destinations.</p>
<a href="#">P1.1.7</a>	Co-ordinate and implement the Youth Engagement and Progression Framework (YEPF) to reduce the number of young people not in education, employment or training (NEET)	<b>GREEN</b>	<p>This is now part of our core strategy and there has been good implementation of the Youth Guarantee. There has been a four-year decrease, year-on-year in those young people who leave education without ongoing education, employment or training in Bridgend. This demonstrates the success of the approach that the local authority has taken.</p> <p>In Q4, the Careers Wales Destination Survey data was published. Bridgend's performance improved significantly from 3.2% to 1.5%. This result is better than the all-Wales performance, which reduced from 2.8% to 2%. As a consequence, our national ranking has significantly improved to being the 6<sup>th</sup> best performing local authority in Wales from a position of 17<sup>th</sup> for the previous Academic Year.</p>	<p>The LA and schools will continue to work closely around the VAP (Vulnerability Assessment Profile) and the identification of vulnerable learners and ensure that lead worker and summer support programmes are in place to support successful transition. The progression routes and transition support for looked after children (LAC) and learners with additional learning needs (ALN) are under review. The routes to apprenticeships are being strengthened. Additional ESF explain ESF funded support from Careers Wales is now available at key stage 4.</p>
<a href="#">P1.1.8</a>	Work to ensure that children and young people who reach age 16 are in further education, training or employment until at least age 24 in line with the Youth Guarantee	<b>GREEN</b>	<p>The Youth Guarantee is now fully embedded into our local strategy and operational practice as per national government's agenda.</p>	<p>Efforts will continue aimed at improving the quality of impartial careers advice and guidance so that young people make good decisions and thereby sustain places in education, training or employment to age 24. ESF-funded lead workers in the FE (further education) college will support and help retain vulnerable learners aged 16-24. The Youth Guarantee offer will continue to be improved in the light of the post-16 review across BCBC.</p>
<a href="#">P1.1.9</a>	Work with all 'Pathways to Success' schools to maximise opportunities for learners to develop and improve	<b>GREEN</b>	<p>There has been significant progress at Bridgend's only Pathway to Success School (ie Coleg Cymunedol Y Dderwen). The most recent GCSE and A level results for the school have identified positive improvement on the previous years and are the best results ever for the school.</p> <p>Welsh Government has recently announced that School's Challenge Cymru, the framework within which 'Pathways to Success' schools exist, will not progress beyond 2016-2017.</p>	<p>The school was monitored by Estyn in March 2017. Estyn recognised strong progress in two recommendations and satisfactory progress in four recommendations. Estyn recommends that the school should sustain the level of progress being made and continues to address the recommendations where further progress is required. Estyn will undertake their summer term monitoring visit on 20 – 22 June 2017. Although the 'Pathways to Success' project funding has ceased, the school has received a portion of additional funds to maintain a level of targeted support.</p>



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<a href="#">P1.1.10</a>	Deliver the Strategic Review into the rationalisation of curriculum and schools estates	<b>GREEN</b>	<p>There has been good progress in delivering all four workstreams in the review.</p> <p>1. <b>Band B (School Modernisation)</b> - the focus will be the local authority's statutory duty to meet the need for pupil places across Bridgend. Therefore, the local authority has identified for Welsh Government the broad schemes required to fulfil this requirement. This will now be progressed separately outside of the review and in line with Welsh Government requirements.</p> <p>2. <b>Leadership and Collaboration</b> - the Central South Consortium (CSC) has been delivering the approach that all schools within the consortium should take as trailblazer federations. Much of the work of this workstream has been duplicated in the CSC strategy. The workstream is closing with a final report and the CSC's direction at a consortium level will be utilised.</p> <p>3. <b>Curriculum and Workforce</b> - the CSC has also been running a parallel strategy in respect of the Donaldson Report. This workstream is closing with a final report and, moving forward, the CSC will address the requirements around the curriculum across BCBC schools.</p> <p>4. <b>Post -16</b> - this workstream is highly complicated and cross-cutting. Work is ongoing.</p>	The review has concluded its work in relation to workstreams 2 and 3. Workstream 1 will progress as business as usual under the governance of the School Modernisation Strategic Board. Workstream 4 will progress to a set of concepts to be discussed by Cabinet in September 2017. Following Cabinet's deliberations, it is anticipated the concepts will be delivered into options, which will be taken forward for consultation.

## Performance Indicators

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Service user outcomes (O)</b>								
<a href="#">DCH2.1.4</a> <a href="#">CP</a> <a href="#">Priority 1</a>	Size of the gap in educational attainments between key stage 4 pupils entitled to free school meals (eFSM) and those who are not (nFSM) (measured by Level 2 inclusive indicator) <i>Lower preferred</i>	24%	23.8%	32.5%	↓ 27.2%	31.2%	n/a	<p><b>Annual Target</b> - The target applicable for the 2015-2016 Academic Year (2016-2017 Financial Year) has been set to reflect our continued drive to improve the performance of FSM pupils.</p> <p><b>Annual Performance</b> - The attainment of eFSM pupils dropped in 2015-2016. The trend over the last three Academic Years is still one of improvement but with fluctuation. This is in contrast to the national trend, which has improved at a steady consistent rate. It also contrasts to the performance of nFSM pupils, which has improved consistently over time in line with the national trend. The performance of nFSM pupils at key stage 4 is a strength.</p> <p>Achieving consistent improvement in the attainment of eFSM pupils is an area for improvement.</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">DCH2.3.1</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of Year 11 leavers from schools in the local authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics. <i>Lower preferred</i>	3.5%	3.4%	1.5%	↑ 3.2%	2	6	<b>Annual Target</b> - The target for the 2016-2017 Financial Year (this will be the 2016 survey) has been set in recognition of the initiatives that are in progress and the aim to maintain the trend of continuous improvement.  <b>Annual Performance</b> – The 2016 Survey results evidence a significant improvement with the percentage of NEETs in year 11 down to 1.5%, from 3.2% in the 2015 Survey. As a result the BCBC ranking across Wales improved from 17 <sup>th</sup> to 6 <sup>th</sup> .
<a href="#">DEFS3</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of pupils at A level achieving the Level 3 threshold <i>Higher preferred</i> <b>New indicator</b>	No target set	98.6%	98.3%	↑ 97.6%	n/a	n/a	<b>Annual Target</b> - This is a new PI for the 2016-2017 Financial Year (2015-2016 Academic Year). The target has been set to reflect the aim of continuing the progression in performance achieved in previous years.  <b>Annual Performance</b> -The percentage of pupils at A level achieving the Level 3 threshold increased this year from 97.6% to 98.3% in Bridgend. This figure remains better than the Welsh average which rose this year from 97.0% to 98.0%. There will be continued monitoring of sixth form performance and through annual reviews with each headteacher and other senior staff. There are proposals submitted to the regional consortium to establish school to school support groups in STEM (Science, Technology, Engineering and Mathematics) subjects to help drive improvement in these subjects
<a href="#">DEFS4</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of pupils achieving 3 A-A* grades at A level. <i>Higher preferred</i> <b>New indicator</b>	7.9%	7.5%	6.1%	↑ 5.3%	6.7%	n/a	<b>Annual Target</b> - This is a new PI for the 2016-2017 Financial Year (2015-2016 Academic Year). The target has been set in acknowledgement of the post-16 strategic activity and also past performance levels.  <b>Annual Performance:</b> The percentage of pupils at A level achieving 3 A*-A grades at A level increased this year from 5.3% to 6.1% .This figure remains below the Welsh average, which dropped this year from 7.9% to 6.7%. We use ALPs data to focus annual discussions with schools on the performance of the brightest students with targets of A* or A. The Seren network has now been established and is designed to support the achievements of the most able students in sixth forms.
<a href="#">DEFS12</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The average wider points score for learners aged 17 <i>Higher preferred</i> <b>New indicator</b>	No target set	810	806	↑ 777	823	n/a	<b>Annual Target</b> - The target for 2016-2017 (2015-2016 Academic Year) has been set at 10 points above the all-Wales average for the preceding year, to reflect our ambition to perform better than the all-Wales level. Also, it acknowledges our performance in 2014-2015 (2013-2014 Academic Year).  <b>Annual Performance</b> - Increased this year from 776.5 to 806.2.This figure remains below the Welsh average, which increased this year from 799.7 to 823.2. This PI is discussed with headteachers and other senior managers in schools on an annual basis as part of the annual review of sixth form provision and performance. Schools are challenged over their performance both through analysis of core data sets and value-

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								added data. Areas such as STEM and the Welsh Baccalaureate a,e, or are planned to be, supported by school-to-school support networks.
<a href="#">EDU002i</a> <a href="#">NSI/PAM</a> <a href="#">Priority 1</a>	The percentage of: i) All pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <i>Lower preferred</i>	0.1%	0.1%	0.1%	↔ 0.1%	0.2%	8	<b>Annual Target</b> - Target for 2015-2016 Academic Year (2016-2017 Financial Year) has been set at the level of performance in the 2013-2014 and 2014-2015 Academic Years, acknowledging the ongoing activity in this area.  <b>Annual Performance</b> - In the 2014-2015 Academic Year, seven key stage 4 pupils (out of a cohort of 1617) did not achieve an approved external qualification and , of these, one pupil opted to leave school and not continue any form of education or training. By comparison, in the 2015-2016 Academic Year, four key stage 4 pupils (out of a cohort of 1529) did not achieve an approved external qualification. Once again, one pupil opted to leave school and not continue any form of education or training.  The directorate proactively identified Year 10 (and younger) pupils at risk of achieving no qualifications. Schools also identify pupils at risk of leaving education with no qualifications,at an early stage. The information gathered is used to formulate targeted and tailored action plans for each of the identified pupils.
<a href="#">EDU002ii</a> <a href="#">NSI</a> <a href="#">Priority 1</a>	The percentage of: ii) pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work based learning without an approved external qualification <i>Lower preferred</i>	1.1%	0%	0%	↑ 0%	0.5%	1	<b>Annual Target</b> - Target for 2016-2017 Financial Year has been set in the expectation that we will maintain full performance.  <b>Annual Performance</b> - No pupils in local authority care left compulsory education, training or work based learning without an approved external qualification.
<a href="#">EDU003</a> <a href="#">NSI/PAM</a> <a href="#">Other</a>	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator(CSI), as determined by Teacher Assessment <i>Higher preferred</i>	85%	88.4%	87.9%	↑ 87.6%	88.1%	17	<b>Annual Target</b> - The target for the 2015-2016 academic year is the aggregation of the individual school targets agreed with CSC challenge advisers.  <b>Annual Performance</b> -At the expected level of attainment (level 4+) there was an increase in performance compared to 2014-2015 Academic Year in three subjects (English, mathematics and science) and a decrease in one (Welsh). The overall core subject indicator (CSI) result in 2015-2016 improved by 0.3% points. This is 0.5% points below the target and places Bridgend in rank 17 position when compared to other local authorities in Wales. Over thee years, the trend is one of improvement in all subjects but Bridgend's rate of improvement is lower than All-Wales. The three-year average ranking of the CSI places Bridgend 14.6, which is slightly above modelled expectations. The schools that improved at the slowest rate (or did not improve) at this indicator in the 2015-2016 year have been identified and are receiving additional support and

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								monitoring.
<a href="#">EDU004</a> <a href="#">PAM</a> <a href="#">Other</a>	The 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 <i>Higher preferred</i>	78.9%	87.2%	87.4%	↑ 84.3%	85.9%	8	<p><b>Annual Target</b> - The target for the 2015-2016 Academic Year (2016-2017 Financial Year) is an aggregation of the individual school targets agreed with challenge advisers. The CSI at key stage 3 illustrates the proportion of children achieving the expected level (level 5+) in all three core subjects. The core subjects are English/Welsh, mathematics and science.</p> <p><b>Annual Performance</b> - The core subject indicator (CSI) at KS3 illustrates the proportion of children achieving the expected level (Level 5+) in all three core subjects. The core subjects are English/Welsh, mathematics and science.</p> <p>The percentage of children achieving the KS2 CSI rose in 2015-2016 Academic Year (2016-2017 Financial Year) from 84.3% to 87.4% and exceeded our target. There was an improvement in all subjects compared to the previous year. Bridgend's result, once again, exceeded the Wales Average performance for this indicator (85.9%) and we have risen in the rankings from 11th to 8th.</p> <p>The three year average ranking of the CSI places Bridgend 11.6 which indicates strong relative performance over time.</p>
<a href="#">EDU006ii</a> <a href="#">NSI</a> <a href="#">Other</a>	The 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(KS3) <i>Higher preferred</i>	6.5%	5.3%	5.2%	↓ 6.7%	17.9%	17	<p><b>Annual Target</b> - Target for 2015 – 16 Academic Year (2016-2017 Financial Year) has been set in acknowledgement of the fact that we are not able to influence the two parts of this PI in any individual year (ie the number of key stage 3 pupils at YGGL (these are the only pupils who will be assessed in Welsh as a first language) and the overall number of key stage 3 pupils in maintained schools in the borough.</p> <p><b>Annual Performance</b> - This indicator is intended to monitor the take-up of Welsh-medium education. It measures the number of pupils assessed in the subject of Welsh as a first language at end of key stage 3/Year9, against the total cohort of end key stage 3 pupils. In Bridgend, only those pupils attending YGG Llangynwyd (YGGL) are assessed in the subject of Welsh as a first language. The result for this PI will continue to fluctuate annually.</p> <p>The percentage of pupils receiving a teacher assessment in Welsh (first language) at the end of key stage 3 reduced from 6.7% in the 2014-2015 Academic Year to 5.2% in the 2015-2016 Academic Year. The cohort of end of key stage 3 pupils in Welsh-medium education (at YGGL) in the county reduced from 110 in the 2014-2015 Academic Year to 77 in the 2015-2016 Academic Year. In the same period, the overall total pupil cohort at end of key stage 3 in the county reduced from 1,636 to 1,475.</p>

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<a href="#">EDU011</a> <a href="#">NSI/PAM</a> <a href="#">Other</a>	Average point score for pupils aged 15, at the preceding 31 August, in schools maintained by the local authority <i>Higher preferred</i>	515	550	566.2	↑ 527.6	529.3	5	<b>Annual Target</b> - The target for the 2016-2017 Financial Year (2015-2016 Academic Year) has been set at a level that acknowledges ongoing activity to improve performance, which has enabled us to exceed our targets in the last two years. Also, historically, our performance has been lower than the overall CSC performance. The target for 2016-2017 reflects our aim to match the CSC performance for the first time.  <b>Annual Performance</b> - Performance in the 2015-2016 Academic Year (2016-2017 financial year) improved considerably, especially against the Welsh Average. The BCBC result rose from 527.6 to 566.2, whereas the Welsh Average dropped in this period to 529.3. As a consequence, the Bridgend ranking in Wales has improved from 13th to 5th.
<a href="#">EDU015a</a> <a href="#">NSI</a> <a href="#">Other</a>	The percentage of final statements of special education need issued within 26 weeks: (a) Including exceptions; <i>Higher preferred</i>	100%	90%	62.7%	↓ 81.7%	68.1%	10	<b>Annual Target</b> - Part (a) of this PI includes all new cases, even those that are exceptions to the 26-week requirement. The target for 2016 of 90% remains challenging, given that, each year, broadly 75% of our new cases have a justified exception to the 26-week requirement.  <b>Annual Performance</b> - This is a calendar year PI. The figures evidence that the service continues to strive to issue exception cases within the 26-weeks where this is still possible. However, the target of 90% of all statements issued within 26 weeks has not been achieved, which is due to the fact that 75% (44 of the 59) new cases had a complexity that attracted an exception to the 26-week requirement.
<a href="#">EDU015b</a> <a href="#">NSI</a> <a href="#">Other</a>	The percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <i>Higher preferred</i>	100%	100%	100%	↑ 100%	94.5%	1	<b>Annual Target</b> - Part (b) of EDU015 - excludes cases that are exceptions to the 26-week requirement and, therefore, a target of 100% is justified.  <b>Annual Performance</b> – 100% performance has been maintained.
<a href="#">EDU016a</a> <a href="#">PAM</a> <a href="#">Other</a>	The percentage of pupil attendance in primary schools <i>Higher preferred</i>	95.8%	95.7%	95.3%	↑ 95.1%	94.9%	6	<b>Annual Target</b> – The target for the 2015-2016 Academic Year (2016-2017 Financial Year) is set above the BCBC and CSC 2014-2015 results, reflecting the ongoing activity and drive to improve attendance.  <b>Annual Performance</b> - Primary school attendance in the 2015-2016 Academic Year (2016-2017 financial year) has improved from 95.1% to 95.3%, and remains above the Welsh average, which has remained static at 94.9%. As a consequence the Bridgend ranking has improved from 7th to 6th across Wales.
<a href="#">EDU016b</a> <a href="#">PAM</a> <a href="#">Other</a>	The percentage of pupil attendance in secondary schools <i>Higher preferred</i>	94.9%	95.1%	94.5%	↑ 94.3%	94.2%	6	<b>Annual Target</b> - Target for the 2015-2016 Academic Year (2016-2017 Financial Year) is set above the 2014-2015 BCBC and CSC results, reflecting the ongoing activity and drive to improve attendance.  <b>Annual Performance</b> - BCBC has maintained its ranking of 6th across all Welsh local authorities in this indicator. Percentage attendance continues to improve year on year, including 0.2% in the last year (from 94.3% to 94.5%). Attendance continues to be a main focus across all areas in BCBC. Closer working

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								between the early intervention services and schools has been key. Scrutinising data, supporting and challenging schools and families will continue to be a priority.
<a href="#">EDU017</a> <a href="#">CP</a> <a href="#">NSI</a> <a href="#">Priority 1</a>	The 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 <i>Higher preferred</i>	65%	61.1%	61.7%	↑ 59.7%	60.3%	9	<b>Annual Target</b> - Target for 2015/2016 AY (2016-2017 Financial Year) is set in recognition of the activities and strategies in motion, to maintain the trend of continuous improvement and to exceed the Wales average.  <i>Annual Performance</i> - Bridgend's performance increased to 61.7% from 59.7% in the previous year. This was above the Welsh average, which was 60.3%. Bridgend's ranking remains unchanged at 9th across Wales in this indicator.
<a href="#">SCC024</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March. <i>Higher preferred</i>	100%	100%	Cancelled	n/a	n/a	n/a	This indicator was replaced by SCC0024a and SCC0024b (below) following discussions held as part of the Corporate Performance Assessment process in Q2.
<a href="#">SCC024a</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of children looked after during the year with a Personal Education Plan (PEP) within 20 school days of entering care or joining a new school in the year ending 31 March (In County Children Only). <i>Higher preferred</i> <i>New indicator</i>	87.3%	100%	87.8%	n/a	n/a	n/a	<b>Annual Target</b> - Target set at 100% as all looked after children should have an agreed Personal Education Plan within 20 school days of entering care or joining a new school.  <b>Annual Performance</b> - Performance has improved marginally compared to last year. For any relevant pupil, the LAC Education team initiates the PEP but it is school staff and social workers that complete the PEP.  Recently, the LAC Education Team has recruited a full-time administrator. A key duty of this post will be to monitor the progress of PEPs to completion within the 20 days, liaising with all appropriate parties.
<a href="#">SCC024b</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March (Out of County Children Only). <i>Higher preferred</i> <i>New indicator</i>	91.3%	90%	81.8%	n/a	n/a	n/a	<b>Annual Target</b> - Target was set at 100% before the PI was split into part a (in-county LAC) and b (out-of-county LAC). An appropriate target for part b was determined to be 90% taking account of the greater challenges in the processes and also last-year's performance.  <b>Annual Performance</b> PEPs are initiated by the LAC Education team but completed by schools staff and social workers. Slightly more challenges arise in communications and tracking for those cases that are out of county. Recently, the LAC Education Team has appointed a full-time administrator. A key responsibility of the role will be to monitor PEPs to completion within the 20 days, in liaison with all appropriate parties.
<a href="#">SCC037</a> <a href="#">CP</a> <a href="#">Priority 1</a>	Average external qualifications point score for 16 year old Looked After Children(LAC) in any local authority							<b>Annual Target</b> - The 2015-2016 target has been set in recognition of the what we already know about the core children in the cohort and their likely achievements. It is

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
	maintained learning setting <i>Higher preferred</i>	217	217	216.3	↓ 283.85	269	8	<p>also in recognition of the very small numbers are involved and that the children in the cohort each year are different, with different complexities etc.. Some may have been looked after for some time beforehand, been in stable placements and been benefiting from LACE support. Others may become LAC just at the point of being 15 and never previously had the benefit of LACE support.</p> <p><b>Annual Performance</b> - As of the 2015-2016 Academic Year (2016-2017 Financial Year), this data ceased to be collected and published at a national level by Welsh Government. As a result, comparisons against other LAs and all- Wales averages are no longer possible.</p> <p>The LACE Team continues to offer support to LAC, schools and carers in order that the children are able to achieve their full potential.</p> <p>Performance was slightly below the target.</p> <p>As outlined in our target setting comments, the LAC population is a small cohort; its composition varies each year and the amount of time that any individual pupil may have been looked after and the amount of LACE support received may also vary.</p>
<a href="#">DEFS1</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of Looked After Children in schools meeting their Individual Education Plan targets from interventions or educational support packages <i>Higher preferred</i> <b>New indicator</b>	n/a	Establish baseline	Indicator Cancelled No data	n/a	n/a	n/a	<p>This was a new PI for 2016-2017 with the intent being that this would be a baseline year. Difficulties with data collection have become apparent in this course of the year and, at the same time, the directorate has determined that this indicator will not provide an adequate assessment of the impact of interventions for this cohort.</p> <p>A new PI is being specified for 2017-2018 (2016-2017 Academic Year) that will measure actual outcomes in comparison to pupil targets.</p>
<a href="#">DEFS2</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils achieving 5 + A-A* at GCSE <i>Higher preferred</i> <b>New indicator</b>	17.5%	17.7%	16.2%	↓ 17.2%	n/a	n/a	<p><b>Annual Target</b> - This is a new PI for the 2016-2017 Financial Year (2015-2016 Academic Year). The target has been set with the aim of continuing the progression in our performance, which has seen a year-on-year increase.</p> <p><b>Annual Performance</b> – Our performance dropped this year from 17.2% to 16.2%. However, this figure remains better than the Welsh average which also dropped this year from 16.6% to 15.9%. This area is covered by the LA Annex (contract) with CSC and its challenge advisers will continue to provide support to schools.</p>
<a href="#">DEFS5</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils, at end of Foundation Phase, achieving Outcome 6+ in teacher assessments for LLC-E and LLC-W (Language Literacy and communication in English and Welsh) <i>Higher preferred</i> <b>New indicator</b>	n/a	38.9%	37.7%	↓ 38.7%	n/a	n/a	<p><b>Annual Target</b> - Target set for 2016-2017 Financial Year (2015-2016 Academic Year) reflects our objective of continuing the improvement in performance but also what we know about the cohort for the year.</p> <p><b>Annual Performance</b>- The expected outcome at foundation phase is L5+. At the higher level, outcome level 6, there has been an equal decline in performance for both Language, Literacy and Communication – English (LLC-E) and Language, Literacy and Communication – Welsh (LLC-W). The all-Wales result also declined in LLC-W but improved in LLC-E (all-Wales results for LLC-E and LLC-W in combination are not</p>

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								available.). Raising attainment at the at outcome level 6 is an area for improvement.
<a href="#">DEFS6</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils assessed at end of key stage 2 achieving Level 5+ in the core subjects (English/Welsh, Maths, Science), as determined by Teacher Assessment <i>Higher preferred</i> <i>New indicator</i>	n/a	33%	33.1%	↑ 30.6%	n/a	n/a	<b>Annual Target</b> - Target set for 2016-2017 Financial Year (2015-2016 Academic Year) reflects our objective of continuing the improvement in performance.  <b>Annual Performance</b> - At end key stage 2, the expected level of attainment is outcome level 4+; therefore, outcome 5+ is a higher than expected level of attainment.  At this higher level, there was an improvement in the 2015-2016 Academic Year (2016-2017 Financial Year) in 3 subjects (English, maths, science) and a decline in 1 (Welsh). However, Bridgend is below the all-Wales average in all 4 subjects and, also, the trajectory of improvement is better at the all-Wales level in all 4 subjects.  Raising attainment in all subject areas at key stage 2 is an area for improvement, but particularly at outcome level 5+.
<a href="#">DEFS7</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils assessed at end of key stage 3 achieving Level 6+ in the core subjects (English/Welsh, Maths, Science), as determined by Teacher Assessment <i>Higher preferred</i> <i>New indicator</i>	n/a	45%	46%	↑ 40.9%	n/a	n/a	<b>Annual Target</b> - Target set for 2016-2017 Financial Year (2015-2016 Academic Year) reflects our objective of continuing the improvement in performance.  <b>Annual Performance</b> - At end key stage 3, the expected level of attainment is outcome level 5+; therefore, outcome 6+ is a higher than expected level of attainment.  At this higher level, there was an improvement in all of the core subjects of English, Welsh, maths and science. Further, the level of Bridgend's improvement in 2015-2016 was greater than the all-Wales level of improvement . However, Bridgend is still below the all-Wales average in all subjects, with the exception of science.  Raising attainment in all core subjects at the higher than expected level is an area for improvement.
<a href="#">DEFS8</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of learners in KS4 and Post-16 with an active Learning Pathway Plan <i>Higher preferred</i> <i>New indicator</i>	n/a	100%	98%	n/a	n/a	n/a	<b>Annual Target</b> - 2016-2017 Financial Year is the baseline year.  <b>Annual Performance</b> - All schools provide a Learning Pathway Plan although the actual format of this is not consistent. In some cases there is a single set of documentation in others there are a number of different documents relating to different aspects of the plan. Only a small number of schools use the Careers Wales on-line version of this document. In a number of schools this function is being incorporated into the revised Welsh Baccalaureate, which was introduced to Year 10 and 12 in September 2015. Several schools build the relevant material into their student planners. This will continue to be raised with schools as part of the annual post -16 review



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								process.
<a href="#">DEFS9</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of Year 11 pupils who have applied and received an offer of a place Post-16 learning place by the end of the Spring Term <i>Higher preferred</i> <b>New indicator</b>	n/a	98%	97.3% projected	n/a	n/a	n/a	<b>Annual Target</b> - 2016-2017 Financial Year is the baseline year  <b>Annual Performance</b> - For this PI, the report will refer to the percentage of current Year 11 in Academic Year 2016-2017 and their updated position will be reported under DEFS10 in the next planning cycle. However, the projected outcome is currently 97.3%.
<a href="#">DEFS10</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of Year 11 pupils who have applied for and received an offer of a Post-16 learning place by the end of the Summer Term <i>Higher preferred</i> <b>New indicator</b>	n/a	baseline year		n/a	n/a	n/a	<b>Annual Target</b> - 2016-2017 Academic Year is the baseline year. Various actions contribute to this PI: 1. the construction of a comprehensive post-16 offer across all providers that enables progression routes for all Year 11 learners; 2. improving the quality of impartial careers advice and guidance for young people across BCBC; 3. working with schools in applying the VAP (Vulnerability Assessment Profile) in order to identify and support those vulnerable learners who are at risk of not making a successful transition to post-16 and providing additional support to help them make that transition; and 4. providing a summer term and holiday support programme to help vulnerable learners successfully complete their transition to post-16.  The Summer Term ends each year in July. The Annual Performance for the 2016-2017 Academic Year will be reported in Q2 2017-18.
<a href="#">DEFS11</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of schools meeting the Learning & Skills Measure at Key Stage 4 and Post 16 <i>Higher preferred</i> <b>New indicator</b>	100%	100%	100%	↑ 100%	n/a	n/a	<b>Annual Target</b> - Target set at 100% for the 2015-2016 Academic Year (2016-2017 Financial Year) ( as all schools are expected to meet the Learning and Skills Measure at key stage 4 and post-16.  <b>Annual Performance</b> - All schools met the Learning and Skills Measure at key stage 4 and Post-16 in the 2015-2016 Academic Year.
<a href="#">DEFS13</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of NEETS aged 16 to 18 <i>Lower preferred</i> <b>New indicator</b>	n/a	4%	1.8%	↑ 2.2	n/a	n/a	<b>Annual Target</b> - The target for 2016-2017 is set at 4% to acknowledge our previous year's performance but to reflect our aim to align our performance more closely with the Welsh average.  <b>Annual Performance</b> – Bridgend's percentage of NEETS aged 16 to 18 reduced to 1.8%, which was well below the target of 4%.
<a href="#">DEFS14</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of objectives in the LA Statement of Action in respect of the Coleg Cymunedol Y Dderwen (CCYD) Post Inspection Action Plan (PIAP) that have been completed <i>Higher preferred</i>	n/a	100%	100%	n/a	n/a	n/a	<b>Annual Target</b> - All objectives in the CCYD post-inspection action plan (PIAP) must be completed, and by July 2016.  <b>Annual Performance</b> – The authority's Statement of Action for CCYD was accepted by ESYTN in April 2016. Ongoing monitoring is on a monthly basis through the Accelerated

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	New indicator							Improvement Board.
<b>Organisational Capacity (C)</b>								
<a href="#">DEFS15 Local Priority 1</a>	The number of Welsh Medium primary schools unable to meet the demand for nursery or reception places. <i>Lower preferred</i> New indicator	n/a	1	0	↑ 0	n/a	n/a	<b>Annual Target</b> - The target for 2016-2017 reflects the known demand pressures at Ysgol Gynradd Bro Ogwr.  <b>Annual Performance</b> - In the 2015-2016 nursery and receptions admissions rounds (including late applications), for pupils who were admitted from September 2016, no Welsh Medium primary schools were unable to meet demand for nursery and reception places.
<a href="#">DEFS16 Local Priority 1</a>	The number of English Medium primary schools unable to meet in-catchment demand for nursery or reception places <i>Lower preferred.</i> New indicator	n/a	2	4	↓ 2	n/a	n/a	<b>Annual Target</b> - The target for 2016-2017 has been set to reflect the on-going increase in in-catchment demand for places at some of our primary schools.  <b>Annual Performance</b> -In the 2015-2016 nursery and receptions admissions rounds (including late applications), for pupils who were be admitted from September 2016, four English-medium primary schools were unable to meet in-catchment demand for nursery or reception places. Actions are being taken forward as part of the Strategic Review workstream relating to Band B of the School Modernisation Programme.

## Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.7</a>	Work with partners to ensure early identification of children and families in need of support	AMBER	<p>The developments of Early Help arrangements have been completed. Relevant Early Help staff have migrated to the new joint 'front door' arrangements and are co-located with the Safeguarding Assessment Team.</p> <p>The system of proportionate assessment is now fully embedded across both Early Help and statutory service areas. The IFSS (Intensive Family Support Service) requirements of the Social Services and Well-being Act (relating to Preventative Services) continue to be provided.</p>	There have been further developments in the joint arrangements of the front door and an additional screener is currently being recruited to sit within the intake and assessment team and screener referrals for early help . There have been some delays to full integration as this is dependant on the MASH arrangements being fully in place and this responsibility is being progressed by our colleagues in the Social Services and Wellbeing Directorate.

<a href="#">P2.3.1</a>	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	<b>GREEN</b>	<p>The programme of BCBC-led awareness-raising sessions for young carers in our schools has been completed. These have been very successful. Young carers are supported by guidance and schools have developed a positive approach to the implementation of support arrangements for young carers. This activity will now be supported further by a programme delivered through the Third Sector.</p> <p>The Young Carer's Co-ordinator has undertaken 51 Young Carer Assessments this year. All assessments were for children of statutory school age and all were issued with Young Carer ID cards.</p>	Activity is ongoing to attend schools as part of a rolling programme to increase awareness. In addition, information, advice and assistance for young carers will be embedded in the joint front door arrangements with Safeguarding.
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## Performance Indicators

PI Ref No, PI Type, (former NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Internal Processes (P)</b>								
<a href="#">DCH3.2.2.1</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The number of JAFF assessments completed. <i>Higher preferred</i>	350	700	674	↓ 681	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 has been set to reflect the current approach.</p> <p><b>Annual Performance:</b> The total number of JAFF assessments completed is slightly below the target set of 700. However, performance remains significantly higher than 2014-2015 and preceding years.</p> <p>2016-2017 performance is supported by changes that have been made to the Early Help process. Namely, better decision making at the front door to direct those referrals that do not require an immediate multi-agency approach to the agency best suited to support the family. In addition, changes to the process and requirement for a Team Around the Family (TAF) approach now allow allocation to a hub for a full JAFF assessment only where there is need for more than two agencies to support the family.</p> <p>Of those JAFF assessments that have led to a TAF approach. 80% have closed with successful outcomes.</p>
<a href="#">DEFS19</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of young carers who, following assessment, are issued with 'young carer' ID cards. <i>Higher preferred</i> <b>New indicator</b>	new	90%	100%	n/a	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 has been set at 90% to acknowledge that the issue of an ID card is not compulsory, not all young carers who complete assessments will wish to be issued with an ID card and not all of our schools are as yet in the same position in terms of implementing response approaches.</p> <p><b>Annual Performance</b> – The Young Carer's Coordinator has undertaken 47 young carer's assessments this year. All assessments are of children of statutory school age, therefore ID cards have been issued to all, which has led to exceeding the set target.</p>
<b>Service User Outcomes</b>								

PI Ref No, PI Type, (former NSI/PAM/Local) and link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">DCH.OA5.5</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of children in the Flying Start areas reached, exceeding or within one age band of their development milestones at age 3 years <i>Higher preferred</i>	82%	82%	67%	↓	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 has remained at 82 due to the very late expansion into the Garth area (March 2016); therefore, the additional number of children entering the programme will not have benefited from the service until their entry to the programme and its intervention.</p> <p><b>Annual Performance</b> – A total of 236 children were assessed between the age of 35 and 37 months. Of these, 82 children were at or above their developmental norm and 76 children within one age band, collectively representing 67% of all those children assessed.</p> <p>It should be noted that only 236 children out of a possible 261 were assessed by health between 35 and 37 months of age and, therefore, the overall percentage of children reported as having reached, exceeded or within one age band of their developmental norm is not truly reflective of the age range at which the SOGS should be carried out.</p> <p>Additionally, six children were assessed below 35 months of age and 11 children were assessed at above 37 months of age. It is not possible to report the outcomes of these 17 children due to the timing of the assessment.</p>
<a href="#">DEFS24</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of eligible children who have been in receipt of interventions under the Flying Start programmes since birth, who reach or exceed their academic milestones at the end of the Foundation Phase Higher preferred <i>New indicator</i>	n/a	n/a	Data to be available in Q1 17-18	n/a	n/a	n/a	<p><b>Annual Target</b> - There is no target for 2016-2017, as this is primarily a new indicator for 2017-2018; 2016-2017 will be a monitoring year only.</p> <p><b>Annual Performance</b> - Data is still being compiled and will be available during Q1 2017-18)</p>
<a href="#">DEFS25</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of eligible children who have been in receipt of interventions under the Flying Start programmes since birth, who reach or exceed their academic milestones at the end of Key Stage 2 Higher preferred <i>New indicator</i>	n/a	n/a	89%	n/a	n/a	n/a	<p><b>Annual Target</b> - There is no target for 2016-2017, as this is primarily a new indicator for 2017-2018; 2016-2017 will be a monitoring year only</p> <p><b>Annual Performance</b> - The cohort of children that completed their key stage 2 tests in the 2015-2016 Academic Year (2016-2017 financial year) were born between September 2004 and August 2005. This is the first Flying Start cohort to have reached the end of key stage 2.</p> <p>There were 46 children who had lived in a Flying Start area since birth and had attended a Flying Start catchment school (Afon-y Felin/Corneli, Betws and Caerau Primary Schools), throughout their foundation phase and key stage 2. Of these, 41 achieved the expected outcome at end key stage 2.</p> <p>Of the 1493 children who did not attend one of the three Flying Start catchment primary schools, 89% achieved the expected outcome at the end of key stage 2. Therefore, there was an equal performance across the two groups.</p>

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2016-2017 budget	RED	<p>Against a savings target of £976k, £472K was not achieved - £450k of the shortfall related to Learner Transport and £22k related to the Built Environment service.</p> <p>With regard to Learner Transport, £1.6m had been removed from the overall Learner Transport budget without any significant reductions in demand. Even though a policy change had been approved and was implemented in September 2016, the desired savings associated with the policy changes could not be achieved due to the new Learner Travel Statutory Provision and Operation Guidance and the requirement that the authority reassessed all its safe routes to school.</p> <p>However, the shortfall was more than off-set by an in-year underspend, provisionally determined as £585K. The main areas of underspend were in relation to recoupment and Catering Services.</p>	<p>Corporate commitment to deliver on the safe route assessment should lead to savings for 2017-2018 onwards.</p> <p>The EDFS budget for 2017-2018 has been realigned in recognition of historic Learner Transport savings.</p> <p>The review of the Built Environment Service is currently still in progress.</p>
<a href="#">P3.1.2</a>	Identify and take forward at least three new income generation initiatives.	Cancelled	It was intended for income generation to be a development opportunity for the Council's Built Environment Service to support its financial viability. A full review of the service has since been commissioned from external consultants and this has prompted a possible change of delivery model. Income generation is now no longer relevant with the direction of travel of the service.	The review of Built Environment is drawing to its conclusion and the development of a corporate landlord model is in progress.
<a href="#">P3.2.2</a>	Move most common internal processes to automatic to reduce transaction costs and streamline processes	Cancelled	<p>This Commitment was to be achieved in the Education and Family Support Directorate through development and implementation of the online admissions system. However, the directorate also has responsibility for the H&amp;S function that planned to deliver a corporate online accident reporting system.</p> <p>All aspects within the control of the directorate have been actioned. However, early development activity on the online admissions system was halted as it is now planned that the digital transformation project will include online admissions as one of the deliverables. Additionally, the development of the functional specification for the online accident reporting system is complete; the development of the technical specification is awaiting action by ICT.</p>	<p>The online admissions system will be delivered in line with the corporate agenda for digital transformation.</p> <p>Liaison with ICT add to glossary continues in respect of the development of the technical specification for the online accident reporting system.</p>
<a href="#">P3.3.1</a>	Provide new and improved schools through delivering the agreed actions under the schools' modernisation programme	GREEN	<p>The following projects are on track to deliver schemes by the end of 2019 (end of band A):-</p> <ol style="list-style-type: none"> <li>1. Pencoed Primary School</li> <li>2. Brynmenyn Primary School</li> <li>3. Garw Valley South (New Bettws and YG Cwm Garw primary schools)</li> </ol> <p>All project actions due to be completed in 2016-2017 have been delivered with the exception that there is currently a slight delay with awarding the contract for the construction of Pencoed Primary School. However, at present, this is not impacting on the delivery of the overall programme within the planned timescales.</p>	Progress remains unchanged. Currently in the process of entering into the contract for the construction of Pencoed Primary School. All Band A projects remain on track for delivery by the end of 2019.
<a href="#">P3.3.5</a>	Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint and achieve 3% carbon reduction.	RED	In 2016-2017, Bridgend's reported carbon reduction for 2015-2016 exceeded the Welsh Government target for the fifth year in a row and by a significant margin. This performance has a beneficial impact on the council's energy bills and also reduces the council's carbon tax payments. However, during 2016-2017, the operational ability of the Built Environment service to sustain delivery of the CRC (Carbon Reduction Commitment) has been adversely impacted by long-term vacancies in the Energy Team. Therefore, the four specific activities linked to this commitment are overdue and it is this situation that generates the red traffic light status for this commitment.	Completion of the review of the Built Environment service, which will deliver an agreed future structure for the service.

<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	<b>GREEN</b>	<p>There has been good progress in the directorate in taking forward activities linked to this commitment.</p> <p>The directorate has developed robust data to inform sickness across all core services. There is also work to further develop the Directorate's workforce planning strategy in line with the corporate agenda. The option of developing the Built Environment service to allow it to become a viable income generating service is no longer possible in these timescales, as the direction of travel of the service is dependent on the on-going review, which has yet to be delivered.</p>	A standard agenda item will be placed on SMT and extended SMT meetings .
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## CORPORATE DIRECTOR

### Performance Indicators

#### Value for money

PI Ref No	PI Description	Annual target 16-17 £'000	Performance at year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCH6.1.1iv</a> <a href="#">Priority 3</a>	Value of planned budget reductions achieved (E&FS)	976	472	48%			504	52%	Comment on front page

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Value for Money (V)</b>								
<a href="#">DEFS17</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of curriculum and school estate strategic review objectives met <i>Higher preferred</i> <b>New Indicator</b>	n/a	100%	75%	n/a	n/a	n/a	<p><b>Annual Target</b> - The target for 2016-2017 reflects the intent for all objectives to be met.</p> <p><b>Annual Performance</b> - Three workstreams of the strategic review have now closed i.e.,</p> <ul style="list-style-type: none"> <li>i. Curriculum/workforce;</li> <li>ii. Leadership and collaboration; and</li> <li>iii. School Modernisation (Band B).</li> </ul> <p>The Post-16 workstream is highly complicated and cross-cutting. Work is still on-going to ensure that the developed concepts for post-16 are fit for purpose and are supported by our stakeholders and partners, in particular Bridgend College. This workstream will report at the end of the summer term 2016-2017.</p>

PI Ref No, PI Type, (former NSI/ PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/ PAMs)	Comments
<a href="#">DEFSCAM037</a> <a href="#">PAM</a> <a href="#">Priority 3</a>	The percentage change in the average Display Energy Certificate(DEC) score within LA public buildings over 1000m <sup>2</sup> <i>Higher preferred</i>	0%	0%	4.0%	4.5% ↓	3	9	<p><b>Annual Target</b> - The aim is to achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m<sup>2</sup>, to demonstrate that the authority is improving the energy efficiency of its building stock. However, actual target figures are linked to DEFS18 - average DEC score - where there is a flat performance expectation in respect of that PI. This is due to the changing profile of the public buildings estate.</p> <p><b>Annual Performance</b> - The changing profile of the local authority's estate means that the same buildings may not be included in the average DEC score figures year on year. Effort is made in the Asset Management Plan to target the local authority's least efficient buildings but this may not always be possible. Nevertheless, we have achieved a reduction in the average DEC score for three consecutive years.</p>
<a href="#">DEFS18</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Average Display Energy Certificate (DEC) energy performance operational rating for LA public buildings over 1000m <sup>2</sup> <i>Lower preferred</i>	96.61	96.61	86.94	90.57 ↑	n/a	n/a	<p><b>Annual Target</b> - The target is to achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m<sup>2</sup>, to demonstrate that the authority is improving the energy efficiency of its building stock. Actual targets figures are linked to PAM CAM037, and Welsh Government expectations.</p> <p><b>Annual Performance</b> - The DEC outcome figures are based on the estate and with a changing profile this does not necessarily mean a reduction in the target data. Effort is always made to ensure the asset management plan targets the least efficient buildings but this is not always possible. Nevertheless, we have been able to reduce the overall DEC score for the 4th consecutive year.</p>
<a href="#">DEFS20</a> <a href="#">Local</a> <a href="#">Priority3</a>	The number of new income generating initiatives in place and with income generated <i>Higher preferred</i>	n/a	2	n/a	n/a	n/a	n/a	<p><b>Annual Indicator</b> Cancelled This PI is not longer relevant due to the cancellation of the associated activities.</p>
<b>Service user outcomes (O)</b>								
<a href="#">DRE6.11.1</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Percentage change in carbon dioxide emissions in the non-domestic public building stock <i>Higher preferred</i>	3% Reduc.	3% Reduc.	12.79% Reduc.	8.28% Reduc. ↑	n/a	n/a	<p><b>Annual Target:</b> - The target is for reduction on the previous year and is a regulatory requirement. The target is for building stock only - it does not include street lighting.</p> <p><b>Annual Performance</b> – Data is reported to Welsh Government in arrears so the data reported in the 2016-2017 Financial Year is the data for 2015-2016.</p> <p>The CRC has exceeded the Welsh Government target for the 5th year in a row. This has shown a substantial saving on energy bills for the authority along with a reduction in its carbon tax payments.</p> <p>Note: these figures do not include the unmetered supplies (street lighting) for the consistency of reporting.</p>
<b>Organisational Capacity (C)</b>								
<a href="#">CHR002iv</a> <a href="#">PAM</a> <a href="#">Priority 3</a>	The number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>				↓			<p><b>Annual Target</b> - Sickness targets for all directorates for 2016-2017 are to remain unchanged from previous years.</p> <p><b>Annual performance</b> – Sickness in the directorate has risen by 1.2% in 2016-2017 in comparison to last year and the directorate has missed its target of 8.88 days per full-time equivalent (FTE) by 33%.</p>

PI Ref No, PI Type, (former NSI/PAM/Local) and link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
		8.88	8.88	11.83	11.69%	n/a	n/a	In 2015-2016, 11.69 days per FTE were lost to sickness and this rose to 11.83 in 2016-2017. The directorate undertakes detailed interrogation and analysis of raw sickness data on a quarterly basis. The outcomes of this are provided to group managers, for consideration and determination of appropriate actions. Additionally, this is supported by Senior Management Team overview.
<a href="#">DCH5.6.2</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The number of working days lost to industrial injury <i>Lower preferred</i>	0.57	0.34	0.33	↑ 0.43	n/a	n/a	<b>Annual Target</b> - 2016-2017 target set at Corporate Health and Safety Steering Group - maintained at same level as previous year. <b>Annual Performance</b> - The number of working days lost per FTE due to industrial injury in the directorate (excluding schools) reduced in 2016-2017 compared to the previous year.
<a href="#">DEFS23</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The number of industrial injury incidents <i>Lower preferred</i>	10	12	5	↑ 18	n/a	n/a	<b>Annual Target</b> - 2016-2017 target set at Corporate Steering Health and Safety Steering Group - maintained at same level as previous year. <b>Annual Performance</b> - The number of industrial injury incidences in the directorate (excluding schools) that resulted in an absence reduced considerably in 2016-2017 compared to the previous year.
<a href="#">DEFS22</a> <a href="#">Local</a> <a href="#">Priority 3</a>	School Modernisation Programme expenditure met	£7.112m	£3.573m	£3,112,930m	£6,907,428 Trend not appropriate between years	n/a	n/a	<b>Annual Target</b> -The original target for 2016-2017 was £7.510m, forming part of the total 2014-2019 Band A School Modernisation Plan spend of £46m, which was approved, in principle, by Welsh Government in 2011.  The 21st Century Schools funding matrix has now been revised and approved by Welsh Government to reflect the projected spend on individual projects for the Financial Year 2016-2017. Consequently, the target has been revised to £3,572,793.  <b>Annual Performance</b> - The key aspect here is to ensure that we spend all of the Welsh Government allocation, which we have done. A final spend of £3,112,930 was achieved on the Programme, of this, all of the Welsh Government allocation for 2016-2017 was spent (£2,700,000). The additional expenditure was funded by BCBC Capital. The unspent BCBC allocation will be rolled forward to 2017-2018.
<b>Internal Processes (P)</b>								
<a href="#">DEFS21</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The percentage of all accidents and incidents reported via the online recording system <i>Higher preferred</i> New indicator	n/a	100%	Indicator cancelled	n/a	n/a	n/a	<b>This PI is not longer relevant due to the cancellation of the associated activity</b>  <b>Annual Target</b> -The intent is for all accidents and incidents to be reported via the online system. (Three incidents in Q1 resulted in an absence from work, compared to seven in the same period previous year. Last year's data has not been adjusted to reflect the current structure of the directorate).



## Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-2017 was £108.238 million and the actual outturn was £107.653 million, following draw down of £2.54 million from earmarked reserves, resulting in an under spend of £585,000. The most significant variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget £'000	Outturn £'000	Variance Over/(under) budget £'000	% Variance
Built Environment Service	997	1,010	13	1.3%
Inter Authority Recoupment	126	(519)	(645)	-511.9%
Early Years	606	541	(65)	-10.7%
Behaviour Support Service	1,442	1,359	(83)	-5.8%
School Improvement	966	800	(166)	-17.2%
Strategic Planning and Resources	4,126	4,013	(113)	-2.7%
Home to School/College Transport	3,860	4,986	1,126	29.2%
Catering Services	775	494	(281)	-36.3%
Integrated Working	1,022	856	(166)	-16.2%

### Built Environment Service

- Whilst the overall position for the Built Environment service is a small overspend of £13k, there are underlying variances across the areas of service.
- There was an over spend of £185k on the DLO. Charge-out rates were amended in year in line with CIPFA guidance. The result was a reduced charge out rate following the removal of ineligible costs. Close monitoring will be required in 2017-2018 on productivity rates to ensure a break even position is achieved going forward. The over spend has been offset by over-recovery of income against the income target in Architects (£81k), due to higher workload and productivity, and Quantity Surveyors (£34k), along with staff vacancy management in Mechanical and Electrical Engineers (£26k) and the Energy Department (£64k).

### Inter Authority Recoupment

- There is an under spend of £645k for out-of-county education placements, due to a combination of a reduction in the number of placements (28 at March 2016 to 24 at March 2017) as pupils are brought back in-County to be educated (£588k) and additional income from pupils from other local authorities (£57k) being placed in Bridgend's schools. £445k of this budget has been transferred to the Home to School Transport budget in 2017-2-18 to mitigate pressures on that budget.

### Early Years

- There is an under spend of £65k on Early Years due to a combination of vacant posts, an unforeseen increase in grant income and reduced spend on Nursery Development Grants in preparation for 2017-18 MTFs budget reductions.

### Behaviour Support Service

- The net under spend of £83k is a combination of clawbacks from schools arising from an increase in the number of pupils educated other than at school, along with vacant posts at The Bridge Alternative Provision (£116k). This is offset by increased costs on 1:1 ancillary support due to difficulties in recruitment of permanent staff (£32k), and consequent use of agency staff at a higher cost to the Council.

### School Improvement

- The under spend of £166k mainly relates to the delay in appointments to the Development Team (£124k) which supports the strategic review of schools, and has been used to mitigate other over spends within the Directorate. These posts have now been filled. There is a budget reduction of £68k against the Development Team in the MTFs for 2017-18 as an alternative funding source has been identified to enable the budget to be reduced without impacting on service delivery. The balance of the under spend is due to additional grant income.

### Strategic Planning and Resources

- The under spend of £113k has primarily arisen as a result of later than expected construction of the 21st Century Schools Programme, and the consequent need to borrow as part of the Local Government Borrowing Initiative (LGBI). The revenue funding will be used to repay the cost of borrowing once the schemes progress.
- On 28 March 2017, Cabinet resolved to abandon the proposal to relocate Mynydd Cynffig Primary School to the Cynffig Comprehensive School site. Consequently, the cost of design and other works associated with the scheme were recharged to the directorate revenue budget under this area of service. These amounted to £327k. This was, however, offset by funding from the Corporate Contingency.

#### Home to School / College Transport

- There is an over spend on the Home to School/College Transport budget of £1.126 million, of which £337k relates to over spends carried forward from 2015-2016. The 2015-2016 MTFs savings were not fully achieved partly due to the limited rationalisation of contracts because of increases in the number of pupils eligible for transport, which is outside of the control of the local authority and difficult to predict with accuracy. In addition, budget reductions in respect of changes to the Learner Travel Policy were not fully realised as the agreed change to the policy by Cabinet was not able to be implemented until September 2016 and this did not bring the same level of savings as were originally identified. The over spend has been partly mitigated by a contribution of £100k from the MTFs Budget Reduction Contingency Reserve.
- Further efficiencies to Special Education Needs (SEN) and Looked After Children (LAC) transport have been pursued but have been impacted by some increased demand for individual transport due to the needs of individual children and the duty of the Local Authority to ensure that they are transported in line with our statutory responsibilities and our current Learner Travel policy.
- Additional MTFs proposals for 2016-2017 of £450k have added to these pressures. Budget re-alignments have taken place as part of the 2017-18 budget setting process to mitigate the shortfalls in this area of service with the majority coming from the Inter Authority Recoupment under spend identified above.
- The Council has set aside one-off funding in an earmarked reserve to undertake work on safe routes to schools.

#### Catering Services

- The under spend of £281k has arisen partly as a result of strict vacancy management (£116k). This prudent approach was adopted as labour costs can be affected by disruption to trading days during the winter months, which did not materialise as adverse weather conditions were not experienced. In addition, the service also achieved £139k more than their targeted income. This is primarily due to higher demand for secondary school meals than was anticipated when the budgets were set at the start of the Financial Year.
- These under spends will contribute to the 2017-2018 MTFs target for catering of £79k.

#### Integrated Working

- Integrated Working has under spent by £166k. This is primarily due to staff vacancy management of £125k, with the balance due to an under spend on Volunteer Drivers Support – the service was temporarily ceased in February 2017 pending a review.

#### Schools' Delegated Budgets

- School balances reduced from £2.154 million at the end of 2015-2016 to £866k at the end of 2016-2017 (a reduction of £1.288 million), representing 0.93% of the funding available. Total deficit budgets equate to £1.225 million and total surplus budgets equate to £2.090 million.
- Out of a total of 59 schools there are 18 schools (13 primary, 4 secondary and 1 special) with deficit budgets and 6 schools (4 primary, 1 secondary, 1 special) with balances in excess of the statutory limits (£50k primary, £100k secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed by the Corporate Director - Education and Family Support, in line with the agreed 'Guidance and procedures on managing surplus school balances'.

### **Additional Financial Information – Budget Reduction Monitoring Variances 2015-2016**

Ref.	Budget Reduction Proposal	Original 2015-2016 £000	Amount of saving achieved 2016-2017 £000	Mitigating Actions to prevent further budget overspend in 2017-18, including alternative budget reduction proposal
CH3	Retender Learner Transport contracts	400	363	Re-alignment of budgets within the directorate to prevent further overspend, in particular the Development Team budget for which an alternative funding source has been identified.
CH4	Rationalise Special Education Needs transport	100	0	
CH9	School transport route efficiencies	200	0	

### **Additional Financial Information – Budget Reduction Monitoring Variances 2016-2017**

Ref.	Budget Reduction Proposal	Original 2016-2017 £000	Amount of saving achieved £000	Comments
CH3	Retender Learner Transport contracts	100	0	Underspends in other service areas within the Directorate have been used to cover shortfall. Outturn for 2016-2017 shows an underspend for the Directorate as a whole.
CH4	Rationalise Special Education Needs transport	150	0	
CH9	School transport route efficiencies	200	0	
RES40	Change Out of Hours Service provided by Built Environment	22	0	

### Additional Financial Information – Capital Monitoring Variances

Main Scheme	Revised P12 Budget 2016/17 £'000	Total Expenditure to P12 2016/17 £'000	Over/ (Under) budget £'000	Slippage Requested £'000	Comments
Pencoed Artificial Pitch	12	13	1		Small overspend
Flying Start Provision	18	14	- 4	4	
CCYD Hub	73	76	3		Small overspend funded by revenue

### Additional Sickness Information by Service Area

Unit	FTE 31.03.2017	QTR4 2015/16			QTR4 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Built Environment	54.00	118.50	16	1.94	311.00	20	5.76	16.75	13.13	8.88
Business Strategy and Performance	25.49	59.17	12	2.27	116.00	8	4.55	7.96	8.36	
Catering	112.59	292.51	151	2.47	362.60	168	3.22	9.91	10.03	
Inclusion Service	149.90	636.36	136	4.26	702.03	121	4.68	12.83	12.63	
Integrated Working	145.41	417.74	62	3.14	454.35	50	3.12	11.73	12.26	
School Improvement	19.93	141.60	8	8.38	20.00	2	1.00	3.89	8.38	
School Modernisation	5.00	0.00	0	0.00	1.00	1	0.20	0.20	0.00	
Western Bay Youth Justice and Early Intervention Services	22.54	19.39	9	0.90	90.59	11	4.02	16.13	12.93	
Education & Transformation (excl. Schools)	536.86	1685.28	394	3.19	2063.57	383	3.84	11.83	11.69	

### Additional Sickness Information by Absence Reason

Number of FTE days lost by absence reason - Q4  
Education and Family Support

Absence Reason	Number of FTE days lost	% of total days lost
Cancer	39.86	1.93%
Chest and respiratory	98.00	4.75%
Eye/Ear/Throat/Nose/Mouth/Dental	48.04	2.33%
Genito-urinary / Gynaecological / Pregnancy	0.27	0.01%
Heart / Blood Pressure / Circulation	1.76	0.09%
Infections	178.12	8.63%
Injury	0.00	0.00%
MSD including back and neck	347.57	16.84%
Neurological	42.02	2.04%
Other / Medical Certificate	0.00	0.00%
Pregnancy related	32.57	1.58%
Return to Work Form Not Received	9.14	0.44%
Stomach / Liver / Kidney / Digestion	309.81	15.01%
Stress / Anxiety / Depression / Mental Health	685.41	33.21%
Tests / Treatment / Operation	270.99	13.13%
<b>TOTALS</b>	<b>2063.57</b>	<b>100%</b>

## GLOSSARY

ALN	Additional learning needs
ALPs	A student-focused system designed to support schools and colleges at Key Stage 4 and 5 in ensuring their students make the best possible progress. The system provides analytical reports, enabling school leadership teams to identify areas of strength and weakness.
CCYD	Coleg Cymunedol Y Dderwen
CRC	Carbon reduction commitment
CSC	Central South Consortium
CPA	Corporate performance assessment
DEC	Display Energy Certificate
Donaldson Report	The Donaldson Report (also known as ‘Successful Futures’) was published in February 2015. The review of assessment and curriculum in Wales was commissioned by the Welsh Government. The report offers a wide and thorough analysis of education in Wales and makes far reaching and fundamental recommendations.
eFSM	Pupils entitled to free school meals
ESF	European Social Fund
FTE	Full-time equivalent
JAFF	Joint Assessment Family Framework
LAC	Looked after children
LACE	Looked after children education
Level 2 Inclusive Threshold	A volume of qualifications at Level 2 equivalent to the volume of 5 GCSEs at grade A*-C, including English or Welsh first language and mathematics.
MAT	More able and talented
NEET	Not in education, employment or training
nFSM	Pupils not entitled to free school meals
PEP	Personal education plan
PI	Performance indicator
PIAP	Post-inspection action plan
RAG	Red - Amber – Green
Seren network	Seren is a network of regional hubs designed to support Wales’ brightest sixth formers achieve their academic potential and gain access to leading universities
SMT	Senior management team
STEM	Science, technology, engineering and mathematics

TAF

Team around the family

UCAS

Universities and Colleges Admissions Service

VAP

Vulnerability assessment profile

YEPP

Youth Engagement and Progression Framework

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Youth Guarantee

The Youth Guarantee was rolled-out across Wales in September 2015. It is a proactive and positive offer that will help to ensure that all young people have access to a suitable place in education and learning at age 16

## Communities Directorate Performance

Overall directorate performance remains mainly positive for financial year 2016/17. In year proactive management by both Directorate managers and corporate finance colleagues has resulted in a small 'underspend' position of £354k from an overall budget of £ 24.871 m , or approximately 1.4%. The full details of the main under and over spend positions are set out in the body of the report with a separate financial summary below.

Performance Indicators demonstrate a picture of most service areas continuing to perform at or close to target, with the majority of business plan commitments 'green' or 'amber'. There is however evidence of some of the national indicators showing a downward trend , although sometimes only marginal. Realistic conclusions are difficult to draw based on just a one year decline and some of the indicators are notoriously volatile, for example the % of highways and relevant land inspected of a high or acceptable standard of cleanliness, where the self-assessment exercise can lead to variable performance reporting , but equally the reduction in staffing resources in this and other areas has undoubtedly also affected overall performance.

Sickness levels have disappointingly increased overall this year and are above target. Over 80% of Directorate sickness remains 'long term' and it remains difficult to get staff back to work quickly once they have been absent for a few weeks. Despite considerable effort and some significant successes working with HR the overall trend is still a concern, particularly in Neighbourhood Services where the figures are much higher. Notably over a quarter of all Directorate sickness is now categorised as 'stress, anxiety, depression, mental health'.

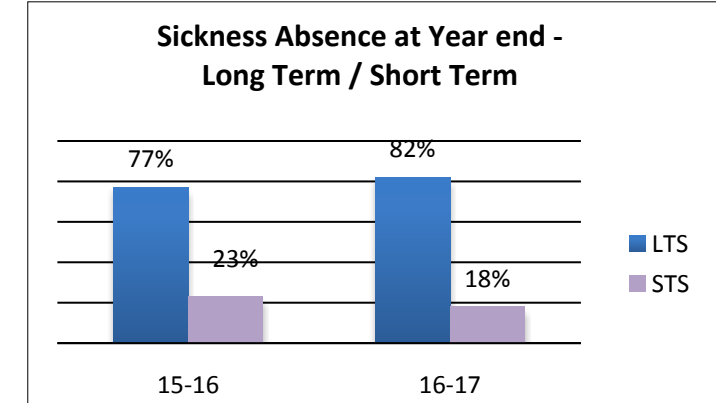
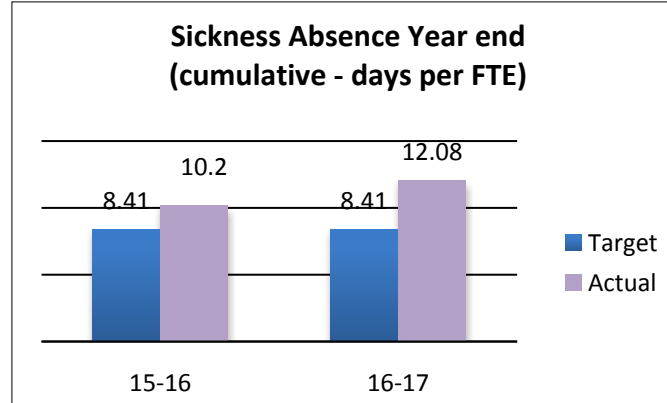
The dashboard perhaps does not adequately evidence some of the major projects and some of the success stories throughout the Directorate during 2016/17. Clearly the enormous undertaking to procure and implement the new waste contract has obviously been both very challenging but also resource hungry . In addition other significant projects to mention include the new Rhiw car park and apartments development as part of Welsh Government's Vibrant and Viable Places Programme, the Parc Afon Ewenni project at Waterton, including Depot rationalisation, the new Anaerobic Digestion waste contract in partnership with Swansea Council and the partnership working to develop and regenerate our towns , including the Maesteg Town Hall proposals and the Cosy Corner and Rest Bay developments in Porthcawl.

Commitments 2016-17					RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)				National Indicators							
Year end 2016-17 Directorate Commitments to delivering Corporate priorities					Total	Red	Amber	Green	Performance vs Target		Trend vs Year end 2016-17		Performance vs Target		Trend vs Year end 2016-17					
Priority One – Supporting a successful economy					8	0	0	8			↑ 14 ↓ 9 ↔ 1									
Priority Two – Helping people to be more self reliant					1	0	1	0												
Priority Three – Smarter use of resources					6	0	4	2												
Finance					Human Resources															
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2016/17 is <b>£24.871m</b></li> <li>The current year outturn is <b>£24.517m</b> meaning an actual <b>underspend</b> of <b>£354k</b></li> </ul> <b>Capital Budget</b> <ul style="list-style-type: none"> <li>The capital budget for the Directorate for 2016/17 is <b>£12.589m</b>, with an <b>underspend</b> of <b>£88k</b> and slippage requested of £1k.</li> </ul>					<b>Staff Number (FTE)</b> <table border="1"> <thead> <tr> <th>2015-16</th> <th>2016-17</th> </tr> </thead> <tbody> <tr> <td>412</td> <td>394.53</td> </tr> </tbody> </table> <b>Sickness</b>												2015-16	2016-17	412	394.53
2015-16	2016-17																			
412	394.53																			

**Efficiency Savings**

Savings (£000)	2015-16 outstanding	2016-17	%
Savings Target		702	100%
Achieved		350	49.9%
Variance		352	50.1%

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



Again brief commentary on the main sickness issues is provided in the overall Director's comments . Managers remain very vigilant but also at times frustrated by their inability to influence some sickness episodes. This is compounded by increased sickness as a result of restructures and staff vulnerability as a result of substantial change programmes.

**Implications of Financial Reductions on Service Performance and other Key Issues/challenges**

Brief commentary on the in year budget position is provided above in the main Director's comments. In addition with regard to the MTFS savings , while the majority of proposals have been achieved in full or part, there are a small number of savings proposals,[ but of significant value ], that have not been achieved for various reasons. These include the well rehearsed issues with the MREC contract where we continue to work with NPT Council around procuring a new operator, and the proposed savings from leasing out Ravenscourt where despite coming close on a couple of occasions we have not as yet secured a tenant to take on the whole of the building.

**High Corporate Risks**

Risk	Improvement Priority	Likelihood	Impact	Overall
The economic climate and austerity	1	4	4	16
Disposing of waste	1 & 3	4	4	16
Healthy Lifestyles	2	4	4	16



KEY:

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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 (no longer statutory)
<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>CP:</b> Corporate Plan Indicator

## REGENERATION

### Improvement Priority One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.2</a>	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses	<b>GREEN</b>	Partnership working between Adult Community Learning, Communities First, DWP and local employers is fully developed and delivering well. Community benefits work in relation to major schemes is now imbedded in the work of the authority.  A range of employment and pre-employment opportunities delivered by Adult Community Learning and Partners resulted in 332 people accessing employability and pre-employment provision, in addition to many more accessing Digital Inclusion and Skills sessions, and 180 have gained employment specifically linked to the employability and pre-employment sessions  Community benefits work in relation to major schemes is now imbedded in the work of the authority. Betws apprenticeship offer was agreed in March 2017 working with Y Prentis Shares Apprenticeship Scheme and Bridgend College; Kier worked with Coastal Housing and through BELP to offer opportunities to local young people	
<a href="#">P1.1.3</a>	Work with individuals and families who are unemployed or economically inactive, face barriers to work or are at risk of poverty by providing employment mentoring, training and other support to improve their job opportunities	<b>GREEN</b>	Bridges in to Work in Bridgend is out performing other local authorities in the Consortium and is on its way to securing a two year extension. 253 participants have received support in 2016-17, via 1:1 sessions throughout the county borough; 135 of these participants gained qualifications, 68 gained volunteer positions and 38 employment.	
<a href="#">P1.2.1</a>	Develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy and increase employment and business opportunities	<b>GREEN</b>	Projects under the Porthcawl Resort Investment Focus (PRIF) programme such as the Maritime centre and the Water Sports centre at Rest Bay are at varying stages of the development process and progressing with considerable support from the community.	
<a href="#">P1.2.2</a>	Contribute to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area	<b>GREEN</b>	The Authority has now signed up to the City Deal which has been agreed with the Welsh Government. Work to establish collaborative arrangements (e.g. on regional transport) are well underway and work on key themes (such as housing and economic development) are progressing.	
<a href="#">P1.2.3</a>	Work with Bridgend Business Forum to review business support in the context of the City Deal and establish a development strategy	<b>GREEN</b>	The Bridgend Business Forum has grown over the last 9 years from 0 to 800 members. Based on research conducted in consultation with our members, an executive group is being established to strengthen the capacity of the forum with a view to it playing a greater role in regional structures such as City Deal. The strategy will develop over the next 2-3 years.	
<a href="#">P1.2.4</a>	Develop a local Low Carbon Transition Strategy as part of Energy Technologies Institute (ETI) programme to establish local heating projects and explore collaborative opportunities for energy programmes on a regional basis	<b>GREEN</b>	The first draft of the Low Carbon Transition Strategy has been prepared and reviewed by BCBC and Welsh Government. The Energy Systems Catapult are now modelling further scenarios to understand their impact on the plan outputs. The first version of the Low Carbon Transition Plan has been produced with a final plan being completed by Autumn 2017.	
Code	Action Planned	Status	Comments	Next Steps (for amber and red only)

<a href="#">P1.3.1</a>	Invest in our town centres to enhance existing facilities and provide new facilities including schemes in Porthcawl Harbourside, Maesteg and Bridgend	<b>GREEN</b>	<p>Regional projects under Buildings for the Future have been assessed by Welsh Government and as a result Bridgend and Maesteg projects (potential housing/commercial and community uses project at Wyndham and Cambrian house in Bridgend and the restoration and modernisation of the Maesteg Town Hall in conjunction with Awen Trust in Maesteg) are proceeding to the next stage; development work is continuing on both.</p> <p>The Rhiw Car Park was completed on time and on budget. Snagging issues are now fully resolved and the Car Park is operational and effective. The fit out of the flats is well underway, as is the exterior of the commercial unit. The anticipated end date is early July. The wider Vibrant and Viable Places (VVP) programme remains on-going, entering the closure and reporting phase, which will continue over the next two years.</p> <p>The second phase bid for Porthcawl THI was unsuccessful and will be resubmitted to the next round, following guidance from the Heritage Lottery to focus on major projects within the bid.</p>	
<a href="#">P1.3.2</a>	Support the development of a Business Improvement District in Bridgend Town Centre to help local traders pursue initiatives and projects important to them	<b>GREEN</b>	A Bridgend Improvement District (BID) company has been founded and a BID manager appointed. An office base has been established within the Rhiw Shopping Centre offices.	

### Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.4.2</a>	Enable community groups and the third sector to have more voice and control over community assets	<b>AMBER</b>	<p>The Community Asset Transfer (CAT) programme has not progressed as well as expected, due to a number of factors, including:</p> <ul style="list-style-type: none"> <li>Level of clarity regarding the facilities the authority will decide to close; without this there is little incentive for groups to take on facilities.</li> </ul>	Obtain greater clarity in the next financial year on the facilities that the Authority decide to close. .

### Improvement Priority Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.3.2</a>	Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017	<b>AMBER</b>	<p>Fresh interest has been expressed in Raven's Court by a call centre company.</p> <p>Progress is good and on budget for the Civic Envelope works.</p>	The marketing of Raven's Court is continuing. There is a small delay on the scheduled timeline of the envelope works but hoping to catch up in the remaining contract period.
<a href="#">P3.3.3</a>	Deliver the enhanced asset disposal programme to achieve £4 million capital receipts by March 2017	<b>GREEN</b>	The enhanced disposal programme is progressing well; income targets have been exceeded. The disposal strategy will be reviewed next year to reflect the need to generate revenue as well as capital resources.	
<a href="#">P3.3.4</a>	Make the Waterton site available to market for housing development as part of the Parc Afon Ewenni scheme	<b>AMBER</b>	Buildings have been demolished on site. Technical and marketing information has been procured and a marketing programme developed.	Following the demolition of the depot buildings at Waterton and discussions with the adjoining landowner, the area of land to be sold and the infrastructure requirements are being reviewed.
<a href="#">P3.3.6</a>	Review assets and services and enable the successful transfer of those most suitable to community groups and organisations	<b>AMBER</b>	A workshop to determine the Future Direction of Travel of Community Asset Transfer chaired by the Corporate Director for Communities was held on 27 March 2017, and it was concluded that systems and processes could not be finalised until key strategic decisions particularly relating to Parks are formulated and approved.	An Advisory Panel remains a priority for community asset transfer and will be progressed during 2017/18.

### Performance Indicators

PI Ref No, PI Type, (former NSI/PAM/Local) link to Corp Priority	PI Description and preferred outcome	Annual 15-16 target	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Value for Money (V)</b>								
<a href="#">DCO.L.1.8i</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of visitors to town centres (annual footfall in Bridgend) <i>Higher preferred</i>	5,000,000	5,800,000	7,971,331	6,527,906 ↑	n/a	n/a	Quarterly indicator : Target Setting: The target has been set to monitor visits to the town centre
<a href="#">DCO.L.1.8ii</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of visitors to town centres (annual footfall in Porthcawl). <i>Higher preferred</i>	2,700,000	3,000,000	5,055,306	501,3457 ↑	n/a	n/a	Quarterly indicator: Target Setting: The target has been set to monitor visits as an outcome of improvements to town centres.
<a href="#">DCO.OA1.10</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of VAT/PAYE registered businesses in the Borough <i>Higher preferred</i>	4,002	No target set	4,540	4,440 ↑	n/a	n/a	Annual Indicator
<a href="#">DCO1.2.3</a> <a href="#">CP</a> <a href="#">IP1</a>	Total annual expenditure by tourists <i>Higher preferred</i>	£306.62m	£313.02m	£329.76m	£313.02m ↑	n/a	n/a	Annual Indicator
<a href="#">DCO16.1</a> <a href="#">CP</a> <a href="#">IP1</a>	Financial value of externally funded town centre regeneration projects underway/ in development <i>Higher preferred</i>	n/a	£23.0m	£31.537m	n/a	n/a	n/a	Quarterly Indicator: (new) Target Setting: This indicator is new for 2016-17
<a href="#">DCO16.10i</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of residential units in Bridgend town centre that have been consented <i>Higher preferred</i>	n/a	8	17	n/a	n/a	n/a	Annual Indicator: (new) Target Setting: This indicator is new for 2016-17. Target set at 8 following baseline collection 15-16
<a href="#">DCO16.10ii</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of residential units in Bridgend town centre that have been completed <i>Higher preferred</i>	n/a	28	28	n/a	n/a	n/a	Annual Indicator: (new) Target Setting: This indicator is new for 2016-17
<a href="#">DCO16.6</a> <a href="#">CP</a> <a href="#">IP3</a>	Reduction in operational assets running costs <i>Higher preferred</i>	£400,000	£195,000	£22,500	£442,000 ↓	n/a	n/a	Annual Indicator - The target of £195,000 was based on the leasing of Ravens Court. However, operational running cost savings of £22.5k pa have been delivered during 2016/17, as a result of disposing of Ty Morfa and Heol Persondy in Aberkenfig. County Borough Supplies depot has recently been vacated and demolished and will generate £43k pa savings in 2017/18 onwards. It is anticipated that the relocation of staff from part of Waterton depot (following the demolition) to Bryncethin depot will also result in running cost savings in 2017/18.
<a href="#">DCO16.9</a> <a href="#">CP</a> <a href="#">IP3</a>	Realisation of capital receipts targets <i>Higher preferred</i>	£6m	£4m	£5.625m	£5.9m ↓	n/a	n/a	Quarterly Indicator Former Ogmere Comprehensive School site, Jennings building, OCLP site, land at Coychurch Road have been sold which has resulted in us exceeding our capital receipts target.
PI Ref No, PI Type, (former NSI/PAM/Local)	PI Description and preferred outcome	Annual 15-16 target	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments

link to Corp Priority						NSI/PAMs)		
<b>Service user outcomes (O)</b>								
<a href="#">DCO1.1.3i</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of vacant premises in town centres: Bridgend <i>Lower preferred</i>	64	55	67	↓ 55	n/a	n/a	Annual Indicator The number of vacant premises has increased in Bridgend over 16-17. A vacant property working group has been established to monitor the situation and regeneration are working closely with property owners and letting agents to encourage occupation where possible.
<a href="#">DCO1.1.3ii</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of vacant premises in town centres: Maesteg <i>Lower preferred</i>	19	19	10	↑ 19	n/a	n/a	Annual Indicator
<a href="#">DCO1.1.3iii</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of vacant premises in town centres: Porthcawl <i>Lower preferred</i>	17	17	10	↑ 16	n/a	n/a	Annual Indicator
<a href="#">DCO1.3.7</a> <a href="#">CP</a> <a href="#">IP1</a>	Percentage of working age population that is in employment <i>Higher preferred</i>	69.9	Increase on prior year	71.7%	↓ 71.9%	n/a	n/a	Annual Indicator
<a href="#">DCO16.2</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of construction schemes for which the local authority has negotiated community benefits <i>Higher preferred</i>	n/a	6	4	n/a	n/a	n/a	Annual Indicator: Target Setting: This indicator is new for 2016-17 Delays on Pencoed and Mynydd Cynfig have meant tha only 4 schemes have progressed
<a href="#">DCO16.3i</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of participants we expect to work with under Bridges in to Work <i>Higher preferred</i>	n/a	227	253	n/a	n/a	n/a	Quarterly Indicator: (new) Target Setting: This indicator is new for 2016-17. Project is actually working with 250 participants, with 202 who have been approved as at 30 <sup>th</sup> December 2016.
<a href="#">DCO16.4i</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of apprenticeships and traineeships arising from the 21st Century schools programme and other BCBC led projects <i>Higher preferred</i>	n/a	4	4	n/a	n/a	n/a	Annual Indicator: Target Setting: This indicator is new for 2016-17
<a href="#">DCO16.4ii</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of apprenticeships and traineeships taken up by people who live in Bridgend <i>Higher preferred</i>	n/a	2	3	n/a	n/a	n/a	Annual Indicator: Target Setting: This indicator is new for 2016-17
<a href="#">DCO16.5</a> <a href="#">CP</a> <a href="#">IP2</a>	The number of community groups using packages of support to manage transferred assets <i>Higher preferred</i>	n/a	3	8	n/a	n/a	n/a	Annual Indicator: Target Setting: This indicator is new for 2016-17
<a href="#">DCO16.8</a> <a href="#">CP</a> <a href="#">IP3</a>	Number of council owned assets transferred to the community for running <i>Higher preferred</i>	n/a	5	0	n/a	n/a	n/a	Annual Indicator: Target Setting: This indicator is new for 2016-17 Only one transfer, Bryncethin Playing Fields and Pavilion, was reaching imminent completion - requiring a sustainable business plan to be submitted by Bryncethin RFC for the project to be approved by the Finance Department and committee. It is anticipated the original target of 5 asset transfers could realistically be achieved in 2017-18. provided that there is clarity on which facilities will close to deliver MTFS savings.
PI Ref No, PI Type, (former NSI/PAM/Local) link to Corp	PI Description and <i>preferred outcome</i>	Annual 15-16 target	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments

Priority								
<a href="#">PLA006b</a> <a href="#">NSI</a> <a href="#">Other</a>	Number of additional affordable housing units provided throughout the year as a percentage of all additional housing units provided during the year <i>Higher preferred</i>	10	15	26.36	↓ 29.4	36	14th	Annual Indicator Performance is lower than last year, as there was an increase of cases where developers were finding viability issues for taking developments forward over 16-17.
<b>Organisational Capacity (C)</b>								
<a href="#">DCO16.7</a> <a href="#">CP</a> <a href="#">IP3</a>	Ratio of employees to desk space in Civic Offices. <i>Higher preferred</i>	6:5	3:2	6:5	↔ 6:5	n/a	n/a	Annual Indicator As Ravens Court has not been leased and staff have not been relocated to Civic offices, the ratio of employees to desk top spaces in Civic offices has not changed. This will only be achieved if Ravens Court offices are leased out, which will fund ICT requirements to enable agile working. Ravens Court marketing currently being refreshed.

## NEIGHBOURHOOD SERVICES

### Performance Indicators

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PI Ref No, PI Type, former NSI/PAM/Local link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Value for Money</b>								
<a href="#">WMT004b</a> <a href="#">PAM</a> <a href="#">Other</a>	The percentage of municipal waste collected by local authorities sent to landfill <i>Lower preferred</i>	42	30	12.1	↑ 13.8	18.4	9 <sup>th</sup>	Quarterly Indicator: Target Setting: Actual target for Authority is a landfill allowance. The NSI/PAM reported on to WG is a percentage, which is set to drive LA performance.
<a href="#">WMT009b</a> <a href="#">PAM</a> <a href="#">Other</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 <i>Higher preferred</i>	58	58	59.81	↑ 59.04	60.19	15 <sup>th</sup>	Quarterly Indicator: Target Setting: Actual target for Authority is a landfill allowance. The NSI/PAM reported on to WG is a percentage, which is set to drive LA performance. A new recycling scheme in place from 5 <sup>th</sup> June 2017 throughout BCBC to improve recycling indicator returns
<b>Service user outcomes</b>								
<a href="#">STS006</a> <a href="#">NSI</a> <a href="#">Other</a>	Percentage of reported fly tipping incidents cleared within 5 working days <i>Higher preferred</i>	98	98	96.56	↓ 97.55	95.6	7 <sup>th</sup>	Quarterly Indicator: Target Setting: National target (NSI) reporting on LA performance; set by WG. The service has been affected by the reduction in staffing levels under proposals brought forward under the MTFS.
<a href="#">THS007</a> <a href="#">NSI</a> <a href="#">Other</a>	Percentage of adults aged 60 or over who hold a concessionary bus pass <i>Higher preferred</i>	89	89	87.49	↓ 91.32	85.6	7 <sup>th</sup>	Annual Indicator 17-18 figures are less than last year's, due to the NFI database (National Fraud Initiative) and the inclusion of having access to the 'Tell Us Once' system.
<a href="#">THS011a</a> <a href="#">Other</a>	Percentage of: Principal (A) roads in overall poor condition <i>Lower preferred</i>	6.96	5.1	5.1	↓ 4.7	n/a	n/a	Annual Indicator
<a href="#">THS011b</a> <a href="#">Other</a>	Percentage of: non-principal (B) roads in overall poor condition <i>Lower preferred</i>	9.88	5.1	3.9	↑ 4.92	n/a	n/a	Annual Indicator
<a href="#">THS011c</a> <a href="#">Other</a>	Percentage of: non principal (C) roads in overall poor condition <i>Lower preferred</i>	13.5	12.5	9	↑ 10.11	n/a	n/a	Annual Indicator
<a href="#">THS012</a> <a href="#">PAM</a> <a href="#">Other</a>	Percentage of: Principal (A) roads, non-principal (B) roads, and non principal (C) roads in overall poor condition <i>Lower preferred</i>	9.42	8.7	6.7	↑ 7.06	11.2	11 <sup>th</sup>	Annual Indicator
<b>Organisational Capacity (C)</b>								
<a href="#">STS005b</a> <a href="#">PAM</a> <a href="#">Other</a>	Percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness <i>Higher preferred</i>	99	97	92.1	↑ 89.43	96.5	21 <sup>st</sup>	Target Setting: Target reported to WG (PAM) to achieve top performance for Local Authority. The standard of cleanliness has been affected by the reduction in staffing levels under proposals brought forward under the MTFS.

## CORPORATE DIRECTOR

### Improvement Priority Three: Smarter Use of Resources

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2016-17 budget;	AMBER	Most identified budget savings achieved in full. Some problem areas remain including MREC and Ravenscourt leasing but alternative mitigations in place.	Some use of earmarked reserves and corporate support to offset delays in achieving some savings.
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	GREEN	Communities 'away day' focussing on key organisational change issues and follow on specialist sessions such as on health and safety workshops were arranged as well as the normal schedule of meetings, appraisals and work 'supervision'.	

### Performance Indicators

#### Value for money

PI Ref No	PI Description	Annual target 16-17 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCO6.1.1i</a> <a href="#">IP3</a>	Value of planned budget reductions achieved (Communities)	1,377	352	26%			1,025	74%	

PI Ref No, Type, (former NSI /PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year End 16-17 Cumulative & RAG	Trend v Year End 15-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">CHR002i</a> <a href="#">PAM</a> <a href="#">IP3</a>	Number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	8.41	8.41	12.08	↓ 10.20	10.2	14th	
<a href="#">DCO5.6.13</a> <a href="#">Local</a> <a href="#">IP3</a>	Number of working days lost to industrial injury per FTE (Communities) <i>Lower preferred</i>	0.41	1.69	0.83	↑ 1.777	n/a	n/a	
<a href="#">DCO5.6.14</a> <a href="#">Local</a> <a href="#">IP3</a>	Number of industrial injury incidents <i>Lower preferred</i>	13	14	5	↑ 21	n/a	n/a	

## Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 was £24.871 million and the actual outturn was £24.517 million, following draw down of £2.287 million from earmarked reserves, resulting in an under spend of £354,000. The most significant variances are:

<b>COMMUNITIES DIRECTORATE</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>	
Development	301	162	(139)	-46.2%
Regeneration	1,788	1,692	(96)	-5.4%
Streetworks	8,018	8,260	242	3.0%
Highways and Fleet	6,127	6,475	348	5.7%
Parks and Open Spaces	2,010	1,942	(68)	-3.4%
Transport & Engineering	842	746	(96)	-11.4%
Streetscene Support	326	253	(73)	-22.4%
Adult Learning	177	83	(94)	-53.1%
Property (Estates)	1,264	867	(397)	-31.4%

### Development Control

- There is an under spend of £139,000 due to an increase in the number of larger planning applications which attract higher fee levels during the financial year. Fees are set by Welsh Government and vary according to the type of development. As a result of the number of applications, the service has received more income than budgeted. However, it cannot be guaranteed that a similar number of large applications will be received next year and so at this point the increased income generated should be regarded as 'one-off'.

### Regeneration

- There is an under spend of £96,000 on the Regeneration budget. This is primarily due to staff vacancy management (£50,000) with the balance from under spends on non-staffing budgets. The under spend on non-staffing budgets is partly linked to the early implementation of future MTFS budget reductions, and partly due to an under spend in the Economic Development Unit marketing and promotion budget as a result of staff capacity constraints and higher than anticipated contributions from sponsors.

### Streetworks

- The net over spend of £242,000 on Streetworks includes an over spend on the Waste Disposal Budget of £365,000. The MREC saving of £300,000 for 2015-16 was not achieved, but it was partly mitigated by a contribution of £150,000 from the MTFS Budget Reduction Contingency reserve. Budget re-alignments have taken place as part of the 2017-18 budget setting process to mitigate this shortfall. There were also additional tonnage costs of £454,000 which have been partly offset by savings from the interim Anaerobic Digestion (AD) procurement project of £239,000.
- Under the new waste contract commencing in 2017-18, there is a forecast reduction in the amount of tonnage going to the MREC due to an increase in kerbside recycling and at the Civic Amenity Sites. £196,000 was drawn down from earmarked reserves to support procurement project costs for the new Waste Contract commencing 1st April 2017.
- There is a further budget reduction target of £200,000 in respect of the MREC in 2017-18 which is anticipated to be achieved when the procurement process to appoint a contractor to operate and manage the MREC is concluded. This remains an area of considerable management focus in partnership with Neath Port Talbot. A £100,000 saving is also included in the MTFS for 2017-18 against a longer term AD Procurement exercise which is nearing conclusion.

### Highways and Fleet

- The net over spend on Highways and Fleet is £348,000. Included within this is an over spend on Highways Maintenance and Fleet Services of £441,000 which mainly constitutes expenditure on highways maintenance borne by the directorate (£293,000) along with a downturn in commercial income in Fleet Services (£148,000). The reduction in income is due to a number of factors, including the general reduction in the Council's budgets and the closure of County Supplies. This has been offset by an under spend of £131,000 in street lighting, which has arisen following the LGBI programme of replacement of lanterns, and subsequent reduction in energy costs and required maintenance. This saving will be used in 2017-18 to meet short term shortfalls in MTFS savings, whilst existing proposals are being progressed e.g. car parking charges review.



- The outturn position of the DLO has been positively affected by South East Wales Trunk Road Agency (SWTRA) requesting additional works on the A470 subsequent to the withdrawal of Merthyr Council from the maintenance activities on the trunk road. Additional requests were also received to assist on trunk road maintenance in the Neath Port Talbot area. It is unclear at this time if any additional works will be requested over and above the service level commitment in 2017-18 and the financial implications of any such requests.

#### Parks and Open Spaces

- There is an under spend on Parks and Open Spaces of £68,000 primarily due to an under spend on staffing. The under spend has arisen as part of a restructure of the parks service and will not reoccur in 2017-18.

#### Transport and Engineering

- There is a net under spend across the service of £96,000. Within this there is a pressure on the car park budget of £111,000, primarily due to the delay in the implementation of MTFS budget reductions, including charging for blue badges (£165,000) and increases in car parking charges (£60,000), combined with car park income shortfalls (£140,000). This has been mitigated by a contribution of £83,000 from the MTFS Budget Reduction Contingency Reserve and draw down of funding from earmarked reserves. The directorate has identified mitigating under spends to address this pressure in the short-term. There is a further budget reduction of £50,000 in the 2017-18 MTFS relating to a broad review of car parking including staff and elected member parking passes.
- There is an over spend on Traffic Management and Road Safety of £64,000. £20,000 of this is due to the shortfall on the MTFS saving relating to School Crossing Patrols. The balance of the over spend is due to a shortfall in internal fee income.
- Policy and Development has an over spend of £79,000. This mostly consists of an over spend on staffing costs due to the late implementation of staffing restructures.
- The over spends identified have been offset by Engineering services exceeding their income target (£275,000) primarily due to the balance of working on EU/non EU funded projects compared with previous years. There has also been an under spend under Public Transport Co-ordination due to staff vacancy management (£75,000).

#### Streetscene Support

- There is an under spend across the service of £73,000 due to staff vacancy management and reduced spend on supplies and services.

#### Adult Community Learning (ACL)

- There is an under spend across the service of £94,000 due to staff vacancy management. This, in part, was as a result of a reduced programme of courses due to uncertainty about the future provision of ACL following significant changes to the area strategic partnership and Bridgend College's delivery of an ACL programme. This will contribute towards the 2017-18 MTFS saving target of £70,000 for a reduction in Adult Community Learning provision.

#### Property

- There is an under spend across Property Estates of £397,000. This is mainly due to the draw down of WG funding in respect of Hartshorn House of £250,000, which has been transferred into an earmarked reserve to cover operational costs and refurbishment within the commercial property portfolio. There is also an under spend of £117,000 arising from staff vacancies, which is partly offset by an over spend arising from under occupancy of the Innovation Centre, as a result of difficulties in attracting tenants.
- The Section 151 Officer made a one-off allocation from the MTFS Budget Reduction Contingency Reserve against the £195,000 saving in respect of Raven's Court following the failure to lease the building during the financial year.

### **Additional Financial Information – Main Budget Reduction Monitoring Variances 2015-16**

Budget Reduction Proposal	Original 2015-16 £000	Achieved	Comment
Procure by competitive tendering and in accordance with the provisions of a MOU between BCBC and NPTCBC, a contractor to operate and manage the MREC	300	0	This is covered within the budget pressure secured for Waste Contract in the MTFS for 2017-18
Review of public conveniences	50	40	Contribution from Town Council to meet the shortfall.
Review of car parking charges - staff and long/short term stay car parks	60	0	This saving will be delivered as part of COM 12 in 2017-18
Public to purchase their own black refuse bags to an appropriate specification.	50	0	This is covered within the budget pressure secured for Waste Contract in the MTFS for 2017-18
Implementation of charging for Blue Badge Holders for Car Parking	60	0	A number of mitigating actions have been identified to meet the shortfall in 2017-18, including additional energy savings from street lighting, and engineers income, until a time as a full car parking charges review is undertaken.
Review of School Crossing Patrol service in line with GB standards.	60	40	Small shortfall to be met from earlier implementation of other directorate efficiencies targetted for 2018-19.

### Additional Financial Information – Budget Reduction Monitoring Variances 2016-17

Budget Reduction Proposal	Original 2016-17 £000	Achieved	Comment
Review of Highways maintenance/DLO Services	417	305	Underspends across other directorate areas have met this shortfall, with Period 12 outturn showing an overall Directorate underspend.
Review of overtime across Highways/Streetscene	90	45	Underspends across other directorate areas have met this shortfall, with Period 12 outturn showing an overall Directorate underspend.
To rationalise the core office estate - leasing of Raven's Court	195	0	Agreement from S151 Officer that full £195k is met from the MTFs contingency fund for 2016-17 only

### Additional Financial Information – Capital Monitoring Variances

Main Scheme	Revised Budget 2016/17 £'000	Total Expenditure to 2016/17 £'000	Over/ (Under) budget £'000	Slippage Requested £'000	Comments
Highways Structures	200	171	- 29		Under spend offset by over spend on highways maintenance
Highways Maintenance	250	291	41		Over spend offset by under spend above and revenue contribution
Local Govt Borrowing Initiative (Highways Infrastructure)	-	2	2		
Pandy Park	418	419	1		
Bridge Strengthening - A4061 Ogmore Valley	60	59	- 1	1	
Coychurch New Cremators	12	-4	-16		Scheme finished
Porthcawl Rest Bay Waterside Cycle	258	259	1		
Housing Renewal Schemes	377	187	-190		Underspend offset by below
Empty Homes Grant	-	84	84		Overspend offset by Housing Renewal Schemes
Comfort Safe & Security Grants	-	29	29		Overspend offset by Housing Renewal Schemes
Emergency Repair Lifetime Grant	-	77	77		Overspend offset by Housing Renewal Schemes
Brynmenyn Hostel Works	2	1	-1		Works complete
Maximising Space and Technology / BCP	101	27	-74		Scheme finished
Agile Working (Rationalisation of Admin. Estate)	-	- 13	-13		
<b>Total Communities</b>	<b>12,589</b>	<b>12,500</b>	<b>- 89</b>	<b>1</b>	

## Additional Sickness Information by Service Area

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Unit	FTE 31.03.2017	QTR4 2015/16			QTR4 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support - Communities	11.78	31.76	8	2.38	0.00	0	0.00	3.63	5.23	8.41
Community Learning and Engagement	4.51	17.00	2	3.77	2.30	1	0.43	0.75	6.05	
Regeneration & Development	141.51	213.37	71	1.60	260.65	85	1.84	7.20	6.47	
Neighbourhood Services	234.91	738.23	62	2.83	661.56	73	2.82	15.26	12.87	
<b>COMMUNITIES TOTALS</b>	<b>412.00</b>	<b>1000.36</b>	<b>143</b>	<b>2.43</b>	<b>926.51</b>	<b>160</b>	<b>2.35</b>	<b>12.08</b>	<b>10.20</b>	

## Reasons for Absence

Absence Reason	Number of FTE days lost by absence reason - Q4 Communities	
	Number of FTE days lost	% of total days lost
Chest & Respiratory	118.08	12.74%
Eye/Ear/Throat/Nose/Mouth/Dental	15.54	1.68%
Heart / Blood Pressure / Circulation	12.64	1.36%
Infections	141.45	15.27%
Injury	83.03	8.96%
MSD including Back & Neck	68.94	7.44%
Neurological	25.20	2.72%
Other / Medical Certificate	65.00	7.02%
Return to Work Form Not Received	11.19	1.21%
Stomach / Liver / Kidney / Digestion	77.65	8.38%
Stress / Anxiety / Depression / Mental Health	242.24	26.15%
Tests / Treatment / Operation	65.54	7.07%
<b>TOTALS</b>	<b>926.51</b>	<b>100%</b>

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**Finance Performance** – Overall the finance function has continued to deliver a high quality service to both internal and external customers whilst taking the largest percentage of budget reductions of any directorate. The service has achieved improvements in the level of sickness, has achieved the vast majority of MTFS reductions and has proactively sought alternatives where original commitments have become unachievable – the picture is therefore more positive than a simple RAG status would indicate. The one area of genuine concern remains delays in launching online Council Tax and Benefits service. This is currently targeted for Q2 2017-18

Commitments 2016-17	RAG – current progress against commitment			
	Total	Red	Amber	Green
Year End 2016-17 Directorate Commitments to delivering Corporate priorities				
Priority One – Supporting a successful economy	0	0	0	0
Priority Two – Helping people to be more self reliant	1	0	1	0
Priority Three – Smarter use of resources	5	2	0	3

All Indicators (incl. Finance and sickness PIs)		National Indicators	
Performance vs Target	Trend vs Year end 2016-17	Performance vs Target	Trend vs Year end 2016-17
	<p>↑ 5</p> <p>↓ 0</p> <p>↔ 2</p>	<p>■ &gt;10% off ■ &lt;10% off ■ on track</p> <p>1</p>	<p>■ up ■ down ■ same</p> <p>1</p>

**Finance**

**Revenue Budget**

- The net revenue budget for the Chief Executives (inc Finance) for 2016/17 is **£4.268m**
- The current year-end outturn is **£3.467m** meaning an actual **underspend of £801k**

**Efficiency Savings**

Savings (£000)	2016-17	%
Savings Target	217	100%
Likely to be achieved	187	86%
Variance	30	14%

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

**Human Resources**

**Staff Number (FTE)**

2015-16	2016-17
126.08	118.53

**Sickness**

**Sickness Absence Q4 (cumulative - days per FTE)**

**Sickness Absence at Q4 - Long Term / Short Term**

Improvement vs prior year, however, comparative sickness rates for 2015-16 are likely to be an outlier due to restructuring in the accountancy and financial planning team during the year. Despite apparent shift, key area of focus remains Long Term absence, which is very proactively managed, however there remain a small number of cases which have a significant impact on overall performance.

**Implications of Financial Reductions on Service Performance and**

**High Corporate Risks**

**other Key Issues/challenges**

All reductions have been delivered with the exception of online services, for which recurrent alternatives have been identified through management restructures, one of which was completed during the year, and the other is currently in consultation phase.

<b>Risk</b>	<b>Improvement Priority</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>
Making the cultural change necessary to deliver the MTFS	Links to all	6	4	24
Welfare Reform	Links to all	6	3	18
Equal Pay Claims	Corporate Governance	4	4	16

KEY:

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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 (no longer statutory)
<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>CP:</b> Corporate Plan Indicator

### IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.4.1</a>	Develop capacity of the third sector by finding new ways of working together	<b>AMBER</b>	Joint working group with Citizens Advice Bureau set up to explore welfare reform impacts in the County Borough. Factbase developed which identified greatest risk as implementation of Personal Independence Payments, and opportunity for third sector activity to mitigate this. Draft Specification developed, procurement process commenced with target contract commencement October 2017.	

### IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2016-17 budget	<b>GREEN</b>	All reductions delivered except online services (6 month delay) – alternatives delivered through management restructure, to complete June 2017.	
<a href="#">P3.1.2</a>	Identify and take forward at least three new income generation initiatives	<b>RED</b>	Corporate target to be progressed as 2017-18.	
<a href="#">P3.2.1</a>	Develop a range of automated and online services that are easy for citizens to use	<b>RED</b>	The project has experienced delays which took 'go live' beyond year end cut off for Council Tax and housing benefit systems. Currently carrying out user acceptance testing part 2. However there is a 10 week lead time for a necessary upgrade to the payment portal. Based on current status, targeting go live in Q2 2017-18.	
<a href="#">P3.2.2</a>	Move most common internal processes to automatic to reduce transaction costs and streamline processes	<b>GREEN</b>	Significant improvements delivered through increased use of feeders. Further efficiencies to be implemented from a more streamlined end to end procurement solution in 2017-18.	
<a href="#">P3.4.1</a>	Support Managers through organisational change	<b>GREEN</b>	Workshops held – channel shift viewed positively and supported by staff. CIPFA traineeship funding through earmarked reserve, recruitment summer 2017, training to commence September 2017.	

## PERFORMANCE INDICATORS

### Value for money

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PI Ref No	PI Description	Annual target 16-17 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">FIN3.1.1ii</a> <a href="#">Priority 3</a>	Value of planned budget reductions achieved (Chief Executive and Finance)	217	30	14%	0	0%	187	86%	Quarterly. Shortfall in budget reductions realised of £20,000 due to delay in putting council tax and benefits on-line. Savings were made elsewhere in the service to offset. A restructure in 2017-18 will achieve the required savings.

PI Ref No, PI Type, (Former NSI/PAM/Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend v Year End 16-17	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
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### Value for Money (V)

<a href="#">FIN3.1.1</a> Local IP3	Value of proposed reductions to corporate budgets <i>Higher preferred</i>	n/a	938,000	938,000	n/a	n/a	n/a	Annual Indicator (new)
<a href="#">FIN3.1.2.2</a> Local IP3	Net cost for card payments <i>(none)</i>	n/a	0	0	n/a	n/a	n/a	Annual Indicator (new) This was removed following a European judgement on the charging of fees on credit cards and the re-tendering of the cash receipting system where the fees being charged to the Council was reduced.
<a href="#">FIN3.1.2.3</a> CP IP3	The number of new income generating initiatives in place and income generated <i>Higher preferred</i>	n/a	3	0	n/a	n/a	n/a	Annual Indicator (new). To be developed within the commercialisation programme.
<a href="#">FIN3.2.2.1</a> Local IP3	Percentage of invoices processed through digital purchase to pay (P2P) process <i>Higher preferred</i>	n/a	10	0	n/a	n/a	n/a	Annual Indicator (new). There have been delays in implementing the Basware system as a result there have been no invoices via a true eProcurement system though there has been a large rise in invoices processed via Feeder Systems. Efficiencies were gained elsewhere through the feeder process during 2016/17, with the Basware solutions planned to go live in 2017-18.
<a href="#">FIN3.2.2.2</a> Local IP3	Number of schools still using cheque book process <i>(none)</i>	n/a	0	9	n/a	n/a	n/a	Annual Indicator (new) A review was undertaken of the pros and cons of schools having their own bank accounts, both to the school and to the local authority. The outcome of the review was that there were benefits from having separate school bank accounts, but that changes would be made to introduce school to BACS through the Barclays system. Schools would benefit from using fewer cheques and it would be a more efficient process. This process is underway. In summary, the objective has been realised, but through modernising rather than removing the chequebook process.



Service user outcomes (O)								
<u>DRE6.12.1</u> Local Other	Average time (days) taken to process housing benefit (HB and council tax benefit (CTB) new claims <i>Lower preferred</i>	17	17	12.49	↑15.10	n/a	n/a	Target Setting: National target
<u>DRE6.12.2</u> Local Other	Average time (days) taken to process housing benefit (HB and council tax benefit (CTB) change events <i>Lower preferred</i>	10	9	4.06	↑5.38	n/a	n/a	Target Setting: Target based on previous year's target and actual value
<u>FIN2.4.1</u> Local IP2	Number of citizens supported by new arrangements <i>Higher preferred</i>	n/a	TBC	0	n/a	n/a	n/a	Annual Indicator (new) 2016-17 was to be the baseline setting year for this new indicator. Procurement to take place Q2 2017-18.
<u>FIN3.1.2.1</u> Local IP3	Total value of investments made in new financial instruments <i>(none)</i>	n/a	£2 million	£0	n/a	n/a	n/a	Annual Indicator (new) - The use of new financial instruments is dependent on the establishment of a Custody Account. The legal terms and conditions need to be assessed prior to sign up and as a result, it is not envisaged that new financial instruments will be able to be used before the last quarter of the year
<u>DRE6.2.3</u> Local IP3	Percentage of undisputed invoices paid within 30 days (OA)	95%	95%	95.86%	↑95.06	n/a	n/a	
Organisational Capacity (C)								
<u>CHR002vii</u> PAM IP3	Number of working days per full time equivalent lost due to sickness absence (Finance) <i>Lower preferred</i>	9.78	9.78	9.15	↑11.07	n/a	n/a	Positive progress made, largely due to greater team stability vs widespread restructures in the previous year. The figure is heavily impacted by a very small number of extended sickness absences, all of which are proactively managed according to the corporate policy
<u>FIN3.4.1</u> Local IP3	Number of working days lost to industrial injury (Finance) per FTE <i>Lower preferred</i>	0.06	0	0	↔0	n/a	n/a	
<u>FIN3.4.2</u> Local IP3	Number of industrial injury incidents (OaPs) <i>Lower preferred</i>	3	0	0	↔0	n/a	n/a	
Internal Processes (P)								
<u>DRE6.2.2</u> Local Other	Percentage of feeder invoices over all invoices processed <i>Higher preferred</i>	60%	60%	71.92%	↑61.41%	n/a	n/a	Significant positive progress made which continues to free up staff capacity
<u>FIN3.2.1</u> CP IP3	Percentage of Council Tax customers accessing on-line service through "my account" <i>Higher preferred</i>	n/a	30%	0%	n/a	n/a	n/a	Annual indicator (new). Project progress made, but delays to implementation as per commentary above
<u>FIN3.2.2</u> CP IP3	Number of services that are available to the public online <i>Higher preferred</i>	n/a	6	0	n/a	n/a	n/a	Annual indicator (new). Project progress made, but delays to implementation as per commentary above

## Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 was £4.268 million and the actual outturn was £3.467 million and the actual outturn was £3.467 million, following draw down of £58,000 from earmarked reserves, resulting in an under spend of £801,000. The most significant variances are:

CHIEF EXECUTIVE AND FINANCE	Net Budget £'000	Projected Outturn £'000	Variance Over/(under) budget £'000	% Variance
Chief Officers	645	508	(137)	-21.2%
Housing Benefit Administration	696	485	(211)	-30.3%
Housing Benefit Payments	52	(368)	(420)	-807.7%

### Chief Officers

- The under spend mainly relates to the vacant staffing budget following the departure of the Corporate Director Resources. This was included in MTFs budget reductions for 2017-18.

### Housing Benefit Administration

- There is an under spend in respect of the administration of housing benefit arising mainly from staffing vacancies, but also additional grant income. The 2016-17 budget pressure in relation to the new Emmaus facility was reviewed in quarter 3 and reduced by £100,000 and returned to the corporate budget.

### Housing Benefit Payments

- The gross budget is £48.478 million, which is offset by £48.427 million of income, the majority of which is housing benefit subsidy. There is an under spend in respect of the payment of housing benefit of £420,000. This comprises additional recovery of over-payments, totalling £245,000, and £180,000 under spend arising from the need for a lower provision for bad debt following successful debt recovery.

## Additional Financial Information – Budget Reduction Monitoring Variances

Budget Reduction Proposal	Original 2016-17 £000	Amount of savings achieved £000	Comment
To put Council Tax and some aspects of benefits online and to collaborate with others	60	30	Savings made elsewhere in 16-17 (Housing Benefit Admin under-spend), restructure in 17-18 will achieve the £30k annual saving.

## Additional Sickness Information

	QTR4 2015/16	QTR4 2016/17

Unit	FTE 31.03.2017	Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE	Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
Benefits and Financial Assessments	39.99	83.41	18	2.11	118.99	18	2.98	9.72	12.88	9.78
Finance	53.17	120.33	16	2.00	100.77	16	1.90	5.88	9.38	
Revenues	24.37	61.00	20	2.31	55.69	11	2.29	15.25	12.14	
<b>FINANCE DEPARTMENT</b>	<b>118.53</b>	<b>264.75</b>	<b>54</b>	<b>2.10</b>	<b>276.44</b>	<b>46</b>	<b>2.33</b>	<b>9.15</b>	<b>11.07</b>	

Number of FTE days lost by absence reason - Q4		
Finance		
Absence Reason	Number of FTE days lost	% of total days lost
Chest & Respiratory	3.00	1.09%
Eye/Ear/Throat/Nose/Mouth/Dental	6.19	2.24%
Genitourinary / Gynaecological / Pregnancy	30.96	11.20%
Infections	35.00	12.66%
MSD including Back & Neck	11.00	3.98%
Neurological	53.77	19.45%
Stomach / Liver / Kidney / Digestion	20.50	7.42%
Stress / Anxiety / Depression / Mental Health	112.03	40.52%
Tests / Treatment / Operation	4.00	1.45%
<b>TOTALS</b>	<b>276.44</b>	<b>100%</b>

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**Operational and Partnership Services Directorate Performance** - Overall budget reductions have been made and performance is either on target or significantly improved. Sickness and vacancies have impacted on service delivery however and work is underway to stabilise both budget and staffing structures.

Commitments 2016-17	RAG – current progress against commitment			
	Total	Red	Amber	Green
Q3 2016-17 Directorate Commitments to delivering Corporate priorities				
Priority One – Supporting a successful economy	5	0	0	5
Priority Two – Helping people to be more self reliant	3	0	0	3
Priority Three – Smarter use of resources	9	0	0	9

All Indicators (incl. Finance and sickness PIs)		National Indicators	
Performance vs Target	Trend vs Year End 2016-17	Performance vs Target	Trend vs Year End 2016-17

**Finance**

- Revenue Budget**
- The net revenue budget for the Directorate for 2016/17 is **£14.952m**
  - The current year-end outturn is **£13.236m** meaning an actual underspend of **£1.716m**
- Capital Budget**
- The capital budget for the Directorate for 2016/17 is **£682,000**, with an underspend of **£4,000** to planned budget.

**Efficiency Savings**

Savings (£000)	2016-17 YTD	%
Savings Target	985	
Likely to be achieved	985	100%
Variance	0	0%

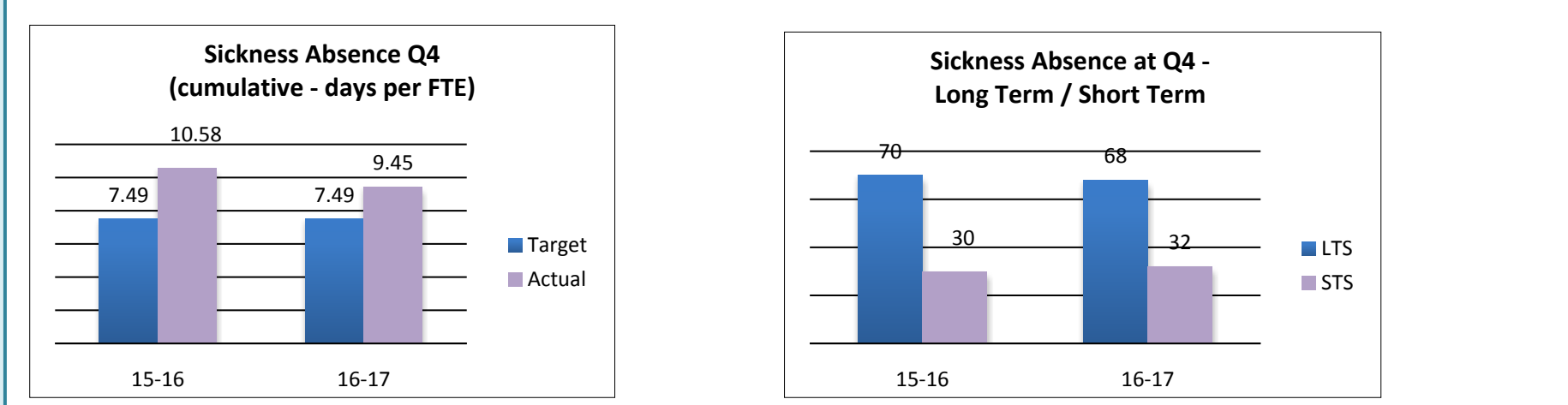
Additional financial information is provided at the end of the report

**Human Resources**

**Staff Number (FTE)**

2015-16	2016-17
325.56	296.79

**Sickness**



Illhealth absence has been an issue for the Directorate over the past year with three long term cases. Significant work has been undertaken by managers to facilitate return to work and in two cases this has been successful. There has and remains difficulty in staff gaining access to National Health Services which has impacted on the ability of staff to return to work.

**Implications of Financial Reductions on Service Performance**

**High Corporate Risks**

**and other Key Issues/challenges**

Budget reductions after many years of previous reductions are bound to impact on service provision. To combat the effect of budget reductions the Directorate embraces collaboration and constantly seeks new business processing opportunities. A complete line by line budget review is being undertaken as part of the MTFs planning to seek opportunities to reduce spend and budget allocation along with ensuring future viability for services.

<b>Risk</b>	<b>Improvement Priority</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>
Healthy Lifestyles	2	4	4	16
The impact of homelessness	2	5	3	15

KEY:

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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 (no longer statutory)
<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>CP:</b> Corporate Plan Indicator

## HR, OD and Customer Service:

### IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.2.2</a>	Move most common internal processes to automatic to reduce transaction costs and streamline processes	<b>GREEN</b>	Providing managers with access to Trent to view employee records including absence and training, has enabled them to be less reliant on HR for basic employees information. Equally, direct access for employees to update their own personal details is more efficient.	
<a href="#">P3.2.3</a>	Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations	<b>GREEN</b>	Taken feedback on board from Coleg Cymunedol y Dderwen students and plans are underway to launch a corporate Instagram account to coincide with the Urdd Eisteddfod in May/June 2017.	
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change OPS	<b>GREEN</b>	Resources have been developed for managers, through the provision of toolkits, face to face training and e-learning to support them to manage effectively in a changing environment. New accredited management development training (funded by Welsh Government's Apprenticeship programme) has also been introduced and will be progressed and evaluated in 2017/18.	
<a href="#">P3.4.2</a>	Provide the learning and development opportunities for staff to meet future service needs	<b>GREEN</b>	The range of learning and development provision has increased to meet service needs, corporate priorities and statutory requirements.	

## Performance Indicators

PI Ref No, PI Type, (former NSI/PAM/Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Service user Outcomes (O)</b>								
<a href="#">DOPS4</a> <a href="#">CP</a> <a href="#">IP3</a>	Develop content to support the increasing the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) <i>Higher preferred</i>	Establish baseline	10% increase	11.3%	n/a	n/a	n/a	
<a href="#">DRE6.7.1</a> <a href="#">Local</a>	Customer Service Centre: Percentage of calls answered within 30 seconds <i>Higher preferred</i>	70%	70%	78.33%	↓ 83%	n/a	n/a	New Quarterly Indicator for 16-17 agreed at Q3 - 182,814 calls handled for the 2016-17 year (184,530 previous year). Average speed of answer 32 seconds.

PI Ref No, PI Type, (former NSI/PAM/Local) Link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">DRE6.7.2</a> <a href="#">Local</a>	Customer Service Centre: Percentage of customers seen within 10 minutes <i>Higher preferred</i>	70%	70%	77.13%	↓ 79%	n/a	n/a	New Quarterly Indicator for 16-17 agreed at Q3 - Total visitors for the year 2016-17 was 32,278 (30,226 visitors last year). Average wait time in queue was 6 minutes.
<a href="#">DRE6.7.3</a> <a href="#">Local</a>	Percentage of correspondence responded to within 5 working days (written enquiries received by the Customer Service Centre will be responded to within 5 working days) <i>Higher preferred</i>	100%	100%	100%	↑ 100%	n/a	n/a	New Quarterly Indicator for 16-17 agreed at Q3 - Total correspondence received in 16-17 – 12,229. All e mails received at least an acknowledgement within 5 working days.
<a href="#">DRE6.7.4i</a> <a href="#">Local</a>	Citizens' Panel – percentage rating service very good or fairly good: Phone <i>Higher preferred</i>	75%	75%	76%	↓ 82%	n/a	n/a	New Annual Indicator for 16-17 agreed at Q3 - Target exceeded
<a href="#">DRE6.7.4ii</a> <a href="#">Local</a>	Citizens' Panel – percentage rating service very good or fairly good: Customer Service Centre <i>Higher preferred</i>	n/a	75%	78%	↓ 82%	n/a	n/a	New Annual Indicator for 16-17 agreed at Q3 - Target exceeded
<a href="#">DRE6.7.5</a> <a href="#">Local</a>	Percentage of citizens surveyed who said that their individual access requirements are met when contacting the Council via the Customer Service Centre. <i>Higher preferred</i>	60%	60%	75%	↑ 61%	n/a	n/a	New Annual Indicator for 16-17 agreed at Q3 - Target exceeded
<a href="#">DRE6.7.6</a> <a href="#">Local</a>	Develop targeted marking / techniques to help improve representation on the Citizens Panel with the aim of increasing engagement with the following groups: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards <i>Higher preferred</i>	5%	10%	19.8%	↓ 38%	n/a	n/a	The increase is in part due to two consultations taking place during Q4, including: Public Service Board survey; Post-16 survey A database of residents taken from previous consultations, identifying those who are interested in sharing their views on major consultations alone (not exclusive to panel members), has also had a positive impact on the number of sign ups. HTML e-mails are now being sent to encourage residents to share their views and to reiterate the opportunity to join the panel. The number of under-represented wards fell from 6 to 5, and the age group 25 - 34 is now considered representative of the county borough. Commitments In addition to those set out in Qtr 3, HTML emails regarding key, live consultations are now sent to all interested residents, when appropriate.
<b>Organisational Capacity (C)</b>								
<a href="#">DOP55</a> <a href="#">CP</a> <a href="#">IP3</a>	The number of managers receiving training to improve their people management skills (including absence management) <i>Higher preferred</i>	n/a	200	231	n/a	n/a	n/a	New Indicator - A further 59 managers attended training to improve their people management skills during Q4, making it a total of 231 for the year. There were 8 management training courses held in the last quarter with a total of 88 attendances in total.
<a href="#">DRE6.6.4i</a> <a href="#">CP</a> <a href="#">IP3</a>	Percentage of employees completing e-learning modules <i>Higher preferred</i>	24%	40%	59.1%	↑ 43.1%	n/a	n/a	Quarterly Indicator - Target for year has been exceeded. Total of 2508 module completions during Q4. 850 employees completed an elearning module for the first time in 2016-17.



PI Ref No, PI Type, (former NSI/PAM/Local) <a href="#">Link to Corp Priority</a>	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<a href="#">DOPS6</a> <a href="#">CP</a> <a href="#">IP3</a>	Number of employees receiving training to improve Welsh Language skills <i>Higher preferred</i>	n/a	150	295	n/a	n/a	n/a	Quarterly Indicator - Annual target for 16/17 was exceeded in Q1 when high numbers were trained in Welsh Language Meet and Greet to-date in order to meet the requirements of the Welsh Language Standards, which included all front-line employees. Further 'Meet and Greet' sessions were held in Q3 and Q4, and Cwrs Mynediad is ongoing.
<a href="#">DRE6.5.6</a> <a href="#">Local</a>	Percentage of Return to work forms completed (excluding schools) <i>Higher preferred</i>	80%	90%	99%	↑ 89%	n/a	n/a	New Quarterly Indicator for 16-17 agreed at Q3 - Enhanced monitoring of RTW returns has resulted in the improved return rate.

## HEAD OF PERFORMANCE and PARTNERSHIP SERVICES

### IMPROVEMENT PRIORITY ONE: SUPPORTING A SUCCESSFUL ECONOMY

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	Implement projects with public sector bodies and local businesses to establish employer skill need and influence local provision	GREEN	The PSB projects have been implemented as planned. This has included a series of wellbeing events held at a local comprehensive school. Over 30 local employers plus Public Service organisations have used the events to engage directly with young people making their post 16 options. Over 400 students attend the Have a go Apprenticeship events. Mock interview days and focussed workshops have been delivered through local employers. Careers Wales will report on the effectiveness of the events in their destination survey work. The events have been so successful that they will continue. We have received a request to invite a second comprehensive school to next year's events.	
<a href="#">P1.1.2</a>	Work with the regional Learning, Skills and Innovation Partnership (LSKIP) and also through the Council's 21st Century Schools Programme and other BCBC-led projects to develop employment opportunities (including apprenticeships and traineeships) and a skills plan that can be delivered locally with our partners, including the college, other training providers and local businesses;	GREEN	This is a cross cutting commitment across all Directorates, with the OaPs directorate contribution to the commitment to provide apprenticeships. There have in total been 3 permanent apprentice positions built into the ICT structure.	
<a href="#">P1.1.3</a>	Work with individuals and families who are unemployed or economically inactive, face barriers to work or are at risk of poverty by providing employment mentoring, training and other support to improve their job opportunities	GREEN	Figures for 2016-17 are as follows: <ul style="list-style-type: none"> <li>Helping people develop employment skills and find work – 322 participants</li> <li>Improving adult basic skills Literacy – 52 participants</li> <li>Improving adult basic skills Numeracy – 24 participants</li> <li>Number of people who have engaged with Communities for Work – 61 participants</li> </ul>	
<a href="#">P1.1.4</a>	Implement the LEAD (more able and talented) project with partners to develop a programme to support young people with leadership potential to succeed;	GREEN	Ten young people are still on the LEAD programme. They have identified community projects and have worked with their mentors to develop a series of community based projects. Participants are in the process of identifying funding opportunities for their projects where necessary. The project is due for completion at the end of this academic year.	
Code	Action Planned	Status	Comments	Next Steps (for amber and red only)

<a href="#">P1.3.3</a>	Increase the amount of residential accommodation available by working with partners to bring empty properties back into use	<b>GREEN</b>	Empty homes grants and loans continue to be delivered to bring empty properties back into use as residential accommodation. To date 28 grants (28 units) and 14 loans (26 units) have been completed. There are currently 33 empty homes grants (37 units) and 5 loan applications (24 units) in progress. Further communication with owners of empty residential properties in the county borough will be undertaken in May 2017.	
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## IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.5</a>	Take reasonable steps to help prevent homelessness, through early intervention, and cooperation from the household	<b>GREEN</b>	In 2016-17 a total of 218(75.2%) applicants threatened with homelessness were prevented from becoming homeless. Being assisted to secure accommodation in the social rented sector is the greatest prevention reason.	
<a href="#">P2.2.6</a>	Provide support to families through the Families First programme to help reduce child poverty;	<b>GREEN</b>	The use of the Families First grant funding was maximised enabling us to to make the most of providing support to families in key areas. The Joint Assessment of Family Framework (JAFF) provides a holistic assessment of support need for the the family. The Team Around the Family (TAF) follows the JAFF by identifying support needed for those families requiring multi agency intervention. Other key areas of support included counselling support and supporting Families with Disabilities.  A total of 3,879 individuals / families accessed the Families First programme throughout 2016-17. Of these 1,553 accessed a commissioned project (single agency support); 220 families accessed support having needs relating to disability and 353 families signed a TAF action plan.	

## IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.3.2</a>	Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2017	<b>GREEN</b>	Preliminary work to establish ICT requirements and tender specifications was completed by ICT, but no further support was required from the service during 2016-17 as a tenant for Ravens Court was unable to be secured.	

## Performance Indicators

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PI Ref No, PI Type, (former NSI/ PAM/Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments
<b>Value for money (V)</b>								
<a href="#">PSR004</a> <a href="#">NSI</a> <a href="#">Other</a>	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 <sup>st</sup> April that were returned to occupation during the year through direct action by the local authority <i>Higher preferred</i>	7.86%	7.86%	2.2%	↓ 4.02%	11.08	16 <sup>th</sup>	Annual Indicator - 1485 owners of empty residential dwellings were contacted in the year by the Authority. Of these 583 are shown as being brought back into use as per council tax records. However, guidance for the PI indicates that only direct action by the Authority can be counted towards bringing the property back into use following engagement by the owner with the Authority. Engagement by owners is relatively low. It remains the case that the powers of the Authority to act in this area are limited.
<a href="#">DOPS8</a> <a href="#">Local</a>	The percentage reduction in spend on bed & breakfast temporary accommodation for homeless households <i>Higher preferred</i>	n/a	25%	74.5%	n/a	n/a	n/a	Quarterly indicator Target exceeded.
<b>Service User Outcomes</b>								
<a href="#">DOPS10</a> <a href="#">Local</a> <a href="#">IP1</a>	The number of young people attending sector specific events through the Wealthy Programme Board <i>Higher preferred</i>	n/a	15	440	n/a	n/a	n/a	Annual Indicator - Following the success of the Wellbeing Day in November 2016 (where 400 were in attendance), young people and employers asked for more in depth information on specific sectors. A 2 <sup>nd</sup> wellbeing event was arranged on 17 January. Employers from health, police, retail, marketing, and the fire services held a series of 2 hour seminars with year 11 students. Forty young people attended.
<a href="#">DCO16.3ii</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of participants we expect to work under Communities First (BESP and Communities for Work) <i>Higher preferred</i>	n/a	549	469	n/a	n/a	n/a	Detailed discussions with Welsh Government on the legal documentation required for the project impacted on the start date of the C4W implementation. This affected the timescale for staff recruitment which was required to deliver the programme of works.
DOPS12 Local IP1	Number of young people and adults gaining employment, education or training through the Families First Programme. <i>Higher preferred</i>	n/a	300	190	n/a	n/a	n/a	Annual Indicator Planned changes to the Families First programme sparked structural changes to the service. Unfortunately, this resulted in a number of young people being transferred to a different support programme prior to completion of their package of support. In addition, a number of clients that had mental health issues, were not work ready but with support were brought much nearer to entry into employment, education or training.
DOPS1 CP IP1	Number of participants successfully completing community LEAD projects <i>Higher preferred</i>	n/a	12	12	n/a	n/a	n/a	Annual Indicator Twelve young people started the programme with two leaving the programme earlier than anticipated as they were successful in securing full-time employment. Ten young people are progressing through the programme. They are working with their mentors on the community projects and have attended a range of leadership courses. The programme is due to finish at the end of this academic year.
DOPS2 CP IP2	The percentage of final duty homelessness acceptances as a proportion of all homelessness presentations <i>Lower preferred</i>	23.60%	17.18%	8.8%	↑ 9.09%	n/a	n/a	Target achieved.
PI Ref No, PI Type, (former NSI/	PI Description and preferred outcome	Annual Target	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16	BCBC Rank 15-16 (former	Comments

PAM/Local) link to Corp Priority		15-16				(former NSI/PAMs)	NSI/PAMs)	
DOPS3 CP IP2	The number of people supported through a disabled facilities grant to help them remain independent <i>Higher preferred</i>	193	222	250	↓ 303	n/a	n/a	
PSR002 PAM Other	The average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower preferred</i>	307	231	242	↑ 321.5	241	21 <sup>st</sup>	<p>Target Setting: This is a national strategic indicator. The target has been set with the objective of sustaining performance following a slight change in the method of calculating the indicator figure 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 differently by different local authorities. Clarification was therefore provided by WG that the starting point should be the date of first contact. Processes have been changed accordingly to ensure the date of first contact is now recorded and used as the starting point. The number of days awaiting an OT assessment and having the OT assessment carried out are now counted in the indicator figure. The target has been increased to reflect this.</p> <p>Performance: A lower number of fast track DFGs were completed than anticipated which has resulted in the slightly higher than target figure. It remains the case however that performance over the year has significantly improved.</p>
PSR009a Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people <i>Lower preferred</i>	411	421	421	↑ 594.55	n/a	n/a	<p>Target Setting: The target has been set with the objective of sustaining performance following the method of calculating the indicator figure changing 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 differently 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. The number of days awaiting an OT assessment and having the OT assessment carried out are now counted in the indicator figure. The target has been increased to reflect this.</p> <p>Performance: Indicator is on target.</p>
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Adults <i>Lower preferred</i>	237	221	225.16	↑ 294.74	n/a	n/a	<p>Target Setting: as above. Performance: A lower number of fast track DFGs were completed than anticipated which has resulted in the slightly higher than target figure. Again a significant improvement of performance</p>
DOPS11 Local	Maintain 3 Apprenticeship posts (ICT) <i>Higher preferred</i>	n/a	3	3	n/a	n/a	n/a	New Quarterly Indicator for Q3 3 apprenticeship posts in place.
DOPS15 Local	Percentage of applicants who were prevented from becoming homeless. <i>Higher preferred</i>	n/a	65.14%	75.2%	n/a	n/a	n/a	New Quarterly Indicator for Q3  Target achieved.
DOPS16 Local	Number of financial claims that failed to comply with Welsh Government terms and conditions (Families First) (none)	n/a	0	0	n/a	n/a	n/a	New Annual Indicator for Q3
PI Ref No, PI Type, (former NSI/ PAM/Local)	PI Description and <i>preferred outcome</i>	Annual Target 15-16	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16 (former	BCBC Rank 15-16 (former NSI/PAMs)	Comments

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link to Corp Priority						NSI/PAMs)		
DOPS33 Local	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good <i>Higher preferred</i>	n/a	90%	95.6%	n/a	n/a	n/a	New Quarterly Indicator for Q3  Target exceeded. 1280 survey responses received in total for 2016-17, 05.55% of which rated the service as excellent, very good or good.
DOPS35 Local	Percentage of statutory responsibilities undertaken by the Corporate Performance, Partnerships and Projects Team that fail to meet requirements <i>Lower preferred</i>	n/a	0	0	n/a	n/a	n/a	New Annual Indicator for Q3  On target
<b>Internal Processes (P)</b>								
DOPS34(a) Local	Availability of voice and data network (%) <i>Higher preferred</i>	n/a	99.99%	100%	n/a	n/a	n/a	New Quarterly Indicator for Q3 – Data not available until Q4 Target achieved
DOPS34(b) Local	Availability of storage area network (core computing) (%) <i>Higher preferred</i>	n/a	99.9%	100%	n/a	n/a	n/a	New Quarterly Indicator for Q3 – Data not available until Q4 Target achieved
DOPS34(c) Local	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices <i>Higher preferred</i>	n/a	99.9%	99.9%	n/a	n/a	n/a	New Quarterly Indicator for Q3 – Data not available until Q4
DRE6.2.6 Local	The percentage increase of documents managed through EDRM <i>Higher preferred</i>	n/a	20%	49.3%	↑ 31.86%	n/a	n/a	Target setting: 10% increase from 1,247,224 documents managed through EDRM in 13/14 when baseline was set. Q4, 630,939 documents indexed. 2016-17 cumulative total = 1,862,263.

## CORPORATE DIRECTOR

### IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT



PAM/Local) link to Corp Priority						NSI/PAMs)		
<b>Value for money (V)</b>								
<a href="#">DOPS7</a> <a href="#">CP</a> <a href="#">IP3</a>	Percentage of tenders above EU threshold compliant with the Public Contracts Regulations 2015 that are compliant <i>Higher preferred</i>	n/a	100%	100%	n/a	n/a	n/a	Annual Indicator On target
<a href="#">DOPS32</a> <a href="#">Local</a>	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors framework <i>Higher preferred</i>	n/a	30%	60.3%	n/a	n/a	n/a	New Annual indicator for Q3 The calculated hourly rate for the BCBC in-house legal service is currently 60.35% cheaper than that of a comparable external legal service.
<b>Service User Outcomes</b>								
DOPS9 CP IP2	Town and Community Council Charter	n/a	In place	In place	n/a	n/a	n/a	Annual Indicator (in place Q2)
PPN-009 PAM Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards <i>Higher preferred</i>	85%	94%	94.7%	↓ 95%	n/a	n/a	
<a href="#">DOPS27</a> <a href="#">Local</a>	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days <i>Higher preferred</i>	n/a	95%	100%	n/a	n/a	n/a	New quarterly indicator for Q3
<a href="#">DOPS29</a> <a href="#">Local</a>	Percentage of satisfied customers (Registrars Service) <i>Higher preferred</i>	n/a	95%	99.5%	n/a	n/a	n/a	New quarterly indicator for Q3
<a href="#">DOPS31</a> <a href="#">Local</a>	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent <i>Higher preferred</i>	n/a	95%	100%	n/a	n/a	n/a	New quarterly indicator for Q3
<b>Organisational Capacity</b>								
<a href="#">CHR002vi</a> <a href="#">PAM</a> <a href="#">IP3</a>	Number of working days per full time equivalent lost due to sickness absence (OaPs) <i>Lower preferred</i>	7.49	7.49	9.44	↑ 10.58	10.2	14 <sup>th</sup>	
<a href="#">DOPS18</a> <a href="#">Local</a> <a href="#">IP3</a>	Number of working days lost to industrial injury (OaPs) per FTE <i>Lower preferred</i>	0	0	0.00016	↓ 0	n/a	n/a	Off target due to one incident recorded in Q1.
PI Ref No, PI Type, (former NSI/ PAM/Local) link to Corp	PI Description and <i>preferred outcome</i>	Annual 15-16 target	Annual Target 16-17	Year end 16-17 Cumulative & RAG	Trend vs Year End 2015-16	Wales Average 15-16 (former NSI/PAMs)	BCBC Rank 15-16 (former NSI/PAMs)	Comments

Priority								
<a href="#">DOPS19</a> <a href="#">Local</a> <a href="#">IP3</a>	Number of industrial injury incidents (OaPs) <i>Lower preferred</i>	0	0	1	0	n/a		Off target due to one incident recorded in Q1.
<a href="#">DOPS30</a> <a href="#">Local</a>	The average number of chargeable hours per FTE fee-earner in the legal service department <i>Higher preferred</i>	n/a	1200	1420.8	n/a	n/a	n/a	New quarterly indicator for Q3
<b>Internal Processes</b>								
<a href="#">DOPS13</a> <a href="#">Local</a>	Number of lone working assessments completed (none)	n/a	Set baseline	100	n/a	n/a	n/a	New Annual indicator for Q3 All necessary risk assessments
<a href="#">DOPS14</a> <a href="#">Local</a>	Number of Display Screen Equipment (DSE) users to undertake mandatory e learning module <i>Higher preferred</i>	n/a	100	98	n/a	n/a	n/a	New quarterly indicator for Q3 Of the 320 DSE users identified as required to complete the training, 314 successfully completed the e-learning course.
<a href="#">DOPS24</a> <a href="#">Local</a>	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel <i>Higher preferred</i>	n/a	90%	93.38%	n/a	n/a	n/a	New quarterly indicator for Q3
<a href="#">DOPS25 (a)</a> <a href="#">Local</a>	Percentage of births registered within 42 days <i>Higher preferred</i>	n/a	99%	98.47%	n/a	n/a	n/a	New quarterly indicator for Q3 Due to a higher than average number of births for the final quarter and two specific issues with regards to parentage, the percentage of births registered within 42 days has dropped below the agreed target.
<a href="#">DOPS25 (b)</a> <a href="#">Local</a>	Percentage of still-births registered within 42 days <i>Higher preferred</i>	n/a	98%	100%	n/a	n/a	n/a	New quarterly indicator for Q3
<a href="#">DOPS26</a> <a href="#">Local</a>	Percentage of customers registering a birth or death seen within 30 mins of arrival <i>Higher preferred</i>	n/a	90%	100%	n/a	n/a	n/a	New quarterly indicator for Q3
<a href="#">DOPS28</a> <a href="#">Local</a>	Percentage of applications dealt within 7 days of receipt <i>Higher preferred</i>	n/a	95%	100%	n/a	n/a	n/a	New quarterly indicator for Q3



## Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2016-17 is £14.952 million and the actual outturn was £13.236 million following draw down of £1.056 million from earmarked reserves, resulting in an under spend of £1.716 million. The main variances are:

OPERATIONAL AND PARTNERSHIP SERVICES DIRECTORATE	Net Budget £'000	Outturn £'000	Variance Over/(under) budget £'000	% Variance
Housing Options and Homelessness	693	375	(318)	-45.9%
Legal Services	1,976	1,783	(193)	-9.8%
Human Resources & Organisational Development	3,536	3,175	(361)	-10.2%
ICT	3,726	3,466	(260)	-7.0%
Regulatory Services	1,470	1,350	(120)	-8.2%

### Housing and Homelessness

- There is an under spend on this area of £318,000. This is mainly as a result of the maximisation of Transitional Funding and Supporting People grant, and small under spends on other budgets. This budget is currently being reviewed by the Head of Finance and Director of Operational and Partnership Services to ascertain whether or not there is a recurrent budget saving that could be realised going forward.

### Legal Services

- The under spend of £193,000 on legal services is partly due to an increase in recovery of legal costs (£69,000), partly due to an under spend on legal costs and disbursements, and the balance due to staffing vacancies (£72,000), most of which are built into the MTFS as budget reductions for 2017-18.

### Human Resources and Organisational Development

- Part of the under spend relates to vacancy management in preparation for future MTFS savings (£200,000) and the balance has arisen as a result of vacancies pending recruitment.

### ICT

- The under spend of £260,000 is as a result of vacancies within the team, and reduced telephone charges (£40,000), along with an under spend of £168,000 on software licences, due to a proactive approach to the rationalisation of software across the Council when the opportunity arises. Some of these savings are in preparation for future MTFS savings.

### Regulatory Services

- The under spend relates to repayment of an under spend on the shared regulatory service following the closure of the 2015-16 accounts, which was primarily due to staff vacancies following the creation of the shared service. The amount of this under spend, and any potential repayment, was not known until the accounts had been audited.

## Additional Financial Information – Capital Monitoring Variances

Main Scheme	Revised Budget 2016/17 £'000	Total Expenditure to 2016/17 £'000	Over/ (Under) budget £'000	Slippage Requested £'000	Comments
Council Suite Upgrade	19	15	-4		Underspend on scheme

## Sickness broken down by Service Area

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Unit	FTE 31.03.2017	QTR4 2015/16			QTR4 2016/17			Cumulative Days per FTE 2016/17	Cumulative Days per FTE 2015/16	Target 2016/17
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
HR and Organisational Development	97.40	328.28	52	2.74	395.93	39	4.06	9.98	12.75	7.49
ICT	56.24	50.00	9	0.93	89.00	16	1.58	6.41	5.26	
Legal Services	43.36	99.29	27	1.54	236.00	12	5.44	13.11	11.05	
Performance and Partnership Services	75.92	118.76	26	1.66	130.03	23	1.71	8.93	10.49	
Business Support & CMB Support	22.86	61.00	5	6.18	77.00	5	3.37	8.89	6.85	
<b>OAPS TOTALS</b>	<b>296.79</b>	<b>657.32</b>	<b>119</b>	<b>2.02</b>	<b>927.95</b>	<b>95</b>	<b>3.13</b>	<b>9.45</b>	<b>10.58</b>	

## Sickness by absence reason

Absence Reason	Number of FTE days lost by absence reason - Q4	
	Operational & Partnership Services	
	Number of FTE days lost	% of total days lost
Chest & Respiratory	36.00	3.88%
Eye/Ear/Throat/Nose/Mouth/Dental	51.50	5.55%
Genitourinary / Gynaecological / Pregnancy	3.00	0.32%
Infections	151.18	16.29%
Injury	65.00	7.00%
MSD including Back & Neck	225.50	24.30%
Neurological	7.00	0.75%
Return to Work Form Not Received	16.00	1.72%
Stomach / Liver / Kidney / Digestion	32.00	3.45%
Stress / Anxiety / Depression / Mental Health	215.22	23.19%
Tests / Treatment / Operation	125.56	13.53%
<b>TOTALS</b>	<b>927.95</b>	<b>100%</b>

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

31 JULY 2017

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2017-18

##### 1. Purpose of Report.

- a) To present the Committee with its own draft Forward Work Programme (FWP) for 2017-18 for consideration and approval;
- b) To present the Committee with a list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. 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 the beginning of the municipal year each Overview and Scrutiny Committee is asked to identify issues for consideration during the year, using the pre-determined criteria (Appendix A) which emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation. The purpose of Appendix A is to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.
- 3.2 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme as far as it is known.

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

- 4.1 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny")?
- 4.2 On 28 June 2017, a report was presented to Council where it provided details of the new Scrutiny Committee Structure, Terms of Reference and its processes.

- 4.3 As agreed by Council, there will be 8 scheduled meetings during the year for each Scrutiny Committee. The Corporate Overview and Scrutiny Committee is able to look at a maximum of 16 topics over a 12 month period.
- 4.4 Each of the following topics would sit within the remit of the Corporate Overview and Scrutiny Committee:
- Performance Monitoring
  - Corporate Plan
  - Business Planning
  - Budget Monitoring
  - Public Service Board
  - Partnership working
  - Contract Management
- 4.5 In addition to this, the Corporate Overview and Scrutiny Committee have responsibility for setting and prioritising the overall forward work programme for the Subject Overview and Scrutiny Committees.
- 4.6 The Subject Overview and Scrutiny Committees will be allocated one item at a time from the overall FWP undertaking Scrutiny investigation of the subject. It is anticipated that any investigation will last no longer than two meetings. SOSCs can consider up to eight topics per year. Subject Overview and Scrutiny Committees can therefore consider up to 8 topics per year. It is hoped that consideration of one item will enable greater focus on priority items and will enable Members to drill down further into topics and overall achieve more effective outcomes.
- 4.7 Officer Planning Meetings will take place every two months between the Scrutiny Officers and each Corporate Director to deliberate the items on the overall forward work programme. In addition to these meetings, Forward Work Programme Development Meetings will also take place between Cabinet Members and Scrutiny Chairs every three months in order for both Cabinet and Scrutiny to discuss and co-ordinate their FWPs.
- 4.8 The Forward Work Programmes will remain flexible and will be revisited at each Corporate Overview and Scrutiny meeting with input from each Subject Overview and Scrutiny Committee and any information gathered from FWP meetings with Corporate Directors and Cabinet.

### **Draft Forward Work Programmes**

- 4.9 Attached at Appendix B is a draft forward work programme with proposed dates for the Corporate Overview and Scrutiny Committee.
- 4.10 Attached at Appendix C is a list of topics that has been compiled from suggested items from the Subject Overview and Scrutiny Committees along with further items proposed from the previous Scrutiny Committees prior to the elections. This incorporates proposals from Corporate Directors, Cabinet Members and detail from research undertaken by Scrutiny Officers taking into account the following:
- *Corporate Plan* ;
  - *Directorate Business Plans*;
  - *Performance Reports to Scrutiny Committees*;

- *Annual business planning and budget setting process.*

4.11 This list of items requires formal prioritisation by the Corporate Overview and Scrutiny Committee and allocation back to each Subject Overview and Scrutiny Committee for investigation.

### **Process for Feedback**

4.12 All conclusions made at Subject Overview and Scrutiny meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.

4.13 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response.

4.14 When each topic has been considered and the Committee is satisfied with the outcome, the Subject Overview and Scrutiny Committee will then present their findings to the Corporate Overview and Scrutiny Committee who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.

4.15 Recommendations can also be made directly to Cabinet from any Scrutiny Committee, following the rules and procedures as laid out in the Constitution.

4.16 Where the recommendations relate to a report already on the Cabinet forward work programme, it is for the relevant Corporate Director to include their response to the recommendations in their report to Cabinet. Where there is not a report scheduled for Cabinet, the Scrutiny Committee will send their own report directly to Cabinet containing their recommendations.

### **Corporate Parenting**

4.17 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>

4.18 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.

4.19 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 & Procedure Rules.**

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<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 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 wellbeing in the County Borough of Bridgend.

## **6. Equality Impact Assessment**

6.1 There are no equality impacts arising directly from this report.

## **7. Financial Implications.**

7.1 The delivery of the Forward Work Programme will be met from within existing resources for Overview and Scrutiny support.

## **8. Recommendation.**

8.1 The Committee is recommended to:

- a) Identify any further detail to include specific information required on each item and invitees to be invited to for inclusion on the Committee's own Forward Work Programme 2017-18;
- b) Identify any further detail and agree three priority topics from the list of items attached at Appendix C and allocate as appropriate to the Subject Committees for their next meetings;
- c) Identify three further priority topics from the list of items attached at Appendix C as an indication of the possible items for future allocation to the Subject Committees;
- e) Identify suitable items for Webcasting from the overall Forward Work Programme;
- f) Agree to use the criteria form for any additional items for future consideration on the Scrutiny Forward Work Programmes.

**Andrew Jolley**  
**Corporate Director – Operational and Partnership Services**

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## **Background documents**

None

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<b>Potential items proposed for the Forward Work Programme - questions to consider</b>	
<b>Proposed Item</b>	
Is this item within the remit of the Committee?	
Is it a Corporate Priority?	
Is it a public interest item?	
What are the questions that need answering?	
<b>Then:</b>	
What is the expected outcome from receiving the item?	
What can be achieved?	
What impact can Members have on this area?	
What information should be reported to the Committee? I.e. data, case studies, examples of outcomes, challenges etc.	
How should information be presented at the meeting? I.e. PowerPoint/Prezi presentation, audio/visual formats, photos, graphics, charts, maps etc.	
Who should be invited to contribute to achieve a representative picture? I.e. front line staff, users, carers, young people, representatives from partner organisations, business representatives etc.	
Is the item particularly suitable for webcasting?	

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**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE – DRAFT ANNUAL FORWARD WORK PROGRAMME**

	<b>Date</b>	<b>Topic</b>	<b>Specific Information Requested</b>	<b>Invitees</b>
1	5 October 2017	Rationalising the Council's Estate including Depot Rationalisation	Originating out of the Corporate Plan – one of the five key projects/programmes under Corporate Priority 3 – Smarter Use of Resources. Rationalising the Council's Estate – Once decision made in relation to Ravens Court Committee's role to assist in developing the next phase. Depot Rationalisation relates back to 2014 where there were concerns over the budget - increase in the cost of the project and the need for consultants, the disposal of land and the gaining of a capital receipt for this	Deputy Leader; Cllr C Smith, Cabinet Member Education & Regeneration; Mark Shepherd, Corporate Director – Communities.
2	5 October 2017	2017-18 Quarter 1: Budget Monitoring Financial Performance	To review 2017-18 financial performance as at 30 June 2017: forecast out-turn against revenue and capital budget and reasons for variance	Cabinet and CMB; Randal Hemingway, Head of Finance.
3	15 November 2017	Digital Transformation Programme	Further monitoring of the project including its potential savings and risks	Cllr Hywel Williams, Cabinet Member – Resources; Darren Mepham, Chief Executive; Randal Hemingway, Head of Finance.
4	15 November 2017	Western Bay	Regional Updates on work of Western Bay	Cllr P White, Cabinet Member for Social Services and Early Help; Sue Cooper, Corporate Director Social

	<b>Date</b>	<b>Topic</b>	<b>Specific Information Requested</b>	<b>Invitees</b>
				Services and Wellbeing.
5	14 December 2017	2017-18 Half Year Financial Performance and Half Year Corporate Plan Performance Report	To review performance including financial performance as at 30 September 2017 against 2017-18 corporate plan commitments, milestones and indicators	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance Partnership and Transformation Manager.
6	14 December 2017	Directorate Budget Consultation Process	Consideration of Directorate Budget for 2018/19	Cabinet and CMB Randal Hemingway, Head of Finance.
7	25 January 2018	Budget Responses and Budget REP	Collate all OVSC and BREP feedback and comments	Cllr Hywel Williams, Cabinet Member – Resources; Andrew Jolley, Corporate Director - Operational and Partnership Services; Randal Hemingway, Head of Finance.
8	25 January 2018	Corporate Plan	To comment on the Council's draft 2017-2020 Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators for 2018-19	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen - Corporate Improvement and Integrated Partnerships Manager.
9	21		To review 2017-18 financial performance as at 31	Cabinet and CMB;

	<b>Date</b>	<b>Topic</b>	<b>Specific Information Requested</b>	<b>Invitees</b>
	February 2018	2017-18 Quarter 3 Financial Performance	December 2017	Randal Hemingway, Head of Finance.
10	21 February 2018	City Deal	Revisit the City Deal item to monitor its progression	Leader; Deputy Leader; Darren Mepham, Chief Executive; Mark Shephard, Corporate Director Communities.
11	29 March 2018	Community Safety Partnership	To provide Members with an overview of Community Safety Partnership priorities and projects	Relevant Cabinet Member; Andrew Jolley, Corporate Director – Operational and Partnership Services; Community Safety Team Leader; Super Intendent Martin Jones.
12	29 March 2018	Business Plan 2017/18	To comment on Directorate 2017-18 business plans including its actions, milestones and performance measures	Cabinet and CMB; Randal Hemingway, Head of Finance; Yuan Shen, Corporate Performance Partnership and Transformation Manager.
13	30 April 2018	Public Service Board	Updates from Public Service Board OVS Panel	
14	30 April 2018	Central South Consortium	Updates from CSC OVS Working Group	TBC

**Extra Possible items**

Shared Regulatory Services	<i>Currently being explored for possible regional joint Scrutiny</i>	TBC
Contract Management	Monitoring reports on Contracts such as Awen, Halo and those associated with Waste	TBC
Corporate Landlord Model - Assets	TBC	TBC
Procurement	Focus on outcomes and progression of the various work streams of the procurement project.	Cllr Hywel Williams, Cabinet Member - Resources Andrew Jolley, Corporate Director - Operational and Partnership Services

## Scrutiny Forward Work Programme

The following items were prioritised for the next 2 meetings for each Subject Overview and Scrutiny Committee:

Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees	Prioritised by Committees
Schools Strategic Review	<p>Post-16 Education – proposals being consulted upon</p> <p>To include update on FE Sector - How FE Sector operates, what are the strategic plans of the college, what is its relationship with secondary schools and the CSC?</p> <p>Further information as to how the FE College were engaging and assisting schools regarding reducing the number of young people becoming NEET.</p>	Scrutiny to act as consultee – vital to have Scrutiny input into any consultation and ensure pre-decision when necessary if any changes proposed for schools	Nov-2017	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; John Fabes; Mandy Paish, CSC Senior Challenge Advisor.	SOSC 1
Waste	<p>New Waste scheme</p> <p>Why scheme was not rolled out over a number of months</p> <p>AHP Waste bags – what is being done to address dignity issue?</p> <p>Road sizes – what is being done about streets and residences that the waste trucks aren't able to access?</p> <p>Residential homes – what assistance and advice have they been given in how they respond to the new scheme?</p> <p>To explore the possibility of compiling the issues being raised through Member referrals</p> <p>To provide comparisons on like for like basis on how other Local Authorities manage their waste</p> <p>How are the collection routes planned out by Kier and where is the customer service centre located?</p> <p>How was the 3 months expected disruption time accepted by the Council?</p>	Council agreed that Waste would be looked at by Scrutiny as a priority due to issues being experienced under the new scheme.	October Members proposed that the item wait until after the bedding in period.	Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities Zak Shell, Head of Streetscene; Satwant Pryce, Head of Regeneration, Development and Property Services.	Council SOSC 1 SOSC 3 SOSC 2
Coety Primary	<p>Standard of buildings</p> <p>Budget</p> <p>Issues with staffing at school</p> <p>Strains on teaching staff</p> <p>How are issues being dealt with now to ensure children's safety?</p> <p>What lessons can be learnt for future new builds?</p>	Members regarded this as urgent due to the issues that are occurring now and that reassurance needs to be provided to the public		Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help.	SOSC 1

ALN Reform Page 136	Inform Members on the ALN Reform and developments - Status of Bill and how as a Local Authority and a Consortia are we preparing for its introduction. What is being done to address the fact that only 7% of pupils with ALN continue on to a career?			Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help.	SOSC 1
Advocacy Services for Children and Adults	To include information on: <ul style="list-style-type: none"> <li>• The outcome from the Advocacy Pilot Scheme</li> <li>• The current system</li> <li>• Social Services &amp; Wellbeing Act</li> <li>• Regional Children Services advocacy</li> <li>• Adult Services – Golden Thread Project</li> </ul>			Susan Cooper, Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Richard Jones?	SOSC 1
Residential Remodelling - Children's	Appraisal of the options and proposed new model for children's residential provision and use of therapeutic interventions. (Pre decision item)	Pre decision Scrutiny item - October 2017 prior to going to Cabinet		Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children’s Social Care; Pete Tyson, Group Manager – Commissioning; Lauren North, Commissioning and Contract Management Officer; Natalie Silcox, Group Manager Childrens Regulated Services. Karen?	SOSC 1 SOSC 2
The Economic Prosperity of Bridgend County Borough	To include areas such as City Deal, Economic Development, Worklessness Programmes, EU Funding for Skills		SOSC 2 - prioritised for next set of meetings  SOSC 1 - proposed waiting until the detail of the Revenue Support Grant are known before this item is considered	Mark Shephard, Corporate Director Communities Darren Mephram, Chief Executive Cabinet Member Communities	SOSC 3



Developing Bridgend as a place to work, live and visit	To include information on Tourism and Events, Streetscene and cleansing the public realm			Mark Shephard, Corporate Director Communities Zak Shell, Head of Streetscene Cabinet Member Communities	SOSC 3
Town Centre Regeneration	To provide members with information on the following responsibilities of the Council and how these are managed and can be developed with reduced resources <ul style="list-style-type: none"> <li>• Car parking review –</li> <li>• Residents Parking</li> <li>• Inconsiderate parking in the Borough</li> <li>• Parking outside schools</li> <li>• Pedestrianisation</li> <li>• Business Rates</li> <li>• Empty Properties</li> <li>• Strategic Building Investment</li> <li>• Closure of Public Toilets - Borough wide</li> <li>• Disabled facilities</li> </ul>			Mark Shephard, Corporate Director Communities Zak Shell, Head of Streetscene Satwant Pryce, Head of Regeneration	SOSC 3
Early Help and Safeguarding	Members of the Committee wish to receive information on this topic as proposed in the Forward Work Programme.			Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance	SOSC 2

<p>Child and Adolescent Mental Health Service (CAMHS)</p>	<ul style="list-style-type: none"> <li>Monitoring the training being undertaken by professionals and volunteers to support and identify children and young people with mental health issues.</li> <li>Links with the Youth Offending Service – where these have ceased due to staffing issues, how there is a continued communication and joint up working between CAMHS and the YOS.</li> </ul> <p>Links to transitional services and Adult Mental Health. Looking at how services were working together in cases where there is a direct impact from Adult Mental Health on children, such as parental alcohol or substance misuse or domestic abuse where children are involved.</p> <p>Data on what services are being offered and provided by schools.</p>		<p>SOSC 1 - End of 2017/beginning of 2018</p> <p>SOSC 2 - Priority in next set of meetings</p>	<p>Sue Cooper, Corporate Director – Social Services and Wellbeing; Lindsay Harvey, Corporate Director - Education and Family Support (Interim); Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children’s Social Care; Nicola Echanis, Head of Education and Family Support; NHS representative.</p>	SOSC 2
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**The following items were deemed important for future prioritisation later in the year:**

Item	Specific Information to request	Rationale for prioritisation	Proposed date	Suggested Invitees
School Standards Report 17-18	Annual school performance report from CSC	Annual school performance results form the basis of monitoring of schools which is a primary responsibility of Scrutiny.	Proposed to receive late January/early February once the school results have been formally published.	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Mandy Paish, CSC Senior Challenge Advisor.
Prevention and Wellbeing and Local Community Coordination	<p>To include information about the number of different initiatives that are available within the community as an alternative to statutory services.</p> <p>LCC projects to be referenced under a heading for each area – Ogmore, Llynfi and Garw Valleys – to ensure ease of reference to what projects are being carried out where.</p>		Proposed date February 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Relevant Cabinet Member; Jacqueline Davies, Head of Adult Social Care; Andrew Thomas, Group Manager – Prevention and Wellbeing.

<p>The Economic Prosperity of Bridgend County Borough</p>	<p>To include areas such as City Deal, Economic Development, Worklessness Programmes, EU Funding for Skills</p>	<p>Members proposed waiting until the detail of the Revenue Support Grant are known before this item is considered</p>	<p>SOSC 3 prioritised for next set of meetings SOSC 1 for future FWP</p>	<p>Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities; Satwant Pryce, Head of Regeneration, Development and Property Services; Representative tbc from Bridgend College; Representative tbc from Bridgend Business Forum.</p>
<p>Town Centre Regeneration</p>	<p>To provide members with information on the following responsibilities of the Council and how these are managed and can be developed with reduced resources</p> <ul style="list-style-type: none"> <li>• Car parking review – <ul style="list-style-type: none"> <li>o Residents Parking</li> <li>o Inconsiderate parking in the Borough</li> <li>o Parking outside schools</li> </ul> </li> <li>• Pedestrianisation</li> <li>• Business Rates</li> <li>• Empty Properties</li> <li>• Strategic Building Investment</li> <li>• Public Toilets</li> <li>• Disabled facilities</li> </ul>			<p>Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities Zak Shell, Head of Streetscene; Satwant Pryce, Head of Regeneration, Development and Property Services.</p>
<p>Safeguarding</p>	<p>To include Safeguarding activity in both Children and Adult Services. To also cover:</p> <ul style="list-style-type: none"> <li>• Regional Safeguarding Boards</li> <li>• Bridgend Corporate Safeguarding Policy</li> <li>• CSE</li> <li>• DOLS</li> </ul> <p>To evidence how the two services are working together and the impact on the LAC population.</p> <p>Report to provide statistical data in relation to service demands and evidence how quickly and effectively the services are acting to those needs.</p>	<p>Members stressed that this subject must be considered by Scrutiny on their FWP as is a huge responsibility of the Authority and Scrutiny must ensure the work being undertaken to protect some of the most vulnerable people is effective and achieving outcomes.</p>		<p>Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children’s Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance</p>

<p>Dementia Care</p> <p>Page 140</p>	<ul style="list-style-type: none"> <li>• Include accurate and up to date figures on the people diagnosed with dementia in Bridgend County Borough for comparison with the number of people predicted to be living with dementia;</li> <li>• Provide Members with the information which can be found on the Local GP Dementia Register which highlights prevalence of dementia by area throughout the borough and type of dementia. The Panel recommend that these statistics are presented on a map diagram for ease of reference. If possible, Members wish that this data be elaborated upon to include age, and whether the numbers show if diagnosis was received prior to moving into the borough;</li> <li>• Provide an update on the review of joint intentions with health and the third sector and include information regarding the production of a dementia strategy and delivery plan - stating milestones, target dates and responsible officers.</li> <li>• Provide an update on existing discussions with nursing care providers in relation to the development of nursing residential care places for people with dementia;</li> </ul> <p>Include facts and figures on people with dementia living in Cardiff as well as Neath Port Talbot and Swansea for comparison to Bridgend.</p> <p>Comparisons with other LAs such as Maesteg and the Vale on dementia awareness training to consider how successful the Authority has been in making Bridgend Dementia friendly.</p>		<p>Members proposed that this be considered after Members have received Dementia Care Training in September/October</p>	<p>Susan Cooper Corporate Director Social Services and Wellbeing;          Cllr Phil White, Cabinet Member – Social Services and Early Help;          Jacqueline Davies, Head of Adult Social Care.</p>
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**The following items were not prioritised at this time:**

Item	Specific Information to request	Suggested Invitees
Overview of Direct Payment Scheme	<p>To update Members on the Direct Payments Process.</p> <p>How outcomes for individuals are being identified and monitored.</p> <p>What activities are being requested by individuals to enable them to achieve their personal outcomes.</p> <p>How the Direct Payments system is being monitored.</p> <p>To include clarification and further details on the exact costs of</p>	<p>Susan Cooper, Corporate Director Social Services and Wellbeing;</p> <p>CLlr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Pete Tyson, Group Manager - Commissioning ;</p> <p>Mark Wilkinson, Group Manager.</p>
Residential Remodelling - Extra Care Housing Schemes	<p>Information on the Extra Care Housing Schemes. To include the following:</p> <ul style="list-style-type: none"> <li>• The purpose/model</li> <li>• Changes to residential care</li> <li>• Communication strategy</li> </ul> <p>Possible site visit to extra care housing scheme and new site once work has begun.</p>	<p>Susan Cooper, Corporate Director Social Services and Wellbeing;</p> <p>CLlr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Jacqueline Davies, Head of Adult Social Care;</p> <p>Carmel Donovan, Group Manager Integrated Community Services;</p> <p>Representative from Linc.</p>
Social Services Commissioning Strategy	<p>To include information on what work has taken place following the Social Services and Wellbeing Act population assessment.</p> <p>To also cover the following:</p> <ul style="list-style-type: none"> <li>• Regional Annual Plan</li> <li>• Bridgend Social Services Commissioning Strategy</li> </ul>	<p>Susan Cooper Corporate Director Social Services and Wellbeing;</p> <p>CLlr Phil White, Cabinet Member – Social Services and Early Help;</p> <p>Jacqueline Davies, Head of Adult Social Care;</p> <p>Laura Kinsey, Head of Children’s Social Care;</p> <p>Pete Tyson, Group Manager – Commissioning</p>
Western Bay Regional Report	<p>To provide Members with the Western Bay Regional Report. To include information on the Integrated Care Fund.</p>	<p>Susan Cooper Corporate Director Social Services and Wellbeing;</p>

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

31 JULY 2017

### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### CORPORATE PARENTING CHAMPION NOMINATION REPORT

##### 1. Purpose of the Report.

- 1.1 The purpose of this report is to request the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Corporate Parenting Cabinet Committee.

##### 2. Connection to Corporate Improvement Objectives.

- 2.1 The key improvement objectives identified in the Corporate Plan 2016-2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### 3. Background

- 3.1 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>
- 3.2 In order to further develop and enhance the Council's corporate parenting role with its partners, a Corporate Parenting Cabinet Committee comprising all Members of Cabinet was established by Cabinet on 4 November 2008.
- 3.3 The Cabinet Committee currently meet on a quarterly basis. Their terms of reference are set out below:
  - to ensure that looked after children are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership;

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<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

- to seek the views of children and young people in shaping and influencing the parenting they receive;
- to ensure that appropriate policies, opportunities and procedures are in place;
- to monitor and evaluate the effectiveness of the Authority in its role as corporate parent against Welsh Government guidance.

3.4 At its inaugural meeting, the Cabinet Committee requested that a Corporate Parenting “Champion” be nominated from each of the Overview and Scrutiny Committees to become permanent invitees to the Cabinet Committee.

#### **4. Current Situation / Proposal.**

4.1 The Committee is requested to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Corporate Parenting Cabinet Committee.

4.2 The role of the Corporate Parenting Champion is to represent their Overview and Scrutiny Committee, partaking in discussions with Cabinet over items relating to children in care and care leavers.

4.3 It is also suggested that in this role each Champion considers how all services within the remit of Scrutiny affect children in care and care leavers and encourage their own Committee to bear their Corporate Parenting role in mind when participating in Scrutiny.

4.4 Scrutiny Champions can greatly support the Committee 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.**

5.1 The work of the Corporate 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 wellbeing in the County Borough of Bridgend.

#### **6. Equality Impact Assessment.**

6.1 There are no equality impacts arising from this report.

#### **7. Financial Implications.**

7.1 None.



## 8. Recommendation.

The Committee is asked to nominate one Member of the Committee as its Corporate Parenting Champion to represent the Committee at meetings of the Corporate Parenting Cabinet Committee

**P A Jolley,**  
**Corporate Director – Operational and Partnership Services**

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### **Background Documents**

Bridgend County Borough Council Constitution

Part II of the Local Government Act 2000: Executive Arrangements

Report of the Corporate Director – Children to Cabinet, 4 November 2008: Establishment of a Corporate Parenting Cabinet Committee

Report of the Corporate Director – Children to the Inaugural Meeting of the Corporate Parenting Cabinet Committee, 27 November 2008

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

31 JULY 2017

#### REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

#### NOMINATION OF MEMBERS TO THE PUBLIC SERVICE BOARD OVERVIEW AND SCRUTINY PANEL

##### **1. Purpose of Report**

- 1.1 The purpose of the report is to request the Committee to nominate three Members to sit on the Public Service Board Overview and Scrutiny Panel.

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

- 2.1 The key improvement objectives identified in the Corporate Plan 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

##### **3. Background.**

- 3.1 From 1 April 2016, the Well-being of Future Generations (Wales) Act 2015 introduced statutory Public Services Boards (PSB) across each local authority area in Wales. PSBs work together to improve the social, economic, cultural and environmental well-being of the board's area. The Act specified that one Committee take an overview of the overall effectiveness of the Board which this Authority determined to carry out via a PSB Overview and Scrutiny Panel under the remit of the Corporate Overview and Scrutiny Committee.
- 3.2 The purpose of the Panel is to review and scrutinise the efficiency and effectiveness of the PSB and its decisions as well as the governance arrangements surrounding it. The Panel will hold up to two meetings a year and will make reports or recommendations to the Board regarding its functions with the aim of enhancing its impact.
- 3.3 The membership of the PSB Panel is determined annually and incorporates three Members from the Corporate Overview and Scrutiny Committee, one Member from each of the Subject Overview and Scrutiny Committees and counterpart representatives that sit on the Public Service Board.

#### **4. Current Situation / proposal.**

- 4.1 In addition to the one Member nominated from each of the three Subject Overview and Scrutiny Committees, the Committee is asked to nominate a further three Members to the Public Service Board Overview and Scrutiny Panel.

#### **5. Effect upon Policy Framework and Procedure Rules.**

- 5.1 The work of the Corporate 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 There are no equalities impacts arising from this report.

#### **7. Financial Implications**

- 7.1 There are no financial implications arising from this report.

#### **8. Recommendation**

The Committee is asked to nominate three Members of the Corporate Overview and Scrutiny Committee to sit on the Public Service Board Overview & Scrutiny Panel.

**Andrew Jolley,**  
**Corporate Director – Operational & Partnership Services**

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**Background Documents:**

None