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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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We welcome correspondence in Welsh. Please let us know if your language choice is Welsh.



Annwyl Cyngorydd,

Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services

Deialu uniongyrchol / Direct line /: 01656 643148 / 643147

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Dydd Gwener, 23 Mawrth 2018

PWYLLGOR TROSOLWG A CHRAFFU CORFFORAETHOL

Cynhelir Cyfarfod Pwyllgor Trosolwg a Chraffu Corfforaethol yn Siambr y Cyngor, Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont ar Ogwr CF31 4WB ar **Dydd Iau, 29 Mawrth 2018 am 09:30.**

AGENDA

1. Ymddiheuriadau am absenoldeb
Derbyn ymddiheuriadau am absenoldeb gan Aelodau.
2. Datganiadau o fuddiant
Derbyn datganiadau o ddiddordeb personol a rhagfarnol (os o gwbl) gan Aelodau / Swyddogion yn unol â darpariaethau'r Cod Ymddygiad Aelodau a fabwysiadwyd gan y Cyngor o 1 Medi 2008.
3. Cymeradwyaeth Cofnodion 3 - 26
I dderbyn am gymeradwyaeth y Cofnodion cyfarfodydd y 14/12/17 and 25/01/18
4. Diweddariad ar Raglen Waith 27 - 54
5. Cynlluniau Busnes Cyfarwyddiaethau 2018-19 55 - 248
Gwahoddedigion
Holl Aelodau'r Cabinet a Bwrdd Rheoli Corfforaethol
Yuan Shen, Rheolwr Perfformiad Corfforaethol, Partneriaethau a Thrawsnewid
6. Cynllun Darparu Gwasanaeth yn y Dyfodol Gwasanaethau Cymdeithasol a Lles 249 - 262
Gwahoddedigion
Cllr PJ White, Aelod Cabinet - Gwasanaethau Cymdeithasol a Chymorth Cynnar;
Susan Cooper, Cyfarwyddwr Corfforaethol - Gwasanaethau Cymdeithasol a Lles;
Darren Mephram, Prif Weithredwr;
Gill Lewis, Pennaeth Cyllid Dros Dro

Ffôn/Tel: 01656 643643

Facs/Fax: 01656 668126

Ebost/Email: talktous@bridgend.gov.uk

Negeseuon SMS/ SMS Messaging: 07581 157014

[Twitter@bridgendCBC](https://twitter.com/bridgendCBC)

Gwefan/Website: www.bridgend.gov.uk

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7. Materion Brys
I ystyried unrhyw eitemau o fusnes y, oherwydd amgylchiadau arbennig y cadeirydd o'r farn y dylid eu hystyried yn y cyfarfod fel mater o frys yn unol â Rhan 4 (pharagraff 4) o'r Rheolau Trefn y Cyngor yn y Cyfansoddiad.

8. Gwahardd y Cyhoedd
Nid oedd yr adroddiad sy'n ymwneud â'r eitem canlynol yn cael eu cyhoeddi, gan fod eu bod yn cynnwys gwybodaeth eithriedig fel y'i diffinnir ym Mharagraff 16 o Ran 4 a Pharagraff 21 o Ran 5, Atodlen 12A, Deddf Llywodraeth Leol 1972, fel y'i newidiwyd gan Orchymyn Llywodraeth Leol (Cymru) 2007 (Mynediad at Wybodaeth) (Amrywio).

Os, yn dilyn cymhwyso'r prawf budd y cyhoedd yn yr Is-Bwyllgor yn penderfynu yn unol â'r Ddeddf i ystyried yr eitem hyn yn breifat, bydd y cyhoedd yn cael eu gwahardd o'r cyfarfod yn ystod ystyriaeth o'r fath.

9. Mynediad at Wybodaeth 263 - 266
Gwahoddedig

Andrew Jolley - Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaethol

Yn ddiffuant
P A Jolley
Cyfarwyddwr Gwasanaethau Gweithredol a Phartneriaethol

Dosbarthiad:

Cynghowrwy
JPD Blundell
N Clarke
J Gebbie
T Giffard
CA Green
M Jones

Cynghorwyr
Cyng
RL Penhale-Thomas
B Sedgebeer
RMI Shaw
CE Smith
JC Spanswick

Cynghorwyr
T Thomas
CA Webster
HM Williams
RE Young

Agenda Item 3

PWYLLGOR TROSOLWG A CHRAFFU CORFFORAETHOL - DYDD IAU, 14 RHAGFYR 2017

COFNODION CYFARFOD Y PWYLLGOR TROSOLWG A CHRAFFU CORFFORAETHOL A GYNHALIWDYD YN YSTAFELLOEDD PWYLLGOR 2/3 - SWYDDFEYDD DINESIG, STRYD YR ANGEL, PEN-Y-BONT AR OGWR CF31 4WB DYDD IAU, 14 RHAGFYR 2017, AM 09:30

Presennol

Y Cyngorydd CA Green – Cadeirydd

| | | | |
|--------------|-------------|----------|--------------|
| JPD Blundell | N Clarke | J Gebbie | T Giffard |
| M Jones | B Sedgebeer | RMI Shaw | JC Spanswick |
| T Thomas | CA Webster | | |

Ymddiheuriadau am Absenoldeb

RL Penhale-Thomas

Swyddogion:

| | |
|----------------|---|
| Mark Galvin | Uwch Swyddog Gwasanaethau Democrataidd - Pwyllgorau |
| Gail Jewell | Swyddog Gwasanaethau Democrataidd - Craffu |
| Rachel Keepins | Swyddog Gwasanaethau Democrataidd - Craffu |

Gwahoddedigion:

| | |
|------------------|---|
| Cllr HJ David | Arweinydd |
| Cllr D Patel | Aelod Cabinet - Lles a Chenedlaethau Dyfodol |
| Cllr CE Smith | Aelod Cabinet - Addysg ac Adfywio |
| Cllr PJ White | Aelod Cabinet - Gwasanaethau Cymdeithasol a Chymorth Cynnar |
| Cllr HM Williams | Dirprwy Arweinydd |
| Cllr RE Young | Aelod Cabinet - Cymunedau |
| Susan Cooper | Cyfarwyddwr Corfforaethol - Gwasanaethau Cymdeithasol a Lles |
| Lindsay Harvey | Cyfarwyddwr Corfforaethol – Addysg a Chymorth i Deuluoedd Dro) |
| Randal Hemingway | Pennaeth Cyllid |
| Andrew Jolley | Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaethiol |
| Darren Mephram | Prif Weithredwr |
| Mark Shephard | Cyfarwyddwr Corfforaethol - Cymunedau |

28. DATGANIADAU O FUDDIANT

Dim

29. BLAENRAGLEN WAITH TROSOLWG A CHRAFFU (FWP) 2017-18

Cyflwynwyd adroddiad gan Gyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth, gyda'r diben o gyflwyno:

- Yr eitemau i'w hystyried yng nghyfarfod y Pwyllgor ar 25 Ionawr 2018, a cheisio cadarnhad o'r wybodaeth sydd ei hangen ar gyfer y cyfarfod dilynol sydd wedi'i drefnu ar 21 Chwefror 2018;
- Rhestr o ymatebion i sylwadau, argymhellion a cheisiadau am wybodaeth ychwanegol o gyfarfod blaenorol y Pwyllgor;
- Rhestr o'r eitemau posibl ar gyfer y Flaenraglen Waith ar gyfer blaenoriaethau ffurfiol a dyraniadau i bob un o'r Pwyllgorau Trosolwg a Chraffu Pwnc.

Yn atodedig i'r adroddiad roedd sylwadau/casgliadau (gan gynnwys rhai sydd heb eu gweithredu eto) ar y pynciau a ystyriwyd yn y cyfarfod diwethaf (Atodiad A); Blaenraglen Waith y Pwyllgor Trosolwg a Chraffu Corfforaethol, gan gynnwys yr eitemau a drefnwyd ar gyfer y ddau gyfarfod nesaf (Atodiad B), a Blaenraglen Waith y Pwyllgorau Trosolwg a Chraffu Pwnc, sy'n cynnwys y pynciau a flaenoriaethwyd ac y cytunwyd arnynt gan y Pwyllgor Trosolwg a Chraffu Corfforaethol ar gyfer y gyfres nesaf o Bwyllgorau Trosolwg a Chraffu yn Nhabl 1, ynghyd â rhestr o'r pynciau arfaethedig ar gyfer y dyfodol yn Nhabl 2 (Atodiad C).

Ar ôl ystyried yr adroddiad, a'r trafodaethau a ddilynodd,

PENDERFYNWYD: (1) Trafododd Aelodau'r Flaenraglen Waith Trosolwg a Chraffu Corfforaethol, a chytunwyd ar y canlynol:

- Cymeradwyodd yr Aelodau yr adborth o gyfarfod blaenorol y Pwyllgor, a nodwyd y rhestr o ymatebion a ddarparwyd.
- Mewn perthynas âg eitem y Fargen Ddinesig a drefnwyd, gofynnodd yr Aelodau a fyddai modd gwahodd Cadeirydd Grŵp y Fargen Ddinesig i'r cyfarfod, a gofyn iddynt sicrhau bod yr adroddiad yn nodi manylion o ran beth mae ar Ben-y-bont ar Ogwr ei eisiau o'r fargen, a phryd.

(2) Trafododd Aelodau'r Flaenraglen Waith Trosolwg a Chraffu Pwnc, a chytunwyd ar y canlynol:

- Mewn perthynas â'r eitem Tai Gwag, gofynnodd yr Aelodau a fyddai modd darparu dadansoddiad o ddarpariaeth y gwasanaeth ar gyfer tai gwag, gan gynnwys contractau sy'n cael eu hisosod.
- Mewn perthynas â'r eitem Atal, Llesiant a Chydgysylltu Cymunedau Lleol, gofynnodd yr Aelodau pa fewnbnw a ddarperir gan Fwrdd Iechyd Prifysgol Abertawe Bro Morgannwg a beth ddarperir gan Gyngor Pen-y-bont ar Ogwr.

(3) Bu i'r Aelodau flaenoriaethu a dyrannu'r canlynol i'r Pwyllgorau Trosolwg a Chraffu Pwnc:

| Dyddiad y Cyfarfod: | Pwyllgor | Pwnc |
|----------------------------|-----------------|---|
| 7 Mawrth 2018 | 2 | Gofal Dementia |
| 12 Mawrth 2018 | 1 | Moderneiddio Ysgolion Band B |
| 21 Mawrth 2018 | 3 | Tai Gwag |
| 16 Ebrill 2018 | 1 | Cymorth Cynnar a Gofal Cymdeithasol |
| 17 Ebrill 2018 | 2 | Atal, Llesiant a Chydgysylltu Cymunedau Lleol |

30. **MONITRO CYLLIDEB 2017-18 – RHAGOLYGN CHWARTER 2**

Cyflwynodd y Pennaeth Cyllid adroddiad, a'i ddiben oedd rhoi diweddariad i'r Pwyllgor ar sefyllfa ariannol y Cyngor ar 30 Medi 2017.

Darparodd y Swyddog Craffu fraslun o'r adroddiad, ac eglurodd y byddai pob Cyfarwyddwr yn derbyn gwahoddiad i'r cyfarfod, ynghyd â'r Aelod Cabinet priodol, er mwyn ymateb i unrhyw gwestiynau sydd gan yr Aelodau mewn perthynas â'r maes gwasanaeth maent yn gyfrifol amdano. Byddai'r Pennaeth Cyllid a'r Swyddog Adran 151 yn bresennol drwy'r holl gyfarfod, i ateb unrhyw gwestiynau o natur ariannol.

Gwahoddodd y Cadeirydd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd, ynghyd â'r Aelod Cabinet dros Addysg ac Adfywio, i'r cyfarfod.

Bu i'r Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd ddarparu braslun o sefyllfa ariannol ei Gyfarwyddiaeth yn ystod y cyfnod uchod, cyn i'r Aelodau fynd ati i holi cwestiynau.

Nododd Aelod nad oedd lleihad yn y gyllideb i ysgolion wedi'i drefnu ar gyfer y flwyddyn i ddod, ond bod yr adroddiad yn adlewyrchu rhagamcan o ddiffyg ariannol i ysgolion. Gofynnodd a fyddai hyn yn cael unrhyw effaith ar leihad yn niferoedd staff.

Dywedodd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd nad oedd yn ymwybodol o unrhyw gynlluniau i gael gwared â swyddi athrawon. Serch hynny, bydd newidiadau o ran staffio yn parhau, hynny yw peidio â chyflogi aelod newydd o staff ar ôl i athro ymadael, a/neu athrawon yn ymddiswyddo'n wirfoddol/ymddeol yn gynnar.

Gofynnodd Aelod pa gamau oedd yn cael eu cymryd i sicrhau bod Cynlluniau Busnes ysgolion yn dod yn fwy effeithlon.

Dywedodd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd bod dyletswydd ar bob ysgol erbyn hyn i ddarparu cynlluniau adfer debyd cadarn fel rhan o'u Cynllun Busnes, ac y caiff hyn ei adolygu'n fisol er mwyn sicrhau bod gwariant yr ysgolion o fewn y gyllideb dros raglen dreigl barhaus. Cynhaliwyd trafodaethau hefyd am Gynlluniau Busnes a chyllid ysgolion gyda chyrrff llywodraethu ysgolion. Nododd hefyd bod ar wahanol gontractau mewn ysgol penodol yn effeithio ar gyllideb yr ysgol honno, a bod hyn yn rheswm pellach i fonitro eu cyllideb yn rheolaidd.

Gan gyfeirio at dudalen 23 yn yr adroddiad, a'r paragraff dan y teitl Cyllidebau Dirprwyedig Ysgolion, dywedodd un Aelod fod nifer sylweddol o ysgolion yn rhagweld diffyg yn y balans erbyn diwedd y flwyddyn, ac y rhagwelir y bydd y diffyg cyffredinol yn £1.234m. Gofynnodd sut/pryd y bwriedir adfachu'r diffyg hwn.

Dywedodd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd y bydd yr holl ysgolion yn cywiro'r diffyg hwn cyn gynted â phosibl, heb effeithio ar ansawdd yr addysg a ddarperir i ddisgyblion yn yr ysgol. Os yw'r diffyg yn sylweddol o fawr, yna y nod fyddai cywiro'r diffyg o fewn cyfnod o dair blynedd (neu bum mlynedd yn yr achosion gwaethaf).

Gofynnodd Aelod a yw ysgolion yn meddu ar yr arbenigedd sydd ei angen i reoli'r toriadau arfaethedig, gan y byddant yn profi toriad o 1.5% i'w cyllideb bob blwyddyn am y ddwy flynedd nesaf. Gofynnodd a ydynt wedi'u paratoi ar gyfer y sefyllfa hon.

Dywedodd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd fod ei gyfarwyddiaeth, gan gynnwys ysgolion, yn derbyn cefnogaeth dda gan dîm Cyllid y Cyngor drwy gyrff llywodraethu'r ysgolion a'r pennaeth/dirprwy bennaeth. Mae gan bob ysgol reolwr busnes sy'n ymdrin â chyllid yr ysgolion. Darparwyd hyfforddiant i staff hefyd mewn ysgolion drwy Gonsortium Canolbarth y De a Grwpiau a Rhwydweithiau Gwella Llywodraethwyr. Mae'r tri chorff hwn yn benodol wedi rhoi cymorth i ysgolion a chyngor ar 'arferion da' y dylid eu defnyddio. Cydnabu fod rhagor o gyfnodau heriol o'n blaenau, a bod pob ysgol yn cynllunio drwy amcanestyniadau er mwyn mynd i'r afael â'r heriau hyn.

Nododd un Aelod fod nifer sylweddol o swyddi gwag yn dal i fod ar rai cyrrff llywodraethu ysgolion, a gofynnodd a fydd hyn yn effeithio ar lefel y cymorth fydd ei angen yn yr ysgol honno.

Cydnabu'r Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd hyn, ond ychwanegodd fod pob swydd wag o'r fath yn cael ei hyrwyddo mewn ysgolion, gyda'r nod o recriwtio rhagor o lywodraethwyr ysgol lle bo'u hangen. Roedd galw hefyd am lywodraethwyr â phrofiad ym maes Addysg neu Gyllid, gan fod gan y bobl hyn brofiad mewn ymdrin â heriau'r dyfodol, a fydd yn effeithio ar gyllidebau ysgolion a'u gweithredu'n llwyddiannus. Fodd bynnag, nid yw'n hawdd llenwi swyddi o'r fath o hyd, gan fod angen lefel ddigonol o ddiddordeb gan unigolion ar yr adeg gywir i ymgeisio.

Gofynnodd Aelod am ddadansoddiad o'r toriadau cyllideb sy'n wynebu ysgolion yn y blynyddoedd i ddod, os oedd hyn yn wybyddus.

Cadarnhaodd y Pennaeth Cyllid a'r Swyddog Adran 151 nad oedd lleihad yn y gyllideb i ysgolion ar gyfer y flwyddyn ariannol 2018-19 wedi'i gynllunio fel rhan o gynigion cyllideb y Cyngor. Roedd lleihad o 1% wedi'i gynllunio yn y gyllideb ar gyfer 2019-2020 ymlaen, gyda thoriad arfaethedig o 1.5% i bob awdurdod lleol yng Nghymru gan Lywodraeth Cymru.

Mewn perthynas â diffygion cyllidebau ar gyfer ysgolion yn y dyfodol, gan gynnwys eu cynlluniau adfer, gofynnodd Aelod a oedd unrhyw arian wedi'i glustnodi yng Nghronfa wrth Gefn y Cyngor i gefnogi'r ysgolion hynny a oedd yn profi trafferthion ariannol hirdymor.

Dywedodd y Pennaeth Cyllid a'r Swyddog Adran 151, er bod y diffyg a ragamcanwyd ar gyfer cyllidebau ysgolion yn yr adroddiad yn £1.234m ar ddiwedd y flwyddyn, y bydd hyn yn llai na hynny erbyn yr adeg honno. Roedd hyn gan y bydd y diffygion yn cael eu negyddu i raddau, gan Arian wrth Gefn ysgolion ar gyfer gwelliannau i ysgolion ac ati, a oedd ag arian dros ben o flwyddyn i flwyddyn fel arfer.

Gofynnodd Aelod a ystyriwyd diwygio dalgylchoedd ysgolion, yn bennaf i blant a fydd yn byw mewn datblygiadau tai newydd mawr sydd wedi'u cynllunio yng ngogledd Pen-y-bont ar Ogwr.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth i Deuluoedd bod dalgylchoedd ysgolion heb newid ers rhyw 15 mlynedd. Roedd nifer o anawsterau i'w hystyried wrth newid dalgylchoedd, megis gofynion cludiant i'r ysgol a oedd yn destun canllawiau statudol, dewis y rhiant a materion eraill a lywodraethir gan y Cod Ymddygiad Ysgolion. Roedd y materion hyn yn gymhleth i'w rheoli, ac felly dyna pam bod y dalgylchoedd yn cael eu cadw, oni bai yr ystyrir ei bod yn hollol hanfodol newid ffiniau'r rhain mewn lleoliad penodol.

Wrth i'r drafodaeth ar ran yr adroddiad yn ymwneud ag Addysg, Cymorth i Deuluoedd ac Ysgolion ddod i ben, gadawodd y Gwahoddedigion y cyfarfod.

Croesawyd y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Llesiant a'r Aelod Cabinet dros Wasanaethau Cymdeithasol a Chymorth Cynnar i'r cyfarfod.

Yn dilyn cyflwyniad cryno gan y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Llesiant i'r rhan o'r adroddiad a oedd yn berthnasol i'w Chyfarwyddiaeth, gwahoddodd y Cadeirydd gwestiynau gan Aelodau.

Cyfeiriodd Aelod at dudalen 24 yr adroddiad a'r tabl a oedd yn dangos cyllideb net y Gyfarwyddiaeth ar gyfer 2017-18 (£64.809m), gydag amcanestyniadau presennol yn awgrymu gorwariant o £1.937m erbyn diwedd y flwyddyn.

Mewn perthynas â meysydd Gofal Cymdeithasol i Oedolion – Gwasanaethau Eraill (amrywiant o 179.9%) a Iechyd Meddwl – Llety â Chymorth/Arall (amrywiant o 136.2%), gofynnodd pam fod yr amrywiant yn y meysydd hyn mor sylweddol o uchel.

Dyweddodd y Pennaeth Cyllid a'r Swyddog Adran 151 o safbwynt ariannol yn unig, bod y canrannau a ddangosir yn y rhan hwn o'r tabl yn berthnasol i gyllidebau net y meysydd hynny lle mae gwasanaethau'r Gyfarwyddiaeth yn creu incwm.

Dyweddodd y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Llesiant bod y gorwariant yn berthnasol i fethu cyflawni arbedion y blynyddoedd blaenorol, a gorwariant hanesyddol ym maes plant sy'n derbyn gofal. Roedd y galw ar wasanaethau a ddarperir gan y Gyfarwyddiaeth hefyd yn sylweddol, ac felly rhaid gwneud arbedion yng nghydestun galw am wasanaethau. Roedd prosiectau trawsffurfio a oedd ar waith hefyd yn cymryd mwy o amser na'r disgwyl i gyflawni lefel yr arbedion sydd ei hangen.

Nododd hefyd nad oedd y gyllideb yn trosglwyddo i ofal cymdeithasol i oedolion pan fo plant â chyflyrau cymhleth yn dod yn oedolion. Roedd nifer o leoliadau cost uchel tu allan i'r sir ym maes Gwasanaethau Plant.

Ychwanegodd y Cyfarwyddwr Corfforaethol Gofal Cymdeithasol a Llesiant bod cynlluniau ailfodelu ar waith a oedd wedi cymryd amser i ddatblygu modelau a dulliau newydd o gyflawni, ond bod y rhain nawr yn symud at y cam cyflwyno a fydd yn effeithio'n gadarnhaol ar y gyllideb.

Ychwanegodd hefyd fod cynnydd yn nifer y plant, y bobl ifanc a'r oedolion sydd â chyflyrau cymhleth sydd angen cymorth, a bod hyn yn debygol o barhau i'r dyfodol.

Dyweddodd Aelod eu bod yn teimlo bod y Gyfarwyddiaeth Gwasanaethau Cymdeithasol a Llesiant yn methu â chyrraedd ei tharged o arbedion sydd wedi'i glustnodi yn Strategaeth Ariannol Tymor Canolig y Cyngor flwyddyn ar ôl blwyddyn. Cydnabu fod pob Cyfarwyddiaeth yn wynebu toriadau cyllideb, a bod hyn yn golygu ei bod yn anodd iddynt barhau i gynnal darpariaeth gwasanaethau allweddol. Fodd bynnag, flwyddyn ar ôl blwyddyn roedd yn ymwybodol nad oedd y Gyfarwyddiaeth hon yn arbennig yn cyflawni'r arbedion a glustnodwyd iddi. Â hyn mewn golwg, teimlai fod achos yn codi dros graffu ar linellau cyllideb y Gyfarwyddiaeth yn unigol.

Dyweddodd yr Aelod Cabinet dros Wasanaethau Cymdeithasol a Chymorth Cynnar, gan ystyried safbwyntiau'r Aelod, fod y Gyfarwyddiaeth Gwasanaethau Cymdeithasol a Llesiant yn cymharu'n dda iawn ag awdurdodau lleol yng Nghymru o ran cymorth i blant, a'r ymrwymiad ariannol (hynny yw cost i bob person) mae'n ei roi o ran hyn.

Ychwanegodd fod sefyllfa debyg o ran y gefnogaeth i Ofal Cymdeithasol i Oedolion, lle mae Cyngor Pen-y-bont ar Ogwr yn cymharu'n ffafriol â'r awdurdodau cyfagos wrth ystyried gwariant yn y maes hwn ar raddfa poblogaeth.

Aeth Aelod ati i gefnogi'r Aelod Cabinet dros Wasanaethau Cymdeithasol a Chymorth Cynnar, gan ychwanegu bod rhaid i'r Cyngor fabwysiadu dull gofalus iawn wrth ddiogelu'r bobl sydd fwyaf agored i niwed yn y gymuned, fel y mae'n ddyletswydd arno i wneud yn ôl deddfwriaeth.

Gofynnodd Aelod i'r Gwaddedigion beth a wnaed yn wahanol o ran cefnogi oedolion a phobl ifanc, gan geisio gwneud arbedion y mae'n ofynnol i'r Gyfarwyddiaeth eu gwneud dan y Strategaeth Ariannol Tymor Canolig ar yr un pryd.

Dyweddodd y Cyfarwyddwr Gweithredol Gwasanaethau Cymdeithasol a Llesiant bod y Gyfarwyddiaeth wedi newid yn sylweddol yn y modd mae'n cyflawni ei gwasanaethau

dros y blynyddoedd diwethaf, a bod y tuedd yn parhau. Bu newid diwylliant er mwyn cyflawni hyn, a oedd yn caniatáu ar gyfer sgysiau gwahanol ar y pwynt cyswllt gyda'r gyfarwyddiaeth, a dull yn seiliedig ar gryfder a oedd yn annog ac yn cefnogi pobl i fod yn fwy annibynnol yn hytrach na'r model gweithio blaenorol o 'ddibyniaeth'. Roedd y model ail-alluogi yn rhad ac am ddim am chwe wythnos, ac roedd hyn wedi arwain at sicrhau nad oedd 60% o bobl angen cefnogaeth barhaus gan y Gyfarwyddiaeth Gwasanaethau Cymdeithasol. Roedd newid wedi bod hefyd yn y modd y caiff asesiadau eu cynnal, gan arwain at newid i'r math o becyn cymorth a ddarperir. Roedd hefyd newidiadau sylweddol wedi bod yn y modd roedd gwasanaethau dydd i bobl sydd ag anableddau dysgu'n cael eu darparu. Roedd 3,500 o bobl yn derbyn pecyn Teleofal, ac roedd Pen-y-bont ar Ogwr yn cael ei gydnabod fel yr awdurdod sy'n arwain yn y maes hwn ar draws Cymru. Fodd bynnag, er mwyn adennill rhagor o arbedion yn y dyfodol, byddai penderfyniadau anodd gan yr Aelodau.

Ychwanegodd yr Aelod Cabinet dros Wasanaethau Cymdeithasol a Chymorth Cynnar bod swm sylweddol o waith wedi'i ddatblygu ym maes Gofal yn y Gymuned, a'i fod yn gobeithio y byddai Aelodau'n nodi bod gwelliant wedi bod o ran absenoldeb salwch o fewn y Gyfarwyddiaeth yn ystod Chwarter 2.

Aeth Aelod ati i ailadrodd yr hyn roedd Aelod arall wedi'i ddweud yn flaenorol, ac y dylai pob Cyfarwyddiaeth yn y Cyngor lynu at eu cyllideb. Gofynnodd a oedd amserlenni'r Gyfarwyddiaeth i dalu gorwariant y llynedd yn ôl wedi bod yn rhy uchelgeisiol, ac a oedd angen rhagor o amser cyn ei ad-dalu.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Llesiant bod cynigion gwreiddiol y Strategaeth Ariannol Tymor Canolig wedi bod yn rhy uchelgeisiol o ran yr amserlenni cyflawni. Roedd Cynllun Ariannol diwygiedig wrthi'n cael ei ddatblygu gan Swyddogion, a fyddai'n cael ei rannu â'r Panel Ymchwilio a Gwerthuso Cyllidebau. Cydnabu fod hyn yn dal i fod yn uchelgeisiol, ond y bydd y Gyfarwyddiaeth yn parhau i ganolbwyntio ar yr arbedion gofynnol wrth sicrhau bod dinasyddion yn dal i dderbyn cymorth ac yn cael eu diogelu. Roedd rhai lefelau gwariant yn ddibynnol ar Gyfarwyddiaethau eraill, er enghraifft y Gwasanaethau Cymorth a Chefnogaeth Gynnar.

Teimlai Aelod y dylid parhau i gynnal ymarferion meincnodi gydag Awdurdodau eraill, er mwyn gweld a oes tueddiadau o ran niferoedd y plant sy'n derbyn gofal, a thrwy feddwl ar y cyd am ffyrdd y gellid eu lleihau. Tybiau fod angen i bob awdurdod lleol yng Nghymru droi at Lywodraeth Cymru ar y cyd, er mwyn ceisio cael arian sydd wir ei angen i dalu costau sy'n gysylltiedig â hyn, gan ei fod yn faich ariannol trwm i Gynghorau.

Dywedodd y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Llesiant y gwnaed cais i'r Ysgrifennydd Cabinet dros Gyllid mewn perthynas â'r uchod, a'i fod wedi sefydlu Grŵp Cenedlaethol i edrych ar y costau y mae awdurdodau lleol yn gyfrifol am eu talu wrth gefnogi plant sy'n derbyn gofal. Roedd y Gyfarwyddiaeth hefyd yn edrych ar ffyrdd o leddfu hyn gyda'i phartneriaid Western Bay.

Ychwanegodd yr Aelod Cabinet dros Wasanaethau Cymdeithasol a Chymorth Cynnar y gellid lleddfu rhywfaint ar lefel y gefnogaeth yn y maes hwn drwy gynyddu nifer y Gofalwyr Maeth.

Wrth i hyn ddod â'r drafodaeth i ben ar yr eitem hon o ran ei pherthnasedd i'r Gyfarwyddiaeth Gwasanaethau Cymdeithasol a Llesiant, diolchodd y Cadeirydd i'r Gwahoddedigion am eu presenoldeb.

Yna gwahoddodd y Cyfarwyddwr Corfforaethol Cymunedau a'r Aelod Cabinet dros Gymunedau i'r cyfarfod, i drafod y rhan o'r adroddiad a oedd yn berthnasol i'r Gyfarwyddiaeth Cymunedau.

Ar ôl i'r Cyfarwyddwr Corfforaethol Cymunedau roi cyflwyniad i'r adroddiad, gwahoddodd y Cadeirydd gwestiynau gan Aelodau.

Gofynnodd Aelod pryd bydd yr adolygiad Parcio Ceir yn cael ei gwblhau a'i weithredu.

Nododd y Cyfarwyddwr Corfforaethol Cymunedau bod hyn yn dal ar waith, ac y bydd yn dod i ben erbyn diwedd y flwyddyn ariannol. Nid oedd yr adolygiad wedi'i gwblhau eto, ac roedd y sefyllfa wedi'i chymhlethu gan fod Llywodraeth Cymru wedi cyflwyno cyllid ar gyfer trefniadau parcio am ddim i awdurdodau lleol i'w cyflwyno mewn rhai meysydd parcio a oedd o fewn eu hawdurdodaeth.

Nododd Aelod eu bod yn llwyr ymwybodol bod y Gyfarwyddiaeth Cymunedau yn darparu lefel sylweddol o wasanaethau sy'n wynebu'r cyhoedd, a'u bod wedi profi oedi wrth ddarparu rhywfaint o'r gwasanaethau rheng flaen hyn o achos lleihad mewn lefelau staffio a gyflwynwyd fel rhan o'r Strategaeth Ariannol Tymor Canolig. Gofynnodd a oedd cynlluniau yn y gyllideb nesaf i leihau gweithlu'r Gyfarwyddiaeth ymhellach, a pha effaith roedd rhesymoli staff wedi ei gael ar y staff oedd yn dal i fod o fewn y Gyfarwyddiaeth.

Nododd y Cyfarwyddwr Corfforaethol Cymunedau bod bron yr holl wasanaethau a ddarperir gan ei Gyfarwyddiaeth yn wynebu'r cyhoedd, ac y caiff hyn ei adlewyrchu wrth weld bod 80% o Ailgyfeiriadau Aelodau yn cael eu gwneud i'r Gyfarwyddiaeth Cymunedau. Roedd hyn wedi bod yn broblem ar adegau wrth reoli pob ailgyfeiriad mewn modd amserol, gan fod y lefelau staff, yn enwedig staff cefn y swyddfa o fewn ei weinyddiaeth/adranau cymorth busnes, wedi lleihau'n sylweddol yn ystod o blynnyddoedd diwethaf, o achos graddau'r toriadau roedd yn rhaid i'w Gyfarwyddiaeth eu gwneud, a'r staff hyn oedd yn ymdrin â chwynion ac ailgyfeiriadau yn gyntaf. Roedd lefelau salwch o fewn y Gyfarwyddiaeth wedi gwella ar y cyfan yn ddiweddar, ond roedd rhai aelodau o'r staff Glanhau Strydoedd wedi bod ar absenoldeb salwch hirdymor, a oedd yn broblem o ran darparu'r gwasanaeth hwn yn effeithlon. Roedd ef a'i Dîm Rheoli yn edrych ar ffyrdd gwell o weithio'n effeithiol, wedi'u cefnogi o bosibl gan systemau mwy effeithlon i wneud yn iawn am y lefelau staffio is a brofwyd yn ystod y blynnyddoedd diwethaf.

Dyweddodd yr Aelod Cabinet dros Gymunedau bod y toriadau blynnyddol i'r gyllideb yn dechrau 'cnoi' yn y Gyfarwyddiaeth, ac roeddent yn dechrau dod yn fwy gweladwy i'r cyhoedd hefyd mewn rhai meysydd, er enghraifft llai o lanhau strydoedd. Roedd llawer o'r gwasanaethau roedd y Gyfarwyddiaeth yn eu darparu nawr yn dod yn fwy ymatebol yn hytrach na rhagweithiol.

Cymeradwyodd Aelod y Gyfarwyddiaeth Cymunedau am barhau i gyflawni ei thoriadau i'r gyllideb flwyddyn ar ôl blwyddyn, a nododd fod angen i un neu ddwy Gyfarwyddiaeth arall aros o fewn eu cyllideb yn hytrach na gorwario flwyddyn ar ôl blwyddyn. Lleihawyd yr incwm ar gyfer Gwasanaethau Fflyd y llynedd, ac yn anffodus bu gorwariant o £150 mil yn y gwasanaeth hwn o achos newidiadau i ofyniad fflyd cyffredinol y Cyngor.

Ychwanegodd y Cyfarwyddwr Corfforaethol Cymunedau at hyn, gan roi gwybod i Aelodau bod y Gwasanaethau Fflyd yn cael eu hadolygu ar hyn o bryd gyda golwg ar integreiddio'r gwasanaeth ymhellach gyda Heddlu De Cymru, a gwneud newidiadau yn ei strwythur er mwyn sicrhau gwell cynhyrchiant ac effeithlonrwydd.

Teimlai Aelod y byddai'n fanteisiol pe byddai rhai o'r gwasanaethau a ddarperir gan y Gyfarwyddiaeth yn cael eu rheoli neu eu cefnogi gan Gyngorau Tref/Cymuned, megis torri gwair, codi sbwriel ac ati.

Nododd y Cyfarwyddwr Corfforaethol fod hyn yn rhywbeth y gellid ei ystyried yn y dyfodol, er bod rhai o'r Cyngorau Tref/Cymuned mwyaf wedi darparu cymorth i'r awdurdod lleol gyda mentrau llai megis darparu biniau gwastraff cŵn. Teimlai y byddai'n syniad da pe gallai Cyngorau Tref/Cymuned llai eu maint ddod at ei gilydd i ddarparu rhagor o gymorth i'r Cyngor, yn arbennig Cyngorau Tref/Cymuned cyfagos lle roedd eu wardiau'n ffinio â'i gilydd. Roedd y rhaglen Trosglwyddo Asedau Cymunedol yn cael ei hadolygu, ac roedd Clybiau a Chymdeithasau eraill yn cael eu hannog i gymryd rhan mwy gweithredol yn y gwaith o gynnal cyfleusterau ystafelloedd newid Clybiau, er bod rhai yn amharod i gymryd cyfrifoldeb dros gyfleusterau o'r fath, gan fod rhai mewn cyflwr gwael.

Awgrymodd Aelod y gallai'r Cyngor ystyried sicrhau contractau ar hyd y Fwrdeistref ar gyfer rhai gwasanaethau, megis trefniadau torri gwair.

Nododd Aelod fod angen gosod a chyflwyno praeseptau Cyngorau Tref a Chymuned cyn 5 Ionawr bob blwyddyn, felly byddai'n rhaid i Gyngor Pen-y-bont ar Ogwr gysylltu â nhw cyn y dyddiad hwn petai arnynt eisiau cymorth mewn unrhyw faes gwasanaeth roeddent yn ei ddarparu.

Nododd y Pennaeth Cyllid a'r Swyddog Adran 151 na fyddai hyn yn hawdd ei gyflawni, o ystyried bod y Cyngor yn pennu ei Strategaeth Ariannol Tymor Canolig bob blwyddyn ar ôl y dyddiad hwn.

Teimlai Aelod fod angen i Gyngor Pen-y-bont ffurfio cysylltiadau cryfach â Chyngorau Tref a Chymuned os oedd arnynt eisiau cymorth fel y mynegwyd uchod, er mwyn pennu pa lefel o gefnogaeth oedd ei hangen, ac ym mha feysydd.

Ailadroddodd Aelod yr hyn y cyfeiriwyd ato ynghynt yn y drafodaeth, y gallai Cyngorau Tref/Cymuned, lle bo'n briodol, ddod ynghyd gyda'r nod o gefnogi prosiectau penodol a arweinir gan y Cyngor ar y cyd.

Hysbysodd y Cyfarwyddwr Corfforaethol Cymunedau yr Aelodau ei fod yn ymwybodol o bapur gwyn gan Lywodraeth Cymru a oedd yn nodi y bydd rhagor o ddisgwyliadau i Gyngorau Tref/Cymuned gefnogi eu wardiau yn y dyfodol.

Diolchodd y Cadeirydd i'r Cyfarwyddwr Corfforaethol Cymunedau a'r Aelod Cabinet dros Gymunedau am fod yn bresennol a chyfrannu at y cyfarfod.

Ymunodd y Prif Weithredwr, yr Aelod Cabinet dros Lesiant a Chenedlaethau'r Dyfodol a'r Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth â'r cyfarfod.

Wrth gyflwyno, dywedodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth, ei fod wedi ceisio paratoi erioed i gyflawni'r toriadau arfaethedig i'w gyllideb, flwyddyn cyn iddynt gael eu cyflwyno.

Roedd yn anodd iddo gyflawni'r lefel ofynnol o doriadau, gan mai dim ond lleihau staff y gallai ei wneud, yn wahanol i Gyfarwyddiaethau eraill, gan nad oedd unrhyw asedau eraill ganddo. Amlinellid manylion pellach y gyllideb net ar gyfer y Gyfarwyddiaeth Gwasanaethau Gweithredol a Phartneriaeth ar dudalen 28/29 yr adroddiad.

Gofynnodd Aelod a oedd llymder wedi newid y modd roedd aelodau staff yn ei Gyfarwyddiaeth yn cyflawni eu dyletswyddau.

Nododd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth ei fod wedi'i gyflogi gan yr Awdurdod ers 2003, a bod y dirwasgiad wedi sefydlu yn ystod y 7 neu 8 mlynedd diwethaf.

Yn y cyfnod hwn, bu rhywfaint o gydweithio, gan gynnwys o fewn timau cyfreithiol mewn nifer o awdurdodau cyfagos, ac er bod hyn wedi bod yn llwyddiannus am nifer o flynyddoedd, nid felly roedd hi bellach. Fodd bynnag, parhaodd y Gwasanaeth Rheoleiddio a Rennir rhwng Dinas Caerdydd, Bro Morgannwg a Phen-y-bont i gryfhau, ynghyd â'r cydweithio o ran yr uned camerâu cylch cyfyng. O achos y toriadau staffio a brofwyd ers y llymder, fel arfer drwy gyflogeion yn ymadael â'r sefydliad a pheidio â llenwi eu swyddi, roedd staff wedi bod yn hyblyg i allu ehangu eu rôl lle bo'n ofynnol, gan gynnwys cael hyfforddiant priodol i gyflawni hyn yn llwyddiannus.

Cyfeiriodd Aelod at dudalen 29 yr adroddiad, a chyfeiriad at danwariant mewn perthynas â thrwyddedau meddalwedd. Cwestiynodd hyn, gan ei bod yn anghyfreithlon defnyddio systemau technoleg gwybodaeth heb y mathau hyn o drwyddedau.

Dywedodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth fod rhywfaint o'r gwasanaethau technoleg gwybodaeth yn cael eu cynllunio i gael eu rhesymoli fel y nodwyd yn yr adroddiad, a rhoddodd sicrwydd i'r Aelodau nad oedd dim byd anghyfreithlon yn digwydd mewn perthynas â thrwyddedau meddalwedd.

Ychwanegodd, er mwyn lleihau pwysau ar staff, fod rhagor o brentisiaid yn cael eu recriwtio o fewn yr Awdurdod, yn enwedig ym maes technoleg gwybodaeth, a bod hyn wedi cynorthwyo i gyflawni'r arbedion a glustnodwyd i'r Gyfarwyddiaeth hon.

Gofynnodd Aelod a oedd dargadw staff yn broblem yn y Gyfarwyddiaeth hon.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth fod llai o gyfleoedd am yrfa strwythuredig i unigolion mewn rhai meysydd gwaith wrth i'r gweithlu grebachu. Roedd cyflogeion felly yn aros yn yr un swyddi am gyfnodau hirach, o achos diffyg cyfle i ddatblygu yn yr awdurdod hwn ac mewn awdurdodau cyfagos. Roedd yn anodd recriwtio cyfreithwyr ar hyn o bryd, ac er mwyn gwneud yn iawn am hyn, roedd yr Adran Gyfreithiol yn recriwtio swyddogion paragyfreithiol ac yn annog cyfreithwyr dan hyfforddiant i gymhwyso'n llawn fel bod modd symud ymlaen o fewn yr Adran Gyfreithiol.

Ychwanegodd ei fod yn profi rhywfaint o anhawster ym maes recriwtio a dargadw staff caffael. Ychwanegodd fod y sefyllfa hon hefyd wedi'i chymhlethu gan y ffaith na chaiff swyddi llywodraeth leol eu hystyried fel swyddi gyrfaol i'r un graddau bellach, a chan y diffyg cynnydd mewn costau byw i weithwyr llywodraeth leol ers y dirwasgiad.

Dywedodd yr Arweinydd ei fod yn falch o glywed nad yw'r cynnydd tâl costau byw ar gyfer gweithwyr llywodraeth leol wedi'i rewi bellach eleni. Teimlai y byddai hyn yn cynorthwyo wrth recriwtio a chadw staff. Ychwanegodd fod y Cabinet a'r Bwrdd Rheoli Corfforaethol hefyd yn edrych ar gymhellion staff megis cardiau Brivilege a pheccynnau Gofal Gwaith ac ati.

Nododd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth ei fod yn defnyddio system gofnodi amser ar gyfer yr holl staff hefyd, a'i fod yn gallu cadarnhau drwy hyn a yw staff yn gweithio oriau trwm, fyddai'n awgrymu bod angen mwy o gymorth yn yr Adran benodol honno.

Gan nodi'r ddadl mewn perthynas â llymder, a'r pwysau roedd hyn yn ei roi ar y gweithlu'n gyffredinol, gofynnodd Aelod i'r Prif Weithredwr pa arweiniad roedd yn ei roi i

Gyfarwyddwyr er mwyn sicrhau eu bod nhw a'r Awdurdod yn goresgyn yr heriau anochel sydd o'u blaenau.

Cadarnhaodd y Prif Weithredwr fod yr Arweinydd yn gweithio'n agos â'i Gabinet, a'i fod yntau'n gweithio mewn ffordd debyg gyda'i Gyfarwyddwyr, er mwyn cael y cydbwysedd cywir o fewn yr Awdurdod a goresgyn yr heriau roedd yr Awdurdod yn eu hwynebu. Roedd hefyd yn annog Swyddogion a thimau i beidio â gweithio wrthynt eu hunain, gan fod rhannu gwybodaeth yn agos ar hyd y sefydliad yn adlewyrchu ymgyrch y Cyngor, sef mabwysiadu dull 'Un Cyngor' er mwyn hwyluso ei waith.

Roedd Aelod yn teimlo ei bod yn hanfodol bod pob Cyfarwyddiaeth yn y Cyngor yn cadw at eu cyllideb am y flwyddyn dan y Strategaeth Ariannol Tymor Canolig, a bod angen newid mewn diwylliant lle dylid dal Cyfarwyddiaethau'n atebol os ydynt yn gorwario.

Cydnabu'r Prif Weithredwr y pwynt hwn, ond ychwanegodd fod yr Awdurdod yn gorfod cyflawni ei wasanaethau statudol, gan gynnwys diogelu'r rhai sy'n fwyaf agored i niwed yn ein cymdeithas yn benodol drwy feysydd megis Gwasanaethau Cymdeithasol a Gwasanaethau Plant. Roedd pecynnau gofal ar gyfer y bobl hyn mewn cymdeithas yn aml yn ddrud ac yn anodd eu rheoli, er y byddai cost fwy i enw da'r Cyngor pe byddai unrhyw beth yn mynd o chwith yn y meysydd gwasanaeth allweddol hyn.

Cefnogodd yr Arweinydd yr uchod, gan ychwanegu bod pob Aelod yn rhiant corfforaethol, a bod cyfrifoldeb cyfreithiol arnynt i sicrhau bod yr awdurdod lleol yn gofalu am yr ifanc iawn a'r henoed. Roedd Cyngor Powys mewn mesurau arbennig ar hyn o bryd, ac roedd Cyngor Pen-y-bont ar Ogwr wedi bod mewn sefyllfa debyg yn flaenorol mewn perthynas â Gwasanaethau i Oedolion. Ychwanegodd nad oedd peryglu diogelwch y rhai sydd fwyaf agored i niwed yn ddewis, er bod angen i holl Gyfarwyddiaethau'r Cyngor geisio cadw at y gyllideb sydd wedi'i chlustnodi iddi.

Ychwanegodd yr Arweinydd y byddai edrych hefyd ar strwythur rheoli'r Awdurdod, i weld a ellid gwneud arbedion o'r brig i lawr yn hytrach na'r ffordd arall.

Roedd Aelod yn teimlo bod Pen-y-bont ar Ogwr yn y chwarterel uchaf o hyd o ran nifer y plant sy'n derbyn gofal y mae'n gyfrifol amdanynt. O achos y swm y mae'n rhaid i awdurdodau lleol ei wario er mwyn cefnogi'r nifer o blant sy'n derbyn gofal, a chan nad oedd unrhyw reolaeth wirioneddol dros y nifer ohonynt ar unrhyw un adeg, dylid gwneud cais i Lywodraeth Cymru efallai ar y cyd ag awdurdodau cyfagos i ofyn am ddatrysiaid i'r sefyllfa.

Nododd yr Arweinydd fod hyn eisoes yn digwydd, gan gynnwys cais am ragor o arian, mewn ymgais i leddfu sefyllfa'r gorffennol, y presennol a'r sefyllfa a ragwelir ar gyfer y dyfodol. Ychwanegodd fod 395 o blant yn derbyn gofal ym Mhen-y-bont ar Ogwr ar hyn o bryd, a bod y nifer hwn yn weddol sefydlog ar hyn o bryd. Dywedodd hefyd eu bod yn edrych ar ffyrdd o leihau'r nifer hwn a chost lleoliadau. Roedd gwaith hefyd wedi'i gynnal a oedd wedi arwain at 15% yn llai o bobl hŷn mewn gofal preswyl nag oedd bum mlynedd yn ôl, ychwanegodd yr Arweinydd. Mae Gwasanaethau Cymdeithasol a Gwasanaethau Plant yn cael eu harwain yn ôl y galw, a dyma'r broblem ariannol yr oedd awdurdodau lleol yn ei hwynebu. Roedd y Cyngor yn lleddfu'r broblem i raddau, drwy edrych ar ddulliau a fyddai'n caniatáu i bobl fod yn fwy annibynnol nag o'r blaen.

Wrth i hyn ddod â'r drafodaeth ar yr eitem hon i ben, diolchodd y Pwyllgor i'r Gwahoddedigion a oedd ar ôl am eu presenoldeb, cyn iddynt ymadael â'r cyfarfod.

Casgliadau:

Addysg a Chymorth i Deuluoedd

1. Mewn perthynas ag arbediad effeithlonrwydd cyllideb bosibl o 1% i ysgolion yn y dyfodol, holodd y Pwyllgor p'un a oedd ysgolion yn gwneud paratodau addas nawr i geisio lleihau'r effaith ar yr ysgolion a'u staff, ac argymhellwyd y dylent ganolbwyntio ar greu incwm drwy logi eu cyfleusterau yn ystod oriau y tu allan i'r ysgol.

Gwybodaeth Ychwanegol:

- Mae'r Pwyllgor wedi gofyn a fyddai modd cael rhestr o'r ysgolion sy'n llawn ac sydd mewn diffyg ariannol.

Gwasanaethau Cymdeithasol

1. Gan fod y niferoedd cynyddol o blant sy'n derbyn gofal yn dod yn broblem ar draws Cymru, holodd y Pwyllgor a oedd unrhyw arweinyddiaeth yn dod i'r amlwg gan Lywodraeth Cymru ar y pwnc, neu a oedd unrhyw weithgor wedi'i sefydlu i ymchwilio i'r pryder cenedlaethol hwn.

Gwybodaeth Ychwanegol:

- Holodd Aelodau a fyddai modd cael manylion unrhyw ailstrwythuro rheolwyr sydd wedi arwain at arbedion ariannol dros y blynyddoedd diwethaf.

Cymunedau

1. Cydnabu'r Pwyllgor yr angen i Gynghorau Tref a Chymuned gydweithio mwy, ond nodwyd ei bod yn anodd bwrw ymlaen â hyn gan fod canfod diben sy'n gyffredin rhyngddynt yn heriol gan fod gallu, anghenion a blaenoriaethau unigol yn wahanol iawn. Er mwyn gwneud y mwyaf o botensial Cynghorau Tref a Chymuned ac er mwyn iddynt weithio'n fwy effeithiol gyda'i gilydd a chyda'r Awdurdod Lleol, argymhellir y dylid codi'r pwnc â'r Fforwm Cynghorau Tref a Chymuned i'w drafod ac iddynt fynd â'r pwnc at eu Cynghorau Tref a Chymuned unigol.
2. Argymhellir hefyd y dylid rhoi cynnig i'r Fforwm Cynghorau Tref a Sir i gael cyfarfodydd mwy rheolaidd er mwyn sicrhau momentwm a monitro unrhyw gydweithio yn y dyfodol yn gyson.

31. STRATEGAETH ARIANNOL TYMOR CANOLIG 2018-19 HYD AT 2021-22

Cyflwynodd y Swyddog Adran 151 adroddiad â'r diben o gyflwyno Strategaeth Ariannol Tymor Canolig drafft 2018-19 hyd at 2021-22 i'r Pwyllgor, sy'n gosod blaenoriaethau gwario'r Cyngor, amcanion buddsoddi allweddol a meysydd cyllideb targed ar gyfer arbedion hanfodol. Roedd y Strategaeth yn cynnwys rhagolygon ariannol ar gyfer 2018-22, a chyllideb referniw ddrafft fanwl ar gyfer 2018-19.

Cyfeiriodd y Pennaeth Cyllid a'r Swyddog Adran 151 at yr Atodiadau a oedd yn cefnogi'r adroddiad, lle nodwyd arbedion ar gyfer y Gyfarwyddiaeth Adnoddau. Dywedodd yn benodol ei fod am geisio incwm ychwanegol o achosion o adfer dyledion gwael a budd-daliadau tai, lle gwnaed cynnydd da yn ddiweddar gan ddod ag incwm drwodd.

Cyfeiriodd y Gyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth at Atodiad B yr adroddiad, a gwnaeth y sylwadau canlynol ar doriadau i'r gyllideb a nodwyd yn ei Gyfarwyddiaeth mewn meysydd penodol fel a ganlyn:-

OPS1 – Ailstrwythuro ar draws y Gyfarwyddiaeth – byddai ailstrwythuro staff yn arwain at lai o allu o fewn timau. Roedd yr arbediad hwn wedi'i ohirio am y tro, wrth i'r Prif Weithredwr ymchwilio i gyflwyno newidiadau ar lefel Uwch Reoli.

OPS2 – Lleihau cyllideb hyfforddi caffael – Arbedion sydd eu hangen am y flwyddyn 2018-19 a nodwyd gan ailstrwythuro adrannau a chyflwyno dau aelod o staff dan hyfforddiant

OPS3 – Effeithlonrwydd y Gwasanaethau Rheoleiddio a Rennir – Bydd y cynigion arbedion a glustnodwyd i'r maes gwasanaeth hwn yn cael eu hystyried yr wythnos nesaf gan y Cydbwyllgor Gwasanaethau Rheoleiddio a Rennir

Ychwanegodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth fod yr arbedion a glustnodwyd i adrannau Tai, Technoleg Gwybodaeth a Pherfformiad, eisoes wedi'u canfod ar gyfer y flwyddyn ariannol nesaf.

Casgliadau:

Cymeradwyodd Aelodau'r Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth am ei weledigaeth strategol glir a'i gwaith yn cynllunio tuag at doriadau cyllideb yn y dyfodol.

32. EITEMAU BRYD

Dim

Daeth y cyfarfod i ben am 13:36

Presennol

Y Cyngorydd CA Green – Cadeirydd

| | | | |
|-------------------|-------------|----------|--------------|
| JPD Blundell | N Clarke | J Gebbie | T Giffard |
| RL Penhale-Thomas | B Sedgebeer | RMI Shaw | JC Spanswick |
| T Thomas | CA Webster | | |

Ymddiheuriadau am Absenoldeb

M Jones

Swyddogion:

| | |
|--------------|---|
| Sarah Daniel | Swyddog Gwasanaethau Democrataidd - Craffu |
| Mark Galvin | Uwch Swyddog Gwasanaethau Democrataidd - Pwyllgorau |

Gwahoddedigion:

| | |
|------------------|---|
| Cllr HJ David | Arweinydd |
| Cllr D Patel | Aelod Cabinet - Lles a Chenedlaethau Dyfodol |
| Cllr CE Smith | Aelod Cabinet - Addysg ac Adfywio |
| Cllr PJ White | Aelod Cabinet - Gwasanaethau Cymdeithasol a Chymorth Cynnar |
| Cllr HM Williams | Dirprwy Arweinydd |
| Cllr RE Young | Aelod Cabinet - Cymunedau |
| Susan Cooper | Cyfarwyddwr Corfforaethol - Gwasanaethau Cymdeithasol a Lles |
| Lindsay Harvey | Cyfarwyddwr Corfforaethol – Addysg a Chymorth i Deuluoedd Dro) |
| Gill Lewis | Pennaeth Cyllid a Swyddog 151 Dros Dro |
| Andrew Jolley | Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaethiol |
| Darren Mepham | Prif Weithredwr |
| Mark Shephard | Cyfarwyddwr Corfforaethol - Cymunedau |

34. DATGANIADAU O FUDDIANT

Dim.

35. CYMERADWYO'R COFNODION

PENDERFYNWYD: Cymeradwyo Cofnodion cyfarfod y Pwyllgor Trosolwg a Chraffu Corfforaethol dyddiedig 15 Tachwedd 2017 fel cofnod gwir a chywir.

36. DIWEDDARIAD AM Y FLAENRAGLEN WAITH

Cyflwynodd y Swyddog Craffu adroddiad ynghyd ag Atodiadau A, B a C sydd ynghlwm am yr uchod.

Mewn perthynas â'r adborth o gyfarfod y Pwyllgor ar 15 Tachwedd 2017 ar bwnc Trawsnewid Digidol, mynegodd yr Aelodau siom ynghylch y diffyg awydd i gydweithio ag awdurdodau lleol eraill. Dywedodd y Pwyllgor nad oedd hyn yn cyfateb i'r hyn y mae

Deddf Llesiant a Chenedlaethau'r Dyfodol yn ei annog, o ran hyrwyddo cydweithio, ac yn eu barn hwy, gallai fod yna awdurdodau lleol eraill, sydd eisoes o flaen CBSP o ran gwasanaethau a thechnoleg y gallai CBSP elwa ohonynt trwy ymgysylltu â hwy, yn hytrach na dechrau ar bethau o'r dechrau.

Roedd y Pwyllgor hefyd yn dymuno mynd ar ôl y cais am adroddiad ynghylch Gwastraff mewn perthynas â'r Pwyllgor yn derbyn y contract heb ei ddiwygio ar gyfer gwastraff.

Blaenraglen Waith Trosolwg a Chraffu Corfforaethol

Cytunodd y Pwyllgor i symud eitem y Bartneriaeth Diogelwch Cymunedol ym mis Mawrth er mwyn derbyn cynllun ariannol 'Q1' y Gwasanaethau Cymdeithasol.

Ymhellach, cytunodd yr Aelodau y byddent ar gyfer eu cyfarfod ym mis Ebrill naill ai'n derbyn y Fargen Ddinesig, petai angen ail gyfarfod ar yr eitem hon, neu os ddim, yr eitem ar y Bartneriaeth Diogelwch Cymunedol.

Blaenraglenni Gwaith Trosolwg ar Bynciau a Chraffu

Mewn perthynas â blaen raglenni gwaith y Pwyllgor Trosolwg a Chraffu ar Bynciau cytunodd y Pwyllgor ar yr eitemau newydd a gyflwynwyd gan y Pwyllgorau Trosolwg a Chraffu ar Bynciau sef y 'Prosiect Ailfodelu Maethu' a 'Chludiant Ysgol' gyda chytundeb y byddai'r ddau yn cael eu datblygu ymhellach mewn cyfarfodydd yn y dyfodol.

Cytunodd y Pwyllgor hefyd ar yr eitemau blaenoriaeth canlynol fel rhai heb eu cadarnhau ar gyfer cyfarfodydd o 19 Ebrill 2018 ymlaen, y byddai'r dyddiadau ar eu cyfer yn cael eu cadarnhau yng nghyfarfod blynyddol y Cyngor:

19 Ebrill 2018 - SOSC 3 - Tai mewn Argyfwng
SOSC 1 - Effeithiau Cyllidebol Carchar y Parc
SOSC 2 - Diwygio ADY
SOSC 3 - Gwastraff

PENDERFYNWYD: Nodi a derbyn yr adroddiad, yn amodol ar yr argymhellion a amlinellir uchod.

37. CYNLLUN CORFFORAETHOL 2018-2022

Croesawodd y Cadeirydd y Gwahoddedigion i'r cyfarfod a rhoddodd yr Arweinydd gyflwyniad i'r adroddiad.

Yn dilyn hyn gofynnodd y Cadeirydd am gwestiynau i'r Gwahoddedigion gan Aelodau.

Nododd Aelod o dudalen 32 yr adroddiad y byddai Bargen Ddinesig Caerdydd yn cynhyrchu tua 25,000 o swyddi ychwanegol ar draws y rhanbarth. Gofynnodd faint o'r rhain fyddai ym Mwrdeistref Sirol Pen-y-bont ar Ogwr.

Dywedodd yr Arweinydd nad oedd y rhif hwn yn hysbys ar hyn o bryd, ond yr oedd yn dymuno nodi y byddai'n golygu y byddai pobl o Ben-y-bont ar Ogwr yn cael y moethusrwydd o geisio am fwy o swyddi oedd yn cael eu creu mewn ardaloedd eraill sy'n cael eu cwmpasu gan y Fargen Ddinesig, fel yng Nghaerdydd a Chasnewydd, yn ogystal ag ardal Pen-y-bont ar Ogwr. Felly byddai'n rhoi mwy o ddewis i bobl weithio allan o'r ardal yn ogystal ag o'i mewn, a byddai gwahanol fathau o swyddi yn addas ar gyfer set sgiliau gwahanol unigolion. Roedd yn ymwybodol o'r wybodaeth ystadegol sydd ar gael fod y rhan fwyaf o'r swyddi yng Nghaerdydd ar hyn o bryd yn cael eu llenwi gan weithwyr sy'n byw y tu allan i'r ddinas a'r ardal o'i chwmpas, yn hytrach nag o fewn y ddinas. Byddai'r Fargen Ddinesig felly yn annog gweithlu mwy symudol na'r hyn sy'n bodoli ar hyn o bryd.

Gwnaeth yr Aelod sylw arall trwy ddweud bod Pen-y-bont ar Ogwr angen gwaith pellach wedi'i wneud ar ei seilwaith.

Cytunai'r Arweinydd, gan ychwanegu bod yna ganolbwyntio ar hyn, ac wedi cyfarfod yn ddiweddar â darparwyr trafndiaeth lleol, sefydlwyd mai Pen-y-bont ar Ogwr oedd y rhanbarth sy'n tyfu gyflymaf y tu allan i ddinas Caerdydd.

Cyfeiriodd Aelod at dudalen 32 yr adroddiad ac at y Rhaglenni Allweddol, a Rhaglen yr Economi Llwyddiannus. Er bod cynlluniau adfywio allweddol a chynlluniau datblygu lleol yn cael eu crybwyll yn adran hon yr adroddiad, roedd y cynlluniau hyn yn ymwneud mwy â'r hyn oedd wedi digwydd yn y gorffennol, hy datblygiad Maes Parcio Rhiw. Teimlai y dylai rhan hon yr adroddiad gynnwys mentrau newydd fel y rhai a gynigiwyd. Teimlai hefyd nad oedd Pen-y-bont ar Ogwr yn edrych yn atyniadol i ymwelwyr pan oeddent yn teithio i'r Fwrdeistref Sirol ar hyd llwybrau megis coridor yr M4, a bod angen gwneud rhywfaint o waith i'r amgylchedd er mwyn gwella hyn.

Dywedodd yr Aelod Cabinet Addysg ac Adfywio ei fod o'r farn bod Bwrdeistref Sirol Pen-y-bont ar Ogwr yn cymharu'n dda ag eraill i ymwelwyr pan oeddent yn teithio i mewn o amrywiol leoedd eraill. Roedd gwaith yn mynd rhagddo trwy amrywiol brosiectau a chyllid allanol, nid yn unig ar ffurf datblygu Maes Parcio Rhiw, ond hefyd trwy drosi lle gwag uwchben siopau i ddarparu Tai Cymdeithasol a Llety Fforddiadwy y mae mawr angen amdano, gan gynnwys yng nghalon canol y trefi. Roedd yna brosiectau hefyd yn y cymoedd trwy Dasglu'r Cymoedd, ac roedd gwaith yn digwydd i fynd ar ôl cyllid ar gyfer prosiectau trawsnewidiol megis ailddatblygu Neuadd y Dref Maesteg. Ychwanegodd fod yna nifer o wahanol brosiectau wedi'u cynnig.

Ychwanegodd yr Aelod Cabinet Cymunedau fod yr adroddiad yn edrych ar y gorffennol a'r dyfodol o ran prosiectau, a bod gwaith Nolton Street a oedd yn mynd rhagddo, yn datblygu ar lwyddiant datblygiad Rhiw ac yn gysylltiedig â hwnnw.

Cyfeiriodd Aelod at dudalen 32 yr adroddiad, a phwynt bwled 1 ar y dudalen honno, sef y nod i 'helpu pobl leol i ddatblygu sgiliau a manteisio ar gyfleoedd i lwyddo ac i ymestyn y llwyddiant hwnnw i bob cymuned yn y Fwrdeistref Sirol'. Ond teimlai nad oedd unrhyw esboniad i ddweud sut y byddai hyn yn cael ei gyflawni. Teimlai y dylai'r Cynllun Corfforaethol ar gyfer y dyfodol fod â mwy o eglurhad ynddo ynghylch cadarnhau pa incwm y mae'r Cyngor wedi'i golli ers y cyfnod o lymder, a sut mae'n dal i ddarparu gwasanaethau er gwaethaf y dirwasgiad. Dywedodd fod angen addysgu mwy ar y cyhoedd ynghylch hyn, fel bod ganddynt lefel o ddealltwriaeth o ran pam fod rhai gwasanaethau a ddarparwyd yn flaenorol wedi gostwng neu hyd yn oed wedi peidio â bod mwyach. Ychwanegodd, er bod llawer o gyfeiriadau yn y ddogfen at drefi Pen-y-bont ar Ogwr, Maesteg a Phorthcawl, nad oedd fawr o sôn neu ddim sôn o gwbl am Bencoed sef y 4^{edd} dref yn y Fwrdeistref Sirol. Teimlai fod hyn yn rhywbeth yr oedd angen rhoi sylw iddo yn y Cynllun.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth fod arddull y Cynllun Corfforaethol wedi'i newid fel ei bod yn fwy cryno yn unol â chais Swyddfa Archwilio Cymru, a fu'n feirniadol o fersiynau blaenorol y Cyngor yr oeddent yn teimlo oedd yn rhy hir ac felly'n anodd i'r cyhoedd eu darllen.

Roedd y Prif Weithredwr yn ategu hyn trwy gadarnhau bod mwy o fanylion yng Nghynlluniau Busnes y gwahanol Gyfarwyddiaethau yr oedd y Cynllun Corfforaethol wedi deillio ohonynt, ac roedd y rhain ar gael i'r Aelodau eu gweld os oeddent yn dymuno hynny. Teimlai efallai y gellid newid adran ragarweiniol y Cynllun Corfforaethol ychydig i esbonio mwy am y llymder a'r effaith a gafodd hyn ar yr awdurdod lleol, a bod ei weithlu bellach yn llawer llai nag oedd yn flaenorol, a oedd yn ei dro wedi arwain at leihad yn y gwasanaethau a ddarperir yn awr.

Yn gyffredinol, cytunai'r Aelodau â hyn, gan ychwanegu y dylid darparu nodyn esboniadol yn y ddogfen yn nodi'r hyn y mae'r Cyngor wedi'i gyflawni; sut y cyflawnodd y pethau hyn, a'r hyn y bwriedid ei gyflwyno yn y dyfodol yn wyneb y gostyngiad parhaus mewn adnoddau.

Ychwanegodd Aelod at hyn, gan nodi y dylai'r ddogfen hefyd fod ag adran sy'n rhoi gwybod i'r cyhoedd am heriau deddfwriaeth a'r effaith a gafodd hyn ar adnoddau'r Cyngor, er enghraifft gofynion Deddf yr Iaith Gymraeg.

Roedd yr Arweinydd yn cydnabod teimladau'r Aelodau, ac er y byddai'r Cynllun Corfforaethol yn ddogfen sydd ar gael i'r cyhoedd, roedd yn amheus ynglŷn â nifer y bobl a fyddai yn ei darllen, a theimlai y byddai'n ddefnyddiol nodi nifer yr ymweliadau gan y cyhoedd â'r wefan a fyddai'n edrych ar hyn. Nododd y sylwadau a wnaed ynghylch tref Pencoed yn cael proffil uwch yn y Cynllun, gan gynnwys ei chyflawniadau. Teimlai y gellid addasu'r ddogfen i adlewyrchu'r buddsoddiad sy'n digwydd ledled y Fwrdeistref Sirol, yn hytrach na dim ond canolbwyntio ar ein trefi yn unig.

Ychwanegodd yr Aelod Cabinet Addysg ac Adfywio hefyd y cyfeiriwyd at drefi Pen-y-bont ar Ogwr, Porthcawl a Maesteg yn amlach nag ardaloedd eraill y Fwrdeistref yn y Cynllun Corfforaethol, ond roedd hyn i raddau helaeth o ganlyniad i'r ffaith mai'r lleoliadau hyn oedd lle roedd mwyafrif y buddsoddiad yn cael ei ymrwymo drwy gydweithio â phartneriaid mawr.

Teimlai'r Aelod Cabinet Lles a Chenedlaethau'r Dyfodol ei bod yn braf gweld bod yna gyfeiriad at y cymoedd ac at ardaloedd mwy difreintiedig y Fwrdeistref Sirol, yn hytrach na dim ond at y trefi yn unig.

Nododd un Aelod fod rhai cyfeiriadau yn y ddogfen at acronymau, a theimlai na fyddai'r cyhoedd o reidrwydd yn deall beth mae'r rhain yn ei olygu. Enghraifft o hyn oedd cyfeirio at NEETS ar dudalen 34 y ddogfen. Cytunodd y Gwahoddedigion nad oedd hyn yn gyfeillgar i'r defnyddiwr, a byddai ychydig o addasiadau yn cael eu gwneud i'r ddogfen i ychwanegu enwau llawn lle bo angen, yn hytrach na byrfodau.

Cyfeiriodd Aelod at dudalen 34 y ddogfen a'r Dangosydd Llwyddiant yn manylu ar ganran yr holl bobl ifanc sy'n gadael gofal sydd mewn addysg, hyfforddiant neu gyflogaeth a) 12 mis, a b) 24 mis ar ôl gadael gofal. Nododd mai'r ffigur gwirioneddol ar gyfer 2016-17 oedd a) 45.2%, a b) 50%. Y targed ar gyfer 2017-18 oedd 70%, fodd bynnag (ar gyfer a) a b)) a'r un fath ar gyfer 2018-19. Gofynnodd a oedd y targed hwn yn realistig ac a ellid ei gynnal o ystyried y cyfyngiadau ariannol yr oedd yr awdurdod lleol yn dal i fod yn eu hwynebu.

Dywedodd y Cyfarwyddwr Corfforaethol, Gwasanaethau Cymdeithasol a Lles y byddai'n ail-edrych ar y dangosydd perfformiad penodol hwn a gwneud yr addasiad angenrheidiol pe bai hyn yn cael ei ystyried yn angenrheidiol er mwyn rhoi targed mwy realistig a chyraeddadwy.

Cyfeiriodd Aelod at dudalen 35 yr adroddiad a'r Dangosydd Llwyddiant o 'ganran y bobl ifanc 16 - 64 oed heb gymwysterau'. Croesawai'r Dangosydd hwn ac edrychai ymlaen at dderbyn manylion ynglŷn â hynny maes o law. Teimlai y byddai'n ddefnyddiol hefyd pe bai'r Aelodau ar y cyd â hyn, hefyd yn cael unrhyw wybodaeth ystadegol am nifer y bobl yn y Fwrdeistref Sirol sy'n dal i gael eu cyflogi ar ôl 65 oed (hy oedran ymdeol).

Cyfeiriodd Aelod at dudalen 35 yr adroddiad, a'r Dangosydd Llwyddiant mewn perthynas â chanran y disgyblion sy'n cyflawni 3 x gradd A* - A ar lefel Uwch. Nododd mai'r targed gwirioneddol ar gyfer hyn ar gyfer 2016-17 oedd 5.7%, a bod y targed ar gyfer 2017-18

yn 10%, ond bod hyn wedi gostwng i 5.8% ar gyfer 2018-19. Methai â deall pam y gosodwyd y targed hwn yn uchel ar gyfer y flwyddyn gyfredol ac yna'n isel am y flwyddyn wedyn.

Dywedodd y Cyfarwyddwr Corfforaethol dros Dro Addysg a Chymorth i Deuluoedd fod ei Adran yn ymdrechu i osod targedau dyheadol ond realistig. Ond cytunodd i ail-edrych ar y canrannau targed ar gyfer y Dangosydd penodol hwn.

Gofynnodd Aelod am gael eglurhad pellach ar dudalen 35 y Cynllun, o ran yr hyn y mae'r ganran yn ei olygu mewn perthynas â'r bwlch mewn cyrhaeddiad addysgol ar gyfer disgyblion 15 oed + sydd â hawl i brydau ysgol am ddim, yn hytrach na'r rhai sydd ddim.

Nododd Aelod arall yn ôl y Dangosydd Llwyddiant hwn a'r Rhesymeg dros y targed, y byddai'r targed yn cael ei osod gan Gonsortiw Canolog y De, ond na fyddai ar gael tan ddechrau 2018. Gofynnodd hi pa bryd y byddai'r wybodaeth hon ar gael yn 2018.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Dros Dro Addysg a Chymorth Teuluol y byddai'r wybodaeth hon ar gael ym mis Ionawr / Chwefror eleni.

Cyfeiriodd Aelod at dudalen 36 yr adroddiad a'r Dangosydd Llwyddiant mewn perthynas â'r cyfanswm gwariant blynyddol a wariwyd gan dwristiaid. Gosodwyd y Targed ar gyfer 2018-19 ar gynnydd o 2% ar wariant gwirioneddol Diwedd Blwyddyn 2017-18. Gwnaeth y pwynt, pe bai chwyddiant yn cynyddu mwy na 2%, yna byddai'r cynnydd hwn yn llai nag a amcangyfrifwyd.

Cytunai'r Arweinydd â'r uchod, ac felly cynghorodd y gellid ailedrych ar y targed hwn.

Dywedodd y Cyfarwyddwr Corfforaethol Cymunedau fod angen rhoi targedau heriol ar waith, ond roedd camerâu CCTV wedi datgelu bod nifer yr ymwelwyr â thref Porthcawl, sef un o brif ardaloedd twristiaeth y Fwrdeistref Sirol, wedi gostwng, felly roedd y targed a amcangyfrifwyd ar gyfer y Dangosydd hwn wedi'i osod fel y mae ar hyn o bryd, yn hytrach na bod yn fwy dyheadol.

Nododd un Aelod fod nifer yr ymwelwyr i mewn/allan o ganol trefi ac ati yn cael ei fesur gan gamerâu ac nad oedd y data yn deillio o hyn y data mwyaf cywir oedd ar gael.

Cytunai'r Cyfarwyddwr Corfforaethol Cymunedau â hyn, hy nad oedd nifer yr ymwelwyr a fesurir fel hyn o reidrydd yn fesur cywir o nifer yr ymwelwyr sy'n ymweld â man arbennig, ond byddai'r fformiwla gwariant disgwylidig a ddangosir yn yr adroddiad yn fwy cywir.

Ychwanegodd yr Aelod Cabinet Addysg ac Adfywio y byddai'r data a ddefnyddir yma yn caniatáu i gymariaethau rhesymol gael eu gwneud bob blwyddyn.

Dywedodd Aelod unwaith eto oedd yn cyfeirio at dudalen 36 yr adroddiad, a'r data ar gyfer nifer y busnesau sy'n cychwyn o'r newydd a nifer y busnesau gweithredol, fod y data yn amcangyfrif cynnydd bach iawn yn unig yn nhermau'r targed ar gyfer 2018-19 o'i gymharu â 2016-17. Gofynnodd hefyd pam nad oedd y data ar gyfer blwyddyn 2017-18 ar gael eto.

Dywedodd y Cyfarwyddwr Corfforaethol Cymunedau fod targedau'n cael eu gosod yma, wrth geisio mesur maint y wybodaeth nad yw ar gael eto. Roedd hwn yn ddangosydd cymharol newydd ychwanegodd, a byddai'r data ar gyfer y ddau Dangosydd Llwyddiant hyn yn cael eu mewnosod yn y Cynllun Corfforaethol ar gyfer y flwyddyn 2017-18, pan fydd yn hysbys.

Teimlai Aelod y byddai'n ddefnyddiol, pe gallai Aelodau, wrth ofyn, gael gweld y Strategaeth Dwristiaeth. Teimlai y dylai'r data ar gyfer hyn gynnwys datblygiadau manwerthu fel McArthurGlen, yn ogystal â'r ardaloedd mwy twristaidd fel Porthcawl. Nododd mai dim ond un aelod staff oedd yn cefnogi maes Twristiaeth yn CBSP, felly roedd hi'n teimlo y byddai'n anodd cefnogi twf a menter yn y maes hwn heb nifer digonol o staff i wneud hynny.

Dywedodd y Cyfarwyddwr Corfforaethol Cymunedau ei fod yn siŵr fod Parc Adwerthu McArthurGlen wedi'i gynnwys yn y Strategaeth, er y byddai'n gwirio hyn ac yn dod yn ôl at yr Aelod y tu allan i'r cyfarfod.

O ran nifer y staff sy'n cefnogi twristiaeth yn ei Gyfarwyddiaeth, cadarnhaodd fod Swyddogion eraill yn ei Gyfarwyddiaeth yn cyfrannu at gefnogi'r maes gwaith hwn a'r Strategaeth Dwristiaeth, yn ogystal â thrwy ddulliau rhanbarthol a chydweithredol eraill, er mwyn sicrhau bod y broblem o ran diffyg staff gydag arbenigedd mewn twristiaeth yn yr Awdurdod yn cael ei hateb drwy ddulliau eraill. Roedd y Cyngor yn ystyried buddsoddi mewn ardaloedd lleol, pwysig, megis Porthcawl (ee Adeilad Jennings).

Ychwanegodd yr Arweinydd fod Swyddogion nid yn unig yn y Gyfarwyddiaeth Gymunedau ond ar draws y Cyngor i gyd yn gweithio'n galed i sicrhau cyllid grant lle roedd ar gael. Roedd hyn yn hanfodol er mwyn denu'r cyhoedd i leoedd lle roedd twristiaeth yn cael ei ddatblygu yn y Fwrdeistref Sirol.

Ychwanegodd y Prif Weithredwr fod rhai blaenoriaethau yn y Cynllun Corfforaethol yn gorgyffwrdd ag eraill. Ychwanegodd fod yr Awdurdod yn cydnabod hefyd bod yna ymgyrch gref o blaid twristiaeth o'r sector preifat, yn hytrach na dim ond o du CBSP. Roedd y sector preifat yn tueddu i ddelio â'r prosiectau llai, ac roedd CBSP yn ymdrin â rhai o'r rhai mwy.

Nododd Aelod fod yr adroddiad yn esbonio bod y Cyngor wedi rhoi grantiau ar gyfer Cychwynwyr Busnes, a theimlai y dylai'r adroddiad nodi i bwy y rhoddyd y rhain, hy enwau'r busnesau bach, ynghyd â symiau'r grantiau hyn.

Ychwanegodd Aelod fod nifer sylweddol o fusnesau ar draws y Fwrdeistref Sirol, a gofynnodd i'r Gwahoddedigion a fyddai modd i'r Aelodau gael dadansoddiad o ble y lleolir y rhain.

Dywedodd yr Arweinydd y gellid darparu'r wybodaeth hon ar gyfer Aelodau'r Pwyllgor.

Nododd Aelod mai un o nodau ac amcanion y Cynllun Corfforaethol oedd creu canol trefi llwyddiannus a llawn bywyd, a nododd nad oedd fawr ddim cyfeiriad yn y Cynllun, os o gwbl, at Farchnad Dan Do Pen-y-bont ar Ogwr. Teimlai fod angen rhywbeth i helpu i hybu masnach yn y farchnad honno, yn enwedig o gofio bod nifer o stondinau yno wedi cau erbyn hyn ac nad oedd masnachwyr eraill wedi cymryd eu lle.

Dywedodd y Cyfarwyddwr Corfforaethol Cymunedau fod y manylion am Farchnad Dan Do Pen-y-bont ar Ogwr wedi'u cynnwys yng Nghynlluniau Busnes y Gyfarwyddiaeth. Ychwanegodd fod cryn dipyn o waith yn parhau gyda masnachwyr y farchnad, gyda'r bwriad o sicrhau bod y cyfleuster siopa hwn yn parhau'n gynaliadwy.

Cyfeiriodd Aelod at dudalen 37 yr adroddiad, a nododd, er bod sôn am eiddo gwag yn y tair tref arall yn y Fwrdeistref Sirol, nad oedd sôn am Bencoed yn y cyd-destun hwn. Roedd yn sôn am hyn, gan mai ychydig o eiddo gwag oedd ym Mhencoed neu ddim o gwbl, a oedd yn rhywbeth y dylid ei nodi.

Roedd Aelod wrth gyfeirio at dudalen 38 y Cynllun Corfforaethol, yn edrych ymlaen at weld y model newydd o Ofal Preswyl a argymhellir i blant yn cael ei gyflwyno.

Cyfeiriodd Aelod at dudalen 39 y Cynllun, a'r nod o roi mwy o ddewis a rheolaeth i bobl ynghylch pa gefnogaeth a gânt trwy ddarparu mynediad cynnar i gyngor a gwybodaeth. Ond nododd nad oedd esboniad ynghylch sut y bwriedir cyflawni hyn.

Cyfeiriodd Aelod at y pwynt bwled ar waelod y dudalen hon, hy 'galluogi grwpiau cymunedol a'r trydydd sector i gael mwy o lais a rheolaeth dros asedau cymunedol.' Cymeradwyai'r hyn yr oedd y Cyngor yn ceisio'i wneud yma. Teimlai y dylid cysylltu hyn â'r Dangosydd Llwyddiant ar dudalen 42 yr adroddiad, yn ymwneud â nifer yr asedau sy'n eiddo i'r Cyngor a drosglwyddwyd i'r gymuned eu cynnal. Roedd o'r farn nad oedd y targed o 2 ar gyfer 2018/19 yn ddigon heriol nac yn ddigon uchelgeisiol.

Cyfeiriodd Aelod at dudalen 40 y Cynllun Corfforaethol, a'r Dangosydd Llwyddiant o ran nifer y bobl a gafodd eu dargyfeirio o wasanaethau prif ffrwd i'w helpu i aros yn annibynnol cyhyd â phosibl. Gofynnodd a oedd y Dangosydd hwn mewn perthynas ag unigolion ag anabledau dysgu yn unig.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Lles nad oedd hyn yn wir, a'i fod yn ymwneud yn unig ag unigolion a oedd yn derbyn Gofal Cymdeithasol i Oedolion.

Ychwanegodd yr Arweinydd fod gwybodaeth am berfformiad mewn perthynas â phobl ag Anabledau Dysgu a phroblemau lechyd Meddwl wedi bod yn Ddangosydd a oedd wedi'i dargedu, ac o ganlyniad i hyn, roedd yn faes a fu'n llwyddiant mawr.

Nododd Aelod o dudalen 41 yr adroddiad nad oedd y Dangosydd Llwyddiant o sicrhau bod anheddau sector preifat oedd wedi bod yn wag am fwy na 6 mis, yn cael eu meddiannu cyn gynted ag sy'n bosibl, yn ddyheadol o gofio mai'r targed ar gyfer 2017-18 a 2018-19 oedd 7.86%. Teimlai y dylid gosod hyn yn uwch ar gyfer yr olaf o'r blynyddoedd hyn.

Cadarnhaodd yr Arweinydd ei fod yn cytuno â hyn, a byddai'n trafod y mater hwn gyda Swyddogion gyda'r bwriad o gynyddu'r targed hwn ar gyfer 2018-19.

Cyfeiriodd Aelod at dudalen 41 y Cynllun Corfforaethol a chanran y bobl ddigartref neu bobl a allai fod yn ddigartref, y mae gan yr awdurdod lleol gyfrifoldeb cyfreithiol i sicrhau llety addas ar eu cyfer. Sylwodd fod y Dangosydd ar gyfer hyn wedi'i ostwng ar gyfer 2018-19, o'i gymharu â'r hyn a oedd ar gyfer 2017-18, oherwydd bod Llywodraeth Cymru yn lleihau'r cyllid. Ond credai fod gan y Cyngor gyfrifoldeb cyfreithiol i geisio sicrhau bod llety o'r fath yn cael ei ddarparu i unigolion o'r fath lle bo'n bosibl yn hytrach na'u bod allan ar y strydoedd.

Dywedodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth, er bod gan y Cyngor rwymedigaeth statudol i'w diwallu o ran pobl ddigartref, nad oedd hyn yn ymestyn i orfod darparu llety ar gyfer pawb a oedd yn cael eu dosbarthu fel pobl ddigartref. Ychwanegodd fod y targed ar gyfer y blynyddoedd i ddod yn gostwng, o ganlyniad i arian Llywodraeth Cymru nid yn unig yn lleihau, ond hefyd yn y pen draw yn dod i ben.

Gofynnodd Aelod a oedd unrhyw wybodaeth ar gael i gadarnhau faint o bobl ddigartref roedd y Cyngor wedi sicrhau llety ar eu cyfer yn 2017-18. Atebodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth y byddai'n cael y wybodaeth hon, ac yn ei rhannu gyda'r Aelod y tu allan i'r cyfarfod.

Cyfeiriodd Aelod at dudalen 42 y Cynllun a'r Dangosydd ynglŷn â chanran gofawr oedolion a gafodd gynnig asesiad neu adolygiad o'u hanghenion eu hunain yn ystod y flwyddyn. Gofynnodd faint oedd wedi manteisio ar hyn.

Cadarnhaodd y Cyfarwyddwr Corfforaethol Gwasanaethau Cymdeithasol a Lles y byddai'n dod o hyd i'r wybodaeth hon, ac yn ei hanfon ymlaen at yr Aelod.

O ran y Dangosydd ar dudalen 46 y Cynllun Corfforaethol ynglŷn â chanran y gweithwyr sy'n cwblhau modiwlau e-ddysgu, y targed ar gyfer hyn oedd 45% ar gyfer y blynnyddoedd 2017-18 a 2018-19. Gofynnodd a ddylai hyn fod yn 100%, gan fod rhai o'r cyrsiau hyn yn orfodol.

Dywedodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth nad oedd pob un o'r cyrsiau hyn yn orfodol a dyna pam fod y targedau a ddangosir wedi eu gosod gryn dipyn yn is na 100%, hy sef canran wirioneddol y cyrsiau sy'n cael eu cwblhau gan weithwyr yn gyffredinol. Amcangyfrifwyd y byddai rhif canran tebyg ar gyfer y cyfnod targed nesaf.

Nododd Aelod o dudalen 46 yr adroddiad mai nifer Gwirioneddol y cysylltiadau gan ddinasyddion ar gyfrifon y Cyfryngau Cymdeithasol Corfforaethol (Facebook a Twitter) ar gyfer 2016-17 oedd 11.3%, a gofynnodd a oedd hyn yn 11.3% o 100%.

Cadarnhaodd yr Aelod Cabinet dros Les a Chenedlaethau'r Dyfodol fod hyn yn wir.

Cyfeiriodd Aelod at dudalen 46 yr adroddiad ac at y ffaith mai nifer y diwrnodau / shifftiau gwaith fesul cyflogaion awdurdod lleol llawn amser (FTE) a gollwyd oherwydd absenoldeb salwch oedd 10.7 ar gyfer 2016-17 gyda gostyngiad yn y targed ar gyfer 2017-18 a 2018-19 i 8.5. Teimlai y dylai targed y blynnyddoedd olaf fod yn fwy dyheadol, ac yn llai nag 8.5%.

Dywedodd y Cyfarwyddwr Corfforaethol Gwasanaethau Gweithredol a Phartneriaeth fod 8.5 diwrnod yn darged uchelgeisiol iawn, ac y byddai'n anodd lleihau hyn yn realistig ymhellach. Ychwanegodd fod y targed wedi'i ostwng o 10.7 diwrnod i 8.5, oherwydd bod dulliau mwy effeithiol yn cael eu rhoi ar waith er mwyn cefnogi gweithwyr yn well pan fyddant yn dychwelyd i'r gwaith ar ôl cyfnod o absenoldeb oherwydd salwch, yn ogystal â thrwy dynhau ymhellach ddarpariaethau Polisi Absenoldeb Salwch cyfredol y Cyngor.

Ychwanegodd y Prif Weithredwr ymhellach nad oedd targed o 8.5 diwrnod yn debygol o gael ei gyflawni, ond gan fod y Cynllun Corfforaethol yn ddogfen gyhoeddus, roedd angen i'r Cyngor bwysleisio ei fod yn darged uchelgeisiol, er gwaethaf y ffaith fod absenoldeb oherwydd salwch mewn cyfnod o 12 mis ar gyfer pob aelod staff yn y gweithlu yn debygol o fod yn fwy na 8.5 diwrnod. Roedd hyn yn rhannol oherwydd bod lleiafrif o staff yn dioddef cyfnodau o absenoldeb salwch tymor hir, a oedd wedyn yn cynyddu'r cyfartaledd yn gyffredinol.

Dywedodd Aelod Cabinet Gwasanaethau Cymdeithasol a Chymorth Cynnar fod y Prif Weithredwr a'r Cyfarwyddwyr yn cael eu herio bob chwarter trwy gyfarfodydd Asesu Gwella Corfforaethol, i geisio lleihau lefelau absenoldeb oherwydd salwch yn eu Cyfarwyddiaethau, yn enwedig gan fod y Cyngor yn parhau i weithredu'n gyffredinol gyda llai o staff.

Ychwanegodd yr Arweinydd y gwahoddwyd Cadeiryddion Craffu i'r cyfarfod Asesu Gwella Corfforaethol nesaf, fel y gallent archwilio pwnc absenoldeb oherwydd salwch yn yr Awdurdod mewn mwy o fanylder.

Daeth Cyfarwyddwr Corfforaethol y Gwasanaethau Gweithredol a Phartneriaeth â'r ddadl ar yr eitem hon i ben trwy ddweud bod CBSP yn gwella o ran ystadegau absenoldeb oherwydd salwch, o'i gymharu ag awdurdodau lleol eraill ar sail Cymru gyfan.

Diolchodd y Cadeirydd i'r Gwahoddedigion am eu presenoldeb ac am ymateb i gwestiynau gan yr Aelodau. Yn dilyn hyn fe wnaethant adael y cyfarfod, ac eithrio'r Arweinydd, y Dirprwy Arweinydd a'r Swyddog Adran 151 a arhosodd ar gyfer yr eitem nesaf ar yr Agenda.

Casgliadau:

Ar ôl i'r Pwyllgor ystyried yr adroddiad a'r Cynllun Corfforaethol drafft gwnaeth yr Aelodau y sylwadau canlynol i'w newid a'u cynnwys:

- Bod hanes byr o'r hyn a gyflawnwyd gan yr Awdurdod a'r hyn na lwyddodd i'w gyflawni dros y flwyddyn ddiwethaf mewn perthynas â'r Cynllun Corfforaethol yn cael ei roi yn y cyflwyniad;
- Y dylid gwneud mwy o gyswllt yn y Cynllun Corfforaethol â gwasanaethau amgylcheddol a chymunedol y Fwrdeistref Sirol. Roedd y Pwyllgor yn cysylltu hyn â barn Pwyllgor Trosolwg a Chraffu ar Bynciau 3 ar gynigion y gyllideb ddrafft; bod angen i'r blaenoriaethau corfforaethol ystyried yr elfen gyhoeddus a newid gwasanaethau cymunedol i fod yn flaenoriaeth gorfforaethol;
- Bod y sôn am 'ailddatblygu Maes Parcio'r Rhiw' o dan Flaenoriaeth Un yn cael ei ddiweddarau i nodi bod hyn wedi'i gyflawni o bosibl gan gynnwys hyn hefyd yn yr hanes fel cyflwyniad llwyddiannus;
- Mae angen i'r cynllun fod yn fwy eglur o ran sefyllfa bresennol yr Awdurdod mewn perthynas â llymder, sut mae'r gyllideb wedi lleihau a sut mae'r awdurdod yn bwriadu ymgysylltu â'r cymunedau llai er mwyn dal i allu llwyddo i gyflawni nodau. Mae angen cynnwys hefyd sut mae yna heriau yn deillio o ddeddfwriaeth ddiweddar;
- Mae angen i'r cynllun adlewyrchu cymunedau lleol eraill yn ei gyflawniadau ac yn ei gynlluniau ar gyfer y dyfodol gyda chyfeiriad penodol at Bencoed sef y bedwaredd dref yn yr Awdurdod;
- Dylid ysgrifennu pob acronym yn llawn i'w gwneud yn haws i'r cyhoedd eu deall;
- O ran canran y rhai sy'n gadael gofal sydd mewn addysg, hyfforddiant neu gyflogaeth, dylid cyflwyno targed mwy cyflawnadwy gan fod y naid i 70% yn ymddangos yn gynnydd mawr o'r hyn a gyflawnwyd yn 2016-17;
- Mewn perthynas â mesur canran y bobl ifanc 16-64 oed sy'n weithredol yn economaidd, cynigiwyd cynnwys mesur pellach i ystyried y rhai sy'n dal yn weithgar yn economaidd yn 65+ i roi gwell dealltwriaeth i ni o'n heconomi;
- Dylid ymdrin â'r targed ar gyfer canran y disgyblion sy'n cyflawni 3 gradd A*-A ar lefel Uwch gan ei bod yn ymddangos bod naid sylweddol ar gyfer 2017-18 ond yna ostyngiad ar gyfer 2018-19, nad yw'n adlewyrchu'r sylwadau yn y rhesymeg ynghylch y targed, sy'n cadarnhau bod y sefyllfa'n gwella;

- Dylid rhoi eglurhad yn y cynllun am yr hyn y mae'r ganran yn cyfeirio ato mewn perthynas â'r bwlch yn y cyrhaeddiad addysgol rhwng disgyblion 15+ sydd â'r hawl i brydau ysgol am ddim a'r rhai nad oes ganddynt yr hawl;
- Bod y cynnydd o 2% ar gyfanswm y gwariant blynyddol gan dwristiaid yn cael ei ddiwygio i ystyried chwyddiant diweddar, a'i fod efallai yn cael ei adolygu i fod ychydig yn fwy uchelgeisiol;
- O ran nifer yr ymwelwyr â chanol trefi, mae angen i'r rhesymeg fod yn fwy eglur ynghylch pam mae targed newid o 0% ar gyfer 2018-19. Esboniad y Swyddogion oedd oherwydd bod nifer yr ymwelwyr i Borthcawl wedi gostwng dros y flwyddyn ddiwethaf;
- Mewn perthynas â busnesau sy'n cychwyn, cynigiwyd y dylid ail-edrych ar y targed unwaith y bydd y ffigur gwirioneddol ar gyfer 2017-18 yn wybyddus er mwyn ceisio dangos ymdrech i wella. Dylid rhoi mwy o eglurhad yn y rhesymeg hefyd, yn enwedig os nad yw'r targed yn cael ei gynyddu'n sylweddol;
- Dylid rhoi eglurhad yn y cynllun ynghylch a yw'r ffigur a roddwyd ar gyfer busnesau sy'n cychwyn yn cynnwys y rhai hynny sydd wedi cael eu hariannu drwy'r Gronfa Adfywio Arbennig. Os nad yw, dylid rhoi ystyriaeth i gynnwys llinell ar wahân yn y Cynllun Corfforaethol i ddangos y rhain fel dangosydd llwyddiant;
- Dylid rhoi rhywfaint o fanylion ynghylch lleoliad y busnesau newydd a'r busnesau gweithredol hyn yn y fwrdeistref sirol;
- Dylid rhoi eglurhad yn y cynllun ynghylch pwy mae'r dangosydd yn cyfeirio ato mewn perthynas â 'nifer y bobl sydd wedi cael eu dargyfeirio o wasanaethau prif ffrwd i'w helpu i barhau'n annibynnol cyhyd â phosib';
- Mewn perthynas â'r dangosydd ar gyfer 'canran yr anheddau preifat sydd wedi bod yn wag am fwy na 6 mis sydd wedi eu dychwelyd i gael eu meddiannu ...', cynigir bod angen mwy o eglurhad am y targed yn y rhesymeg gan nad yw'n glir pam fod y targed yn aros yr un fath â'r flwyddyn flaenorol;
- Dylid aralleirio'r rhesymeg dros y dangosydd ynghylch y ganran o bobl sy'n ddigartref y mae gan yr awdurdod lleol gyfrifoldeb cyfreithiol i sicrhau llety ar eu cyfer, gan nad yw'n glir sut y gellir lleihau'r targed pan mae cyllid Llywodraeth Cymru yn cael ei leihau;
- Bod dangosydd pellach yn cael ei ddarparu i fonitro faint o ofalwyr oedolion y cynigiwyd asesiad neu adolygiad iddynt a fanteisiodd ar y cynnig mewn gwirionedd;
- Dylid rhoi eglurhad yn y cynllun ynghylch a yw'r 45% y cyfeirir atynt o ran canran y gweithwyr sy'n cwblhau modiwlau e-ddysgu mewn perthynas â'r gweithlu cyfan;
- Dylid darparu'r ffigur gwirioneddol ar gyfer gostyngiadau yn y gyllideb ar gyfer 2016-17 o fewn y cynllun;
- Bod y rhesymeg sy'n ymwneud â chanran cwsmeriaid y Dreth Gyngor sy'n defnyddio gwasanaethau ar-lein trwy 'fy nghyfrif i' yn fwy tryloyw o ran yr oedi a ddigwyddodd wrth lansio'r system ac felly pam mae'r targed wedi aros yr un fath;

- Dylid rhoi eglurhad o fewn y cynllun ynghylch a yw'r nifer neu'r ganran y cyfeirir atynt ar gyfer y cysylltiadau gan ddinasyddion ar y cyfrifon cyfryngau cymdeithasol corfforaethol, gan fod y dangosydd yn nodi'r nifer ond eto mae'r ganran yn nodi'r targed. Ar yr un dangosydd gofynnwyd am eglurhad mewn perthynas â faint o bobl y byddai cynnydd o 5% yn cyfeirio atynt.

Gwybodaeth Bellach

Gofynnodd y Pwyllgor am sicrhau eu bod yn derbyn y Strategaeth Twristiaeth er gwybodaeth.

Faint o bobl o blith y rhai a oedd yn cyflwyno eu hunain fel rhai digartref neu rai a allai fod yn ddigartref y gwnaeth yr Awdurdod ddarparu llety ar eu cyfer yn 2016-17 a 2017-18.

Faint o ryngweithio cymdeithasol gyda dinasyddion ar y cyfryngau cymdeithasol corfforaethol a ddechreuir gan yr Awdurdod yn hytrach na chan y dinasyddion eu hunain.

Beth yw'r ffigur gwirioneddol ar gyfer 2017-18 mewn perthynas ag absenoldeb oherwydd salwch ar gyfer yr Awdurdod.

Sylwadau ar gyfer y Pwyllgor Craffu nesaf

Y Fargen Ddinesig

Gofynnodd y Pwyllgor am sicrhau bod unrhyw ffocws gan y Pwyllgor Craffu yn y dyfodol ar bwnc y Fargen Ddinesig yn cynnwys ystyriaeth fanwl o'r seilwaith a gynlluniwyd, sy'n ofynnol er mwyn i Ben-y-bont ar Ogwr gael ei chysylltu'n briodol at ddibenion cymudo ayyb.

38. STRATEGAETH ARIANNOL TYMOR CANOLIG 2018-19 I 2021-22 A'R BROSES YMGYNGHORI AR Y GYLLIDEB DDRAFFT

Cyflwynodd y Swyddog Craffu adroddiad, a'i ddiben oedd cyflwyno a) adroddiad terfynol y Panel Ymchwil a Gwerthuso'r Gyllideb (BREP) ynghlwm yn Atodiad A i'r adroddiad, a b) ymatebion o bob un o'r Pwyllgorau Trosolwg a Chraffu ar Bynciau mewn perthynas â chynigion cyllideb drafft y Cabinet, ynghlwm wrth yr adroddiad yn Atodiad B, i'r Pwyllgor.

Trafododd y Pwyllgor yn fras y broses gyllidebol a chanfyddiadau'r Panel Ymchwil a Gwerthuso Cyllidebau (BREP) gyda'r Arweinydd, y Dirprwy Arweinydd a'r Pennaeth Cyllid Dros Dro, lle gwnaed y cynnig i gynnal cyfarfod byr o BREP i adolygu a phenderfynu sut i fynd â phethau ymlaen y flwyddyn nesaf. Cynhaliwyd trafodaethau ynghylch a ddylai'r broses BREP ddechrau yn gynharach yn y flwyddyn i ystyried camau cynnar datblygu cynigion y gyllideb gyda'r Cabinet a'r Cyfarwyddwyr Corfforaethol perthnasol. Cytunodd yr Arweinydd gyda'r cynigion, a chynigiodd wahodd BREP i drafod cynigion y Strategaeth Ariannol Tymor Canolig, yn gynnar yn ystod y flwyddyn ariannol nesaf.

ARGYMHELLWYD:

Bod y Pwyllgor yn cytuno i gyflwyno canfyddiadau ac argymhellion BREP a'r Pwyllgorau Trosolwg a Chraffu ar Bynciau i'r Cabinet, ac ar yr un pryd, yn gwahanu argymhellion perthnasol y Gyllideb.

39. EITEMAU BRYD

Dim.

Daeth y cyfarfod i ben am 12:40

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

29 MARCH 2018

REPORT OF THE CORPORATE DIRECTOR – OPERATIONAL AND PARTNERSHIP SERVICES

OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2017-18

1. Purpose of Report.

1.1 To present:

- a) the items due to be considered at the Committee's meeting to be held on 30 April 2018 and seek confirmation of the information required for the subsequent scheduled meeting, the date for which has yet to be confirmed;
- b) a list of responses to comments, recommendations and requests for additional information from the previous meeting of the Corporate Overview and Scrutiny Committee;
- c) 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 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP 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").

Feedback

- 3.3 All conclusions made at Overview and Scrutiny Committee 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.

- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response. Feedback for the Corporate Overview and Scrutiny Committee is attached at **Appendix A**.
- 3.5 For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.

4. Current situation / proposal.

- 4.1 Attached at **Appendix B** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next two meetings to be held 29 March 2018 and 30 April 2018. It is for the Committee to determine any further detail to request as part of these reports including any additional invitees they wish to attend to assist the Committee in its deliberations.
- 4.2 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.
- 4.3 Attached at **Appendix C** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.
- 4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

Corporate Parenting

- 4.5 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.¹
- 4.6 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.

¹ 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

- 4.7 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.

Identification of Further Items

- 4.8 The Committee are reminded of the Criteria form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the organisation.

5. **Effect upon Policy Framework& 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 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) Approve the feedback from the previous meetings of the Corporate Overview and Scrutiny Committee and note the list of responses including any still outstanding at **Appendix A**;
- b) Identify any additional information the Committee wish to receive in relation to their items scheduled for 30 April 2018 and their subsequent meeting including invitees they wish to attend within **Appendix B**;
- c) Confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for April and for further meetings following Annual Council in May, contained within **Appendix C**;
- d) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programmes at meetings following the Annual Meeting in May 2018.

| DATE OF MEETING | COMMITTEE | SUBJECT |
|--------------------------|------------------|----------------------------------|
| 16 April 2018 | SOSC 1 | Early Help and Social Care |
| 17 April 2018 | SOSC 2 | Dementia Care |
| 19 April 2018 | SOSC 3 | Emergency Housing |
| Following Annual Meeting | SOSC 1 | Budgetary Impacts of Parc Prison |
| Following Annual Meeting | SOSC 2 | ALN Reform |
| Following Annual Meeting | SOSC 3 | Waste |
| Following Annual Meeting | SOSC 1 | |
| Following Annual Meeting | SOSC 2 | |
| Following Annual Meeting | SOSC 3 | |

Andrew Jolley
Corporate Director – Operational and Partnership Services

Contact Officer: Scrutiny Unit

Telephone: (01656) 643613

E-mail: scrutiny@bridgend.gov.uk

Postal Address Bridgend County Borough Council,
Civic Offices,
Angel Street,
Bridgend,
CF31 4WB

| Date of Meeting | Item | Members wished to make the following comments and conclusions: | Response/Comments |
|-----------------|-----------------------|---|--|
| 25-Jan-2018 | Corporate Plan | <p>Subsequent to the Committee's consideration of the report and draft Corporate Plan Members made the following comments for amendment and inclusion:</p> <ul style="list-style-type: none"> • That a brief history of what the Authority had achieved and not managed to achieve over the past year in relation to the Corporate Plan be provided in the introduction; • That a greater link be made in the Corporate Plan to the County Borough's environment and community services. The Committee linked this in with the views of the Subject Overview and Scrutiny Committee 3 on the draft budget proposals; that the corporate priorities need to take account of the public element and realign community services as a corporate priority; • That the mention of 'redeveloping the Rhiw Car Park' under Priority One be updated to state that it has been done – possibly including this also in the history as a successful achievement; | <p>This comment has been considered and acted upon. The Introduction of the Plan has been re-written and now includes a reference to the Council's Annual Report that highlights how we performed in the previous year. A hyperlink to the Annual Report has been created. In addition, a section titled "How have we done so far" has been added, under each priority, to highlight what the Authority had achieved or not managed to achieve over the past year.</p> <p>This comment has been considered. Most community services are core businesses, and are included in the Communities Directorate Business Plan. To determine or change corporate priorities involves a long process.</p> <p>This comments has been considered and acted upon. The description of the "Successful Economy Programme" under priority one has been updated and "the redevelopment of the Rhiw Car park on time and on budget" has now been included in "How have we done so far" as an achievement.</p> |

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| <ul style="list-style-type: none"> • Plan needs to be more explicit as to the current situation of the Authority in relation to the position of austerity, how the budget has been decreased and how the authority plans to engage the smaller communities in order to still be able to achieve aims. This also need to incorporate how also there are challenges resulting from recent legislation; | <p>This comment has been acted upon. The Introduction of the Plan has been re-written to make it “more explicit” about the challenging situation the Council faces in relation to the position of austerity and the impact of recent legislation.</p> |
| <ul style="list-style-type: none"> • Plan needs to reflect other local communities both in its achievements and plans going forward with particular reference to Pencoed and which is the fourth town in the Authority; | <p>This comments has been considered and acted upon. Pencoed has now been included in both the achievement section and the forward planning section. For example, the Urdd Eisteddfod in Pencoed is included as one of the achievements for priority one and the consultation on the relocation of Pencoed Primary School as an achievement for priority three. To lobby for the Pencoed rail corssing forms part of the "Successful Economy Programme" under priority one, and is included in the corporate commitment under "to create successful town centres". Pencoed is also added to the success measure of "the number of vacant premises in town centres".</p> |
| <ul style="list-style-type: none"> • All acronyms to be expanded upon to assist with public understanding; | <p>This comment has been acted upon. All acronyms have been explained.</p> |
| <ul style="list-style-type: none"> • In relation to the percentage of care leavers who are in education, training or employment, a more achievable target should be put forward as the jump from to 70% appears a very large jump from what was achieved in 2016-17; | <p>Based on current performance, the target has been reviewed and amended for 2018-19 : a)60% and b) 55%</p> |

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| <ul style="list-style-type: none"> • In relation to the measuring the percentage of economically active 16-64 year olds, it was proposed that a further measure be included to consider those who are still economically active 65+ to give us a greater understanding of our economy; | <p>This proposal has been considered, and a preliminary research has been undertaken which suggests that data for the proposed indicator is currently not robust. Further exploration into data is needed. It is therefore suggested that this is for future consideration/development.</p> |
| <ul style="list-style-type: none"> • That the target for the percentage of pupils achieving 3 A*-A grades at A level be addressed as there appears to be a significant jump for 2017-18 but then a decline for 2018-19, which doesn't also reflect the comments in the rationale regarding the target confirming an improving position; | <p>This comment has been addressed. The target for 2018-19 has been amended to 10.5%, which is an improvement on the 2017-18 actual of 9.5%. The rationale for this target has also been amended.</p> |
| <ul style="list-style-type: none"> • That clarification be provided within the plan over what the percentage refers to in relation to the gap in educational attainment between pupils 15+ entitled to free school meals and those who are not; | <p>This comment has been acted upon. A provisional target for 2018-19 has now been provided and as well as clarification for the target setting in the rationale box.</p> |
| <ul style="list-style-type: none"> • That the 2% increase on total annual expenditure by tourists be amended to take into account recent inflation and possibly be reviewed to be a bit more ambitious; | <p>This comment has been considered. While the target remains the same, the rationale for the target has been updated to clarify why, that is, to track the Visit Wales national target for increase in visit numbers.</p> |
| <ul style="list-style-type: none"> • In relation to the number visitors to town centres, the rationale needs to be clearer as to why there is a 0% change target for 2018-19, which Officers explained was due to the footfall in Porthcawl decreasing over the past year; | <p>This comment has been addressed. The rationale has been amended to explain why the target for Porthcawl is set at 0% change, that is, the data is showing a small decline in footfall. It is not clear at this moment what is driving the reduction or what measures will be taken to reverse the trend. This will be the focus of work for 2018-19.</p> |

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| <ul style="list-style-type: none"> • In relation to Business start ups, it was proposed that the target be revisited once the actual for 2017-18 is known to try and show a strive for improvement and also a greater explanation be provided in the rationale, particularly if the target is not increased significantly; | <p>This proposal has been considered. The actual figure for 2017 has been gathered and added to the corporate plan. However, due to the nature of the indicator, the outcome of which can be influenced by many external factors, the target is only indicative, to monitor the general level of entrepreneurship in the county borough. The rationale has been amended to reflect this.</p> |
| <ul style="list-style-type: none"> • Clarification be provided in the plan as to whether the figure provided for business start ups includes those that have been funded through the Special Regeneration Fund and if not that consideration be given to include a separate line in the Corporate Plan to illustrate these as a success indicator; | <p>Clarification has been provided in the rationale, and the target includes those supported by the special regeneration fund.</p> |
| <ul style="list-style-type: none"> • That some detail be provided as to where these business start ups and active businesses are in the county borough; | <p>The comment has been considered. However, the council's business support services are available on an equal basis across the whole county borough. Inevitably, support to businesses tends to follow the geographical spread as the county's industrial sites and premises.</p> |
| <ul style="list-style-type: none"> • That clarification be provided in the plan as to who the indicator refers to in relation to 'the number of people who have been diverted from mainstream services to help them remain independent for as long as possible'; | <p>Clarification has been provided in the Plan, in the rationale. The indicator measures the whole of all adult social care. Target is based on current performance. It is recognised that numbers will plateau.</p> |

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| <ul style="list-style-type: none"> • In relation to the indicator for ‘the percentage of private dwellings that have been vacant for more than 6 months that have been returned to occupation...’, it is proposed that the target needs a greater explanation in the rationale as it is not clear as to why its target remains the same as the previous year; | <p>A greater explanation has been provided in the rationale, which reads, "The target remains challenging. Priority is being given to create a cross directorate response to the challenge of empty properties within the county borough and a cross directorate project team is in operation."</p> |
| <ul style="list-style-type: none"> • That the rationale be reworded for the indicator on the percentage of people presenting as homeless to whom the local authority has a legal responsibility to secure accommodation, as it is not clear how the target can be reduced when Welsh Government funding is reduced; | <p>The rationale has been reworded as follows: "A lower target demonstrates the focus on the prevention and relief of homelessness which has seen the number of final duty cases reduce significantly. This year-on-year reduction in the target is positive and shows that early help and intervention prevents people reaching a more critical stage of homelessness."</p> |
| <ul style="list-style-type: none"> • That a further indicator be provided to monitor how many carers of adults who were offered an assessment or review actually took up the offer; | <p>Consideration is being given to an additional indicator to “monitor how many carers of adults who were offered an assessment or review actually took up the offer”. Once developed, the indicator will be added to the Corporate Plan and the performance management system.</p> |
| <ul style="list-style-type: none"> • That clarification be provided in the plan as to whether the 45% referred to for the percentage of employees completing e-learning modules is in relation to the total workforce; | <p>Clarification has been provided in the rationale, as follows: "The target is based on the anticipated number of employees required to complete mandatory training modules. The percentage is of the total workforce and therefore should reduce as staff are trained."</p> |

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| <ul style="list-style-type: none"> • That the actual figure for budget reductions achieved for 2016-17 be provided within the plan; | <p>The actual figure has been provided in the Plan, under "How have we done so far" of priority three.</p> |
| <ul style="list-style-type: none"> • That the rationale relating to the percentage of Council Tax customers accessing on line services through 'my account' be more transparent in relation to the delay that has occurred in launching the system and hence why the target has remained the same; | <p>This comment has been considered. A new, more appropriate indicator has been identified to replace the indicator concerned. The new indicator is: "The number of services that are available to the public online". The target set for 2018-19 is 5. To provide services digitally online requires significant business process re-engineering. The target is challenging but achievable.</p> |
| <ul style="list-style-type: none"> • That clarification be provided within the plan as to whether the number or percentage is being referred to for the interactions from citizens on the corporate social media accounts as there indicator states number yet the target states percentage. On the same indicator clarification was requested in relation to how many people a 5% increase would refer to; | <p>Clarification has been provided, with the target (number) having been provided. The rationale has also been updated.</p> |
| <ul style="list-style-type: none"> • That the target for CATs be reconsidered and increased given the fact that a recent report on CATs stated that at the moment there were 10 expressions of interest. | <p>The target has been considered, and determined that the target remains the same. Whilst asset transfer to the community remains council policy, the Council is currently reviewing and rationalising the process in order to promote the level of engagement and better meet external circumstances, consequentially lowering the target for 2018-19.</p> |

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| <p>Further Comments</p> <p>CATs</p> <p>The Committee expressed concern over the target for CATs and proposed that a major re-think of the process is required with an injection of life and leadership in order for it to succeed.</p> | <p>Discussions are ongoing with Cabinet regarding how the CAT process can be stimulated and given greater impetus , for example, a revised charging structure for pavilions and playing fields is proposed that will help promote CAT as an alternative way forward.</p> |
| <p>City Deal</p> <p>The Committee requested that any future focus by Scrutiny on the subject of City Deal include detailed consideration of the planned infrastructure that is required, in order for Bridgend to be properly linked for commuting purposes etc.</p> | <p>Infrastructure requirements to improve commuting opportunities within the County Borough and further afield are part of ongoing discussions for future phases of the Metro for South East Wales.</p> |
| <p>Further Information</p> <p>The committee requested that they receive the Tourism strategy for information.</p> | <p>The Destination Management plan is currently being reviewed and updated and will be forwarded on when this is complete.</p> |

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| <p>How many people out of those who presented as homeless or potentially homeless did the Authority provide accommodation for in 2016-17 and 2017-18.</p> | <p>2016/17 (full year)</p> <p>The number of final duty homelessness acceptances 83</p> <p>The number of homelessness presentations 947</p> <p>The percentage of final duty homelessness acceptances 8.8%</p> <p>2017/18 (up to QTR3)</p> <p>The number of final duty homelessness acceptances 63</p> <p>The number of homelessness presentations 720</p> <p>The percentage of final duty homelessness acceptances 8.8%</p> |
| <p>How much social interaction with citizens on the corporate social media is instigated by the Authority rather than by the citizens themselves.</p> | <p>Unfortunately we don't record this data. We use the analytics that are provided within Facebook and Twitter and it doesn't report this type of information. It only provides statistical information on how many people have interacted with us and how e.g. via comments, likes and shares.</p> |
| <p>What the actual figure is for 17-18 in relation to sickness absence for the Authority.</p> | <p>As at Quarter 3, the average days lost due to sickness absence per FTE is 7.38. The cumulated total figure as at Qaurter 3 is 32656.84 days.</p> |

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| Medium Term Financial Strategy 2018-19 and 2021-22 and Draft Budget Consultation Process | The Committee briefly discussed the budget process and the Committees Budget Research and Evaluation Panel (BREP) findings with the Leader, Deputy Leader and Interim Head of Finance Officer where the proposal was made for a brief BREP review to decide how to take things forward next year. Discussions were held around whether the BREP process should start earlier in the year to consider early development of the budget proposals with Cabinet and relevant Corporate Directors. The Leader agreed with the proposal and offered to invite BREP in at an early stage next financial year. | Agreed. Next year, BREP will be engaged in the process as early as possible. |
| | The Committee also agreed to present the findings and recommendations of BREP and the Subject Overview and Scrutiny Committees to Cabinet, separating out the relevant Budget recommendations | NA |

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| Date of Meeting | Item | Members wished to make the following comments and conclusions: | Action | Response/Comments |
|------------------------|--|---|--------|--|
| Page 41 28 Feb-2018 | Budget Monitoring Quarter 3 | <p>In addition to Members attendance at formal meetings being recorded and available for the public to view, the Committee recommended that the attendance of Chief Officers required at each overview and Scrutiny Committee should also be recorded and made available to the public on the Council's website.</p> <p>Members were disappointed that there was no representative from finance available to attend a Scrutiny meeting that related to a Budget monitoring item, therefore members were unable to get the answers they required on certain points in the report. The Committee further recommended that if the lead officer for a particular item is not available to attend then an appropriate representative should be sent in their place</p> | PAJ | <p>This comments was suggested because a fiannce officer was not present. Whilst not ideal, there was more than adequate support for the committee from the directors who were present. The proposal from scrutiny as drafted is not necessary or appropriate.</p> |

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| <p>Members recommended an audit of vacancies across the whole Authority to include the following:</p> <ol style="list-style-type: none"> 1. How many vacancies are there across the whole Authority? 2. How long they have been vacant for? 3. The reasons for them being vacant – budget related or difficulties recruiting? 4. A breakdown of the vacancies within each Directorate so members are able to see exactly what posts are vacant 5. The impact on the service area due to number of vacant posts 6. Information from Trade Unions in relation to the direct impact on staff for each Directorate | DM | <p>The committee discussed vacancies in the context of budget savings and were interested in the contribution that vacancies make to the budget. However the point was also made that vacancies one aspect of staffing information that has relevance to organisational effectiveness. Other factors that are significant are age profile, gender balance, rates of attrition, length of service. Full quarterly reports on workforce data can be made available to the committee so that it could consider the wider workforce implications of trend data</p> |
| <p>Members recommended that future budget monitoring items detail more information in relation to the underspends in each Directorate so members could see exactly what impact the underspends has to the service</p> | DM/JL | |
| <p>Members requested receive further information relating to the slippage of schemes and new approvals for the Capital Programme into 2018-19. The Chief Executive agreed to detail this in the next budget monitoring item to the Committee</p> | DM | <p>Will be detailed in the next budget monitoring item</p> |

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| <p>Members recommended that a Community Safety Plan be established for Bridgend. It is proposed that the plan includes how the Authority are working collaboratively with external partners such as South Wales Police to secure grant funding in respect of Community Safety</p> | <p>PAJ</p> | <p>The community safety plan is being prepared with partners - principally the police and the police and crime commissioner in the first instance. The plan is intended to express how the CS partnership will prioritise community safety and community cohesion matters for the coming 12 months. It is further intended that the plan influences the deployment of core resource and not just grant funding which remains a small element of the overall resource available to partners to address community safety and community cohesion</p> |
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| <p>Members requested clarification on the £50,000 projected underspend relating to the tender of new play equipment and if this related to the revenue budget</p> | MS | <p>In relation to the play equipment we have not deemed the investment to be capital in nature as the definition of capital is as follows:-Play equipment except when it is replacement due to lack of regular maintenance (then it is revenue)</p> <p>The spend will be distributed in the following existing play areas and will only be the replacement of a couple of items per area maximum</p> <ul style="list-style-type: none"> • Griffin Park. • Maesteg Welfare Park • Newbridge Fields • Pencoed Recreation Ground • Victoria Street, Pontycymer • Waun Llwyd, Nantymoel • Ynysawdre Swimming Pool |
| <p>Members welcomed the LED replacement lighting throughout the Borough and recommended that this news is shared with the public as it was pleasing to hear of the potential future savings that this project could achieve</p> | MS | |

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| Members recommended communicating with Town and Community Councils to see if there was interest in them subsidising the costs towards the replacement of the pillars/ lanterns for the streetlights as some were in desperate need of repair and replacement and members understood there was an appetite from some TCCs to contribute to get this completed more timely | MS | |
| Members requested information on the process for the replacement of street lighting within the Borough including the criteria used to prioritise the areas for replacement first | MS | |
| Members were pleased to hear that Education and Family support Directorate would be working in Partnership with the Social Services and Wellbeing Directorate to explore options to rationalise home to school transport and encouraged the dual use of the mini buses, working in partnership with other Local Authorities and exploring the option of bringing the service back in house. | LH | |
| Members were concerned at the responsibility of schools managing their individual budgets and sought reassurance from Officers that schools were fully supported and that the relevant staff and governors received regular training to allow them to effectively manage their budgets | LH | |

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| <p>Members remained concerned at the projected overspend in the Social Services and Wellbeing Directorate and asked that at their next meeting where the Social Services and Wellbeing Director was due to bring a report to the Committee on the Directorate Financial Plan that the report include detail on how savings will be realised against the following areas:</p> <ol style="list-style-type: none">1. Services to Older People2. Looked After Children3. Care at Home for Adults with learning Disabilities | <p>SC</p> | <p>Plan to be presented at the next Corporate Committee</p> |
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Corporate Overview and Scrutiny Forward Work Programme

| Meeting Date | Item | Scrutiny Officer | Author | Further Information | Invitees |
|--------------|--|------------------|--------|---|---|
| 30-Apr-18 | City Deal | | | A presentation explaining:- An overview of the City Deal & what will Bridgend gain from it. What is Bridgend getting from the City Deal (what are we getting as the percentage of monetary input Is there a business plan that members can see? What projects have been identified so far. | Deputy Leader; Darren Mephram, Chief Executive; Mark Shephard, Corporate Director Communities; Gill Lewis, Interim Head of Finance; Leader from Monmouthshire Council; Chair of City Deal Group. |
| | Update on Budget Recommendations | | | BREP concluded that subsequent to the presentation of Scrutiny's recommendations to Cabinet and an initial response being received, this be followed up by a report in early April to provide the Corporate Overview Scrutiny Committee with an update on the budget recommendations. They further requested that the Chief Executive and Leader be invited to attend this meeting. | Darren Mephram, Chief Executive Cllr Huw David, Leader Cllr Hywel Williams, Deputy Leader Gill Lewis, Interim Head of Finance |
| | Public Service Board | | | Updates from Public Service Board OVS Panel | |
| | Central South Consortium | | | Updates from CSC OVS Working Group | |
| | Annual Recommendations/feedback Update | | | Update on all feedback that required follow up and recommendations - Cabinet and Officer ones | |

Items for the future

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|--|---------------------|--|--|---|--|
| | Budget Recs Review | | | BREP Rec - Report in early April to provide the Corporate Overview Scrutiny Committee with an update on the budget recommendations. They further requested that the Chief Executive and Leader be invited to attend this meeting. | |
| | Contract Management | | | To receive an un-redacted copy of the Waste Services contract so Members can specifically look into the tendering of the contract *Confidential meeting requested by Corporate to discuss this matter | |

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|--|---|--|--|--|
| | Collaboration Working | | <ol style="list-style-type: none"> 1. Establish an understanding of the collaboration work that is being undertaken within the LA, including projects such as City Deal and Valleys Task Force; 2. Receive an update on the accountability arrangements that is in place of collaboration work/joint services; 3. Consider how collaboration work has assisted in achieving value for money and contributed to the Authorities overall budget savings; 4. Investigate and monitor the extent to which other LAs are working in collaboration with TCCs; 5. To receive the outcome of the Review currently being undertaken by Welsh Government in relation to TCCs and its impact on BCBC; 6. Explore how the Authority is collaborating with the Police and to what extent they have been approached to share the monetary burden especially in enforcement; 7 Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services. 8 Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates; <p>BAVO - how much do we provide to them and what do they do with it.</p> | |
| | 2017-2018 Quarter 4 Financial Performance | | <p>Trial day event. Members have requested that all Directors attend this session.</p> | |

Scrutiny Forward Work Programme

Table A

The following items were previously prioritised by the Subject OVS Committees and considered by Corporate at its last meeting where the top three items were scheduled in for the next round of meetings:

| Date | Subject Committee | Item | Specific Information to request | Rationale for prioritisation | Proposed date | Proposed rationale for timing from Officers | Suggested Invitees | Prioritised by Committees | Webcast |
|-------------|-------------------|----------------------------|--|--|---------------|---|--|---------------------------|---|
| 16-Apr-2018 | SOSC 1 | Early Help and Social Care | <p>The process into how the following information will be presented will be confirmed following meetings with both Directorates Corporate Directors.</p> <ul style="list-style-type: none"> Up to date figures presenting the numbers of Looked After Children by Local Authority; A breakdown of referral figures, to include statistics from local pre-school nurseries; Outcome from the review undertaken by Institute of Public Care; What services are being provided post 16, given that research indicates shows that children who have been looked after, have the increased probability that their children will also end up in the care system; <p>To evidence how the two services are working together and the impact on the LAC population.</p> <p><i>Rec from BREP -</i> For Scrutiny to receive data relating to the Early Help and Safeguarding Board's joint dataset to evidence how the work being undertaken in relation to Early Help has impacted directly on social services.</p> <p>Detailed analysis of the causes and demands on Children's Social Services. Members commented that if this is not known and understood then the Authority cannot effectively plan for the future and Members cannot be assured that changes that are being introduced are fit for purpose.</p> | | | | <p>Susan Cooper Corporate Director Social Services and Wellbeing; Lindsay Harvey, Interim Corporate Director - Education and Family Support; Clr Charles Smith, Cabinet Member for Education and Regeneration; Clr Phil White, Cabinet Member – Social Services and Early Help; Nicola Echanis, Head of Education and Early Help. Laura Kinsey, Head of Children's Social Care; Mark Lewis, Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance</p> | SOSC 1 | |
| 17-Apr-2018 | SOSC 2 | Dementia Care | <ul style="list-style-type: none"> 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; 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; 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. Provide an update on existing discussions with nursing care providers in relation to the development of nursing residential care places for people with dementia; Include facts and figures on people with dementia living in Cardiff as well as Neath Port Talbot and Swansea for comparison to Bridgend. 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>Proposed change from Directorate from 7 March as will take time to get the detailed information as it is not owned by the LA and needs to be gathered from Health etc.</p> | <p>Susan Cooper Corporate Director Social Services and Wellbeing; Clr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Representative from Age Concern Wales; Representative from ABMU; Representative from Bavo.</p> | | Corporate highlighted this item as suitable for webcasting. |
| 19-Apr-2018 | SOSC 3 | Emergency Housing | <p>Is the current emergency housing provided by BCBC meeting the needs of the service users? Is the current provision a good use of public resources? Should an alternative provision be made to ensure families, in particular children, achieve their potential. Service user numbers Service user demographic –ages, disabilities, gender Outcomes Challenges faced daily by families using provision –health, dentist, mental health, schools *Members have requested a possible site visit/ Photos of facilities</p> | <p>members asked for this item to be prioritised by the Corporate Committee to address the homelessness across the county which has increased and can be seen by the increased number of people sleeping in tents.</p> | | | <p>Andrew Jolley, Corporate Director – Operational and Partnership Services; Martin Morgans, Head of Performance and Partnership Services Clr Dhanisha Patel, Cabinet Member - Wellbeing and Future Generations; Representative from Gwalia Representative from Shelter Cymru Representative from Pobl Group Representative from Llamau Representative from The Wallich</p> | SOSC3 SOSC 1 | |

| | | | | | | | | | |
|-----------------------------------|--------|---|---|---|--|--|---|---------------|--|
| Date TBC Following Annual Meeting | SOSC 1 | Budgetary Impacts of Parc Prison | <p>How much core funding does BCBC receive to deal with the impact of a prison being located within its boundary?</p> <p>What is the true cost of servicing this need?</p> <p>Is there a different impact due to Parc Prison being privately run as opposed to being run by the Prison Service?</p> <p>Educational aspects in prisons and their impact;</p> <p>What Community Services does Parc Prison provide? What does Parc Prison give back to the County Borough of Bridgend;</p> <p>What 3rd Sector services are provided at Parc;</p> <p>Details on the impact on housing;</p> <p>What input does the Probation Service have with working with the Authority and with the resettlement of prisoners.</p> | | Proposed by Directorate for May-June 2018 | Ongoing discussions with WG over financial position -more appropriate to receive later in year | Susan Cooper, Corporate Director Social Services and Wellbeing Jacqueline Davies, Head of Adult Social Care Cllr P White, Cabinet Member Services and Early Help Cllr Charles Smith, Cabinet Member for Education and Regeneration; Representative from Parc prison; Representation from Health Service Provider; Representation from 3rd Sector – Drug and Alcohol services for example; Representation from Probation Service; | | |
| Date TBC Following Annual Meeting | SOSC 2 | ALN Reform | <p>When the Act has been further progressed, report to include consideration of the following points:</p> <p>a) How the Authority and Schools are engaging with parents over the changes to the Act?</p> <p>b) What the finalised process is for assessments and who is responsible for leading with them?</p> <p>c) What involvement/responsibilities do Educational Psychologists have under the Act?</p> <p>d) Has the Act led to an increase in tribunals and what impact has this had? This is set against the context of the recent announcement by the Lifelong Learning Minister that instead of saving £4.8m over four years the Act could potentially cost £8.2m due to an expected increase in the number of cases of dispute resolution.</p> <p>e) Given that the Act focuses on the involvement of young people and their parents, what support is available for those involved in court disputes?</p> <p>f) Outcomes from the Supported Internship programme.</p> <p>g) Support for those with ALN into employment.</p> <p>h) Staffing - Protection and support for staff, ALNCO support, workloads and capacity.</p> <p>i) Pupil-teacher ratios and class sizes and impact of Act on capacity of teachers to support pupils with ALN</p> <p>j) How is the implementation of the Act being monitored; what quality assurance frameworks are there and what accountability for local authorities, consortiums and schools?</p> | Needs revisiting to monitor implementation of the Bill and if needs are being met as well as impact on future budgets | Proposed by SOSC 1 to be revisited in next years FWP | | 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. Michelle Hatcher, Group Manager Inclusion and School Improvement Third Sector Representatives | | SOSC 2 highlighted this item as suitable for webcasting. |
| Date TBC Following Annual Meeting | SOSC3 | Waste Services Contract <i>(Confirmation required as to whether Scrutiny can receive re-dacted contract - if contract being considered, item needs to go to Corporate OVSC, other issues are for SOSC)</i> | <p>Members would like the report to include an update on the following:</p> <p>The impact of the recently recruited senior managers associated with the Bridgend contract and front line operative staff. Was recruitment successful? Have all Members now been given full inductions and training</p> <p>Information on the updates to the CRC centre including the instalment of the polystyrene baler and webcam so residents are able to monitor the traffic flow at the site.</p> <p>Change of days for the communal collections - Has this happened? Has the service shown improvements since the change?</p> <p>Impact of the new collection vehicles. Have they made collection rounds more efficient?</p> <p>Outcome of the review of BCBC in house Street Scene enforcement activity</p> <p>Longer term trend of flytipping. What are the figures of flytipping in the Borough? Have they improved? Domestic or business?</p> <p>A breakdown in the number of referrals received before the new contract in a typical month and what they were related to and a breakdown of the number of referrals received in April 2018</p> <p>A review of the AHP bags be considered when Scrutiny revisit the subject of 'Waste' in approximately 12 months time to include the monetary against environmental impact.</p> | Members requested that this item is prioritised by the Corporate Committee for June 2018 so they can monitor the contract and ensure that improvements to the delivery of the service are made. Members requested that this item remain until significant improvements are made and the service is at a satisfactory level for residents. | SOSC 3 proposed revisit item in June 2018 | | Mark Shepherd, Corporate Director Communities; Cllr Hywel Williams, Deputy Leader; Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Streetscene; Maz Akhtar, Regional Manager Kier Julian Tranter, Managing Director Kier Claire Pring, Kier | SOSC 3 Jan 18 | |

Table B

The following items were deemed important for future prioritisation:

| Item | Specific Information to request | Rationale for prioritisation | Proposed date | | Suggested invitees | | Webcast |
|---|--|--|--|--|---|--------------|---------|
| Safeguarding | <p>To include Safeguarding activity in both Children and Adult Services. To also cover:</p> <ul style="list-style-type: none"> Regional Safeguarding Boards Bridgend Corporate Safeguarding Policy Child Sexual Exploitation (CSE) Deprivation of Liberty Standards (DOLS) <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>To evidence how the two services are working together and the impact on the LAC population.</p> <p>To receive the outcome of the in depth analysis which was currently being undertaken within the Council.</p> <p>To include information on Advocacy for Children and Adults:</p> <ul style="list-style-type: none"> The outcome from the Advocacy Pilot Scheme The current system Social Services & Wellbeing Act Regional Children Services advocacy Adult Services – Golden Thread Project <p>What costs are associated to assessments that are contracted out.</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>Pilot for Advocacy ends April. Therefore proposed date May/June 2018.</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 Richard Thomas, Strategic Planning and Commissioning Officer</p> | SOSC2 Jan 18 | |
| Annual Recommendations/feedback Update to each SOSC | <p>Update on all feedback that required follow up and recommendations - Cabinet and Officers</p> | | <p>Proposed for March 2018 to inform next years FWP planning</p> | | <p>None</p> | | |
| Care and Social Services Inspectorate Wales (CSSIW) Inspection of Children's Services. | <p>The Committee requested that they receive an information report detailing the progress of the plan and update Members whether or not the actions have addressed the issues raised by the Inspectorate.</p> | | <p>Going to Corporate Parenting on 24 Jan - Scrutiny Officers to pick up and send to Committee</p> | | | | |
| Remodelling Fostering Project | <p>Further project as part of the Remodelling Children's Social Services</p> <ul style="list-style-type: none"> - Detail regarding the upskilling of three internal foster carers to provide intensive, therapeutic step down placements as part of Residential Remodelling project - Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process | | | | <p>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.</p> | | |

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|--|--|---|--|---|---|---------------------|--|
| <p>Home to School Transport</p> | <p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings:</p> <p>Update on pilot that school transport team proposing to run in Spring and Summer terms 2017-2018 - to support the enforcement of bus passes on home to school transport contracts. As part of this pilot, the Authority is also investigating opportunities to track the use of our school bus services by individual pupils.</p> <p>Update on Recommendation from BREP: The Panel recommend the need for the Authority to adopt a Corporate approach in relation to Home to School Transport maximising the LA's minibuses such as those used for day centres. It is proposed that this be supported by slightly amending the opening and closing times of day centres so that the buses can be available for school transport. Other aspects that could be considered include the exploration of whether school staff could transport children and young people instead of hiring independent drivers.</p> <p>To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees to be scrutinised to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport</p> <p>Report to include Update on the current arrangements of how licensing and school transport operates within the County Borough since the change in 2015 to the Police National Policy for disclosing non-conviction information to the local authority. Information to include a report from South Wales Police on its approach to disclosing information it holds about licencees following arrests, charges and convictions. What is the current relationship between the local authority's licensing and school transport departments in relation to the disclosure of information from South Wales police? Is there sufficient oversight on behalf of the local authority and a risk of contractors withholding information which may prejudice the continuation of their contract?</p> | <p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings. To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees ought to be scrutinised by an Overview & Scrutiny Committee at the earliest opportunity to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport</p> | | | | | |
| <p>Highways Services</p> | <p>To include information of efficiency savings and the impact of what the MTFs has on the service</p> | | | <p>Proposed by HOS as had been drafted previously for scrutiny but did not go due to timing issues - felt that Mmembers need to know info - <i>could this be an information report instead?</i></p> | <p>Mark Shepherd, Corporate Director Communities; Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Streetscene; Andrew Hobbs, Group Manager Streetworks</p> | | |
| <p>Community Services</p> | <p>Rec from BREP The Committee recommend that Scrutiny consider a future item on what other Local Authorities are doing to respond to the gap in provision in Community Services.</p> | | | | | <p>SOSC2 Feb 18</p> | |

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| Collaboration with Police | <p>The Panel highlighted the need to work more closely with the Police and therefore proposed that a Research and Evaluation Panel be established to look at Policing of the borough on a local level. Members proposed the following points and areas to go to the Research and Evaluation Panel for consideration as part of their ongoing investigative work:</p> <p>a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained be the LA to inform all Members, members of the public, Inspectors and PCSOs;</p> <p>b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;</p> <p>c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.</p> <p>d) The need for a joint plan between Police and the LA;</p> <p>e) How the Police assist the LA in relation to safeguarding vulnerable adults and children.</p> | | | | | | |
| Remodelling Children's Residential Services Project | <p>SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.</p> | | | | | | |
| CSSIW investigation into LAC | <p>The Committee requested that the outcome of the CSSIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.</p> | | | | | | |
| CAMHS | <p>With reference to the responses received in relation to Child Adolescent Mental Health Services Members on 12 December 2018, Members note that most of the replies feature an element of work in progress and have asked to retain the item on the FWP for future review. To receive an update on current provision and further advise on current situation in relation to comments and conclusions made on 12 December 2018.</p> | | | | | | |

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| School Standards | <p>Requested from SOSC 1 meeting in February to receive a further report at a meeting in the near future, (to be agreed by Corporate Overview and Scrutiny), incorporating the following:</p> <ul style="list-style-type: none"> • School Categorisation information; • In relation to Post-16 data at 4.53 of the report, the Committee requested that they receive the baseline for each school to give a better indication of how each school has improved; • Information on Bridgend's ranking for Key Stage 4 based on the latest results; • Information on what targets were set at each stage in order to determine whether the performance was expected and possibly a cohort issue or whether any actuals differed significantly from the targets set; • Information that the Consortium has gathered through drilling down into each schools' performance to determine what challenges schools face; • Further detail of the performance of those with ALN attending the PRU or Heronsbridge | | | | <p>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; Mike Glavin, Managing Director CSC Representative from School Budget Forum</p> | | |
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| | <p>School as Members felt this was not incorporated into the report to a great degree;</p> <ul style="list-style-type: none"> Information on the work that the Consortium is doing to identify the variation for each secondary school at Key Stage 4, and what is being done about it; More information in relation to each schools performance – not necessarily more data but detail of the where, what and how in relation to good and poor performance for each school so that the Committee has an overall understanding of the current situation and priority schools in Bridgend; What extent are schools responding to the changes recently introduced such as the removal of Btec etc, to ensure they are still meeting the needs of the pupils; What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures; Evidence of how the Consortium has made a direct impact on schools and school performance, what outcomes can they be measured on in relation to Bridgend to assure Members of value for money; What is being done to mitigate against the impact of changes in teachers to ensure that this does not have a resulting impact on the performance of pupils; Performance in relation to vocational qualifications and non-core subjects – where are there causes for concern and where there is excellent work taking place etc. | | | | | | |
| Social Services Annual Report | Consideration for comment on the draft Social Services Annual Report | | | Proposed By Corporate Director - Scrutiny comment requested on draft report before going to CSSIW. Needs to be determined how to take forward - through Panel or Committee | | | |
| Empty properties | SOSC 3 requested that this item continue on FWP - reasons and purpose to be confirmed | | | | | | |
| Review of Bus Services | Proposed as a pre-decision item to consider the proposed changes to bus transport to feed into consultation process before report goes to Cabinet for decision. | Criteria form submitted - SOSC 3 agreed that this does need to be looked at however there are issues regarding timing of consultation completed and report to Cabinet | | | | | |

The following items for briefing sessions or pre-Council briefing

| Item | Specific information to request |
|--|--|
| Overview of Direct Payment Scheme | To update Members on the Direct Payments Process. |
| Social Services Commissioning Strategy | To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: <ul style="list-style-type: none"> Regional Annual Plan Bridgend Social Services Commissioning Strategy |
| Western Bay Regional Report | Update on situation and way forward with WB and Regional Working? |

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|--|--|
| Residential Remodelling - Extra Care Housing | Site visit to current Extra Care Housing and then to new site once work has begun |
| Children's Social Services | Briefing for SOSC 1 on Child Practice Reviews - details of latest CPRs over last 12-18 months - what recommendations have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children. |

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

29 MARCH 2018

REPORT OF THE CHIEF EXECUTIVE

DIRECTORATE BUSINESS PLANS 2018-19

1. PURPOSE OF REPORT

This report presents the Council's draft directorate business plans for 2018-19 for the Committee to comment.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The business plans have been developed to implement the Council's Corporate Plan 2018-22. They also set out actions to deliver other service priorities.
- 2.2 The Corporate Plan sets the Council's priorities which are its well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and improvement objectives under the Local Government (Wales) Measure 2009.

3. BACKGROUND

- 3.1 On 28 February 2018, Council approved both the new Corporate Plan 2018-2022 and the Medium Term Financial Strategy (MTFS) 2018-19 to 2021-22.
- 3.2 Directorate business plans are developed each year to implement and support the Corporate Plan, the MTFS, other strategic plans and service priorities in line with the Council's Performance Management Framework.

4. CURRENT SITUATION

Content of Business Plans

- 4.1 Each directorate has developed an integrated business plan comprising of:
 - organisational structure
 - resources (both human and financial)
 - workforce planning
 - future property needs
 - key directorate achievements
 - action plans and performance measures that are linked to the Corporate Plan priorities.
 - action plans and performance measures that are linked to other directorate priorities; and
 - a summary of pertinent corporate and key directorate risks.
- 4.2 A copy of the latest corporate risk assessment has been attached to show in more detail the corporate risks that each director owns.

Commitments, milestones and indicators

- 4.3 Section 5 of each directorate business plan sets out
- key actions (milestones) the Directorate will take to deliver pertinent corporate commitments under each corporate priority
 - success and performance indicators that are linked to the Corporate Plan. (Corporate Plan indicators have already been approved by Council and have been highlighted in grey.).
- 4.4 Section 6 includes other directorate priorities and performance indicators.
- 4.5 Target for each indicator is set for one year, with rationale for the target being provided.

Monitoring Performance

- 4.6 Progress against the commitments and performance indicators in the business plans is monitored on a regular basis by directorate management teams.
- 4.7 Corporate commitments and related key indicators are monitored quarterly by the Council's Corporate Performance Assessment (CPA) panel attended by Corporate Management Board, Heads of Service, Scrutiny Chairs and Cabinet Members, and scrutinised by this Committee.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

Developing and implementing directorate business plans forms part of the Council's Performance Management Framework and will ensure our improvement priorities are embedded into delivery at every level of the organisation.

6. EQUALITY IMPACT ASSESSMENT

A full equality impact assessment (EIA) was undertaken when the Corporate Plan 2016-2020 was developed in 2015 -16. Consideration was given to the potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups. An additional EIA screening was undertaken when the plan was developed for 2018-2022, which suggested that another full EIA was not necessary. Specific changes to policy or practice identified in the directorate business plans will need a separate equality impact assessment. Separate EIAs will be undertaken when proposals for carrying out the plans are developed and implemented.

7. FINANCIAL IMPLICATIONS

The directorate business plans are prepared to support the Corporate Plan, which is aligned with the MTFS.

8. RECOMMENDATION

The Committee consider this report and comment on the attached draft directorate business plans for 2018-19 (Appendix A-E).

Darren Mepham
Chief Executive

Contact Officer: Yuan F Shen
Telephone: 01656-643224; email: yuan.shen@bridgend.gov.uk

Background Documents - None

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



**Social Services and Wellbeing
Business Plan 2018-2019
One Council Working together to Improve Lives**

Foreword

The Council's priority of "Helping people to be more self-reliant" is integral to the directorate's approach of promoting prevention and wellbeing. Our vision is to actively promote independence, wellbeing and choice that will support individuals in achieving their full potential. The Council is responsible for the planning, commissioning, assessment and, where appropriate, the direct provision of social services.

Social Services and Wellbeing is largely a demand led service and whilst the long term strategy is to enable people to be more self-reliant, the demographics show that people are living longer, often with more complex conditions than ever before. This means that there are more people living in the community who would previously have remained in hospital or entered a care home. Children's Social Care is also demand led and the financial pressure to meet need can fluctuate very rapidly.

The Council's strategy is to transform how services are delivered. In order to be sustainable going forward, the Council is ensuring that any changes are introduced in a planned and timely way in order to take existing and future customers with us as well as the general workforce. The continued transformation should lead to budget savings.

Social Care is the second largest area of spend in the Council after Education and includes social care for children, young people and for adults who are vulnerable or at risk and support for carers.

Over the past four years the Council has delivered savings of over £10m in social care and the strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence and will be achieved within the existing budget. This will be achieved by changing culture and reviewing what has become custom and practice. In 2016/17, Children's Social Care received 6134 contacts during the year, and in Adult Social Care, 7623 referrals were received. In addition,

- We developed a single point of contact which was used by 2,108 adults and 2,042 children for people to access information, advice and assistance.
- We have supported 43 adults in our residential reablement unit during 2016-17, of which 29 returned home to live, seven people were admitted to hospital and seven people went into residential care.
- 278 more people received a Telecare package during the year compared to the previous year.
- The number of assessments completed for children has risen by 463 since the previous year

Cllr P White
Cabinet Member

Susan Cooper
Corporate Director

| | | |
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1. Introduction

The Bridgend County Borough Council's Corporate Plan 2018-22 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This directorate business plan identifies the contribution that the Social Services and Wellbeing Directorate will make in 2018-19 to the Council's improvement priorities. It describes the continuing core services that the directorate provides, contains an assessment of the directorate's achievements in 2016-17 and presents the directorate's priorities and commitments for 2018-19.

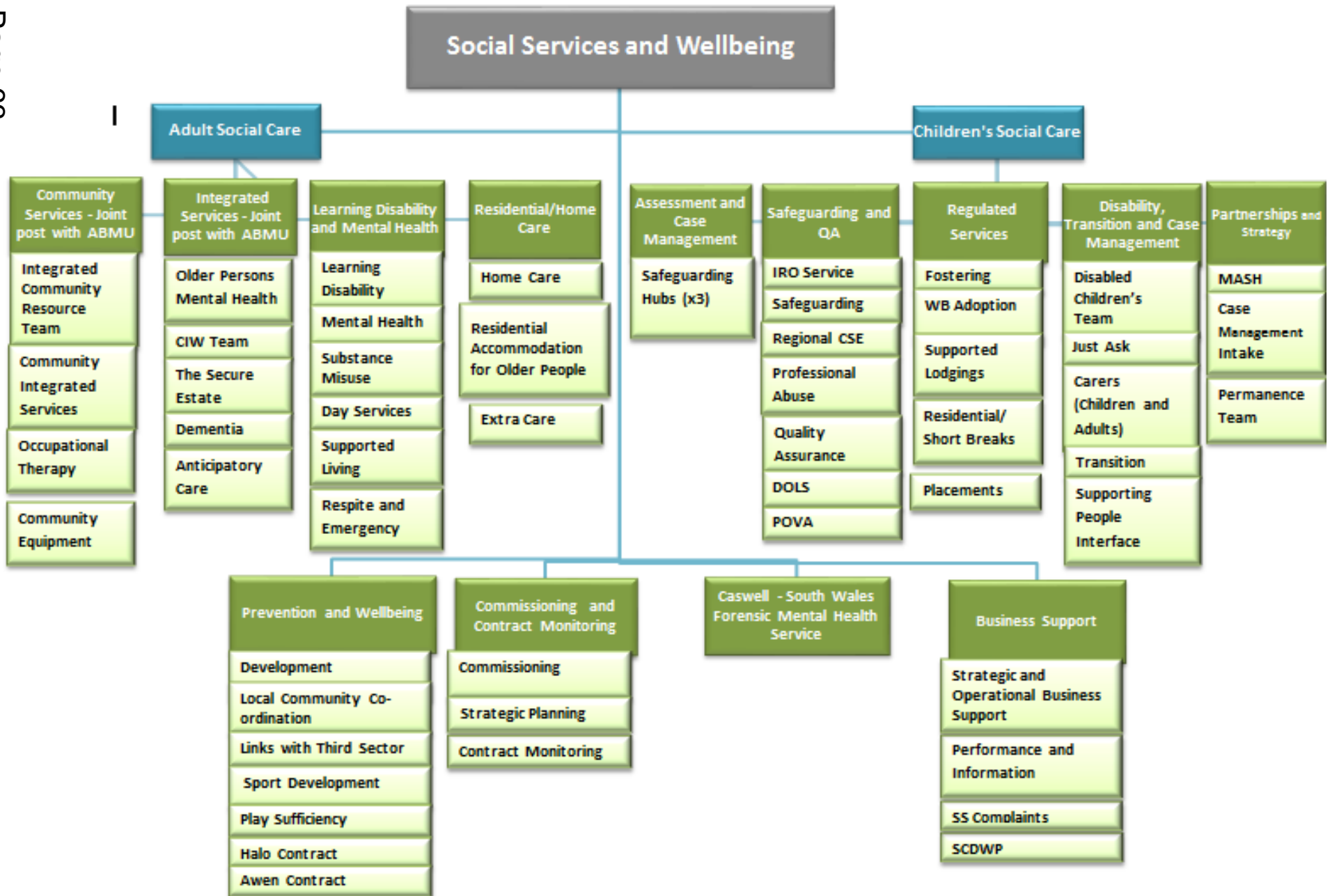
For each directorate priority the action plan details what actions will be taken and how success will be measured. Corporate risks are detailed in the appendix.

The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this plan and our achievements will be published in the annual report.

2. Organisational structure



3. Resources

3.1 Staff

| Service Area | 31.12.2016 | | 31.12.2017 | | Rationale for change in FTE |
|-------------------------|---------------|-------------|---------------|-------------|---|
| | FTE | Headcount | FTE | Headcount | |
| Adult Social Care | 630.53 | 902 | 616.54 | 884 | Continuous realignment of structures and deletion of vacant posts |
| Business Support - SS&W | 62.09 | 69 | 57.58 | 65 | |
| Children's Social Care | 155.05 | 200 | 167.96 | 222 | |
| Prevention & Wellbeing | 16.51 | 21 | 18.07 | 22 | |
| DIRECTORATE | 865.18 | 1192 | 861.16 | 1225 | |

3.2 Workforce Planning

Critical workforce issues that are expected during the year, which impact on the Directorate's ability to deliver its improvement priorities, Medium Term Financial Strategy (MTFS) commitments and other key services. Issues may include, but are not limited to, the following:

- Skills gaps / shortages
- Succession planning
- Recruitment Challenges/hard to fill posts
- Legislative impact
- Retention Challenges
- Staffing reduction implications

| Workforce issues | Actions | Strategic Links | Responsible officer | Target Date |
|--|--|--------------------------------|---|-------------|
| The local authority must have sufficient trained staff. | Ensure there is a training plan in place which ensures that there is a competent and appropriately trained and qualified workforce working to the required standard in order to deliver the appropriate quality of care. | Service demand and legislation | Corporate Director, Social Services and Wellbeing | March 2019 |

| Workforce issues | Actions | Strategic Links | Responsible officer | Target Date |
|--|--|--------------------------------|---|-------------|
| The local authority must have sufficient trained staff. | Ensure that Social Workers qualifying from 2016 onwards undertake the Continuing Professional Education and Learning (CPEL) Consolidation Programme. | Service demand and legislation | Corporate Director, Social Services and Wellbeing | March 2019 |
| Implementation of the Regulation and Inspection Act | Deliver appropriate training to enable social care staff to gain appropriate qualifications in line with mandatory registration. This will be necessary for domiciliary care workers (Register opening from 2018 and becoming mandatory from 2020). | Legislation | Head of Adult Social Care | March 2019 |
| Apprenticeship opportunities | Identify appropriate opportunities to create apprenticeships within the Directorate | Corporate Priority 1 | Corporate Director, Social Services and Wellbeing | March 2019 |
| Recruitment and retention of staff | Continue to implement the recruitment and retention strategy in children's social care to ensure there is sufficient capacity within the workforce to meet statutory requirements | Service Demand | Head of Children's Social Care | March 2019 |

3.3 Finance

| Budget | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|-------------------|-------------------|-----------------------|-----------------------|-----------------------|
| | (Actual) £'000 | (Actual) £'000 | (Indicative) £'000 | (Indicative) £'000 | (Indicative) £'000 |
| CHILDREN'S SOCIAL CARE | | | | | |
| CHILDREN'S SOCIAL CARE | 18,265 | 18,529 | 18,529 | 18,529 | 18,529 |
| | | | | | |
| PREVENTION AND WELLBEING | | | | | |
| PREVENTION AND WELLBEING | 5,171 | 5,137 | 5,137 | 5,137 | 5,137 |
| | | | | | |
| ADULT SOCIAL CARE AND WELLBEING | | | | | |
| OLDER PEOPLE | 19,581 | 20,147 | 19,817 | 19,817 | 19,817 |
| ADULT PHYS DIS/SENS IMPAIRMENT | 3,882 | 4,236 | 4,236 | 4,236 | 4,236 |
| ADULTS LEARNING DISABILITIES | 12,426 | 13,869 | 13,869 | 13,869 | 13,869 |
| ADULTS MENTAL HEALTH NEEDS | 2,746 | 3,132 | 3,132 | 3,132 | 3,132 |
| OTHER ADULT SERVICES | 202 | 202 | 202 | 202 | 202 |
| ADULT SERVICES MGT & ADMIN | 2,536 | 2,478 | 2,478 | 2,478 | 2,478 |
| | | | | | |
| MTFS SAVINGS YET TO BE ALLOCATED | 0 | 0 | (1,384) | (2,716) | (2,716) |
| | | | | | |
| NET BUDGET TOTAL | 64,809 | 67,730 | 66,016 | 64,684 | 64,684 |

NB: Further budget reductions still to be identified for 2019-20 to 2021-22

NB: The budget for 18/19 includes additional funding in the RSG which would have previously been through grants

3.4 Future Property Needs

Main property implications for 2018/19:

- Capital bid for Bryngarw boilers
- Extra Care:
 - Effective disposal of existing residential homes for older people following the transition into two new Extra Care schemes
 - Tender as a going concern one of the care homes in scope for the ECH plans
- Refurbishment of Bakers Way
- Heron house 18/19 – upgrade of internal areas (dependent on ICF funding)
- Management of community centres and community asset transfer-investment into facilities to support transfer process
- Development of a heat network at Bridgend Life Centre serving central Bridgend
- Management of assets being operated by AWEN cultural trust
- Capital bid for 18/19 for a ‘Children’s Assessment and Placement Hub’

4. Key Achievements

(Mainly 2016-17 key achievements. Any key cross-year achievements known for sure for 2017-18 may also be included)

- Implementation of the SSWBA
 - Working to the new assessment framework
 - All documentation and guidance re the Codes of Practice have been updated
 - Over 800 staff from across the sector have been trained in the principles of the Act and Codes of Practice
- We were the first Council in Wales to implement the Welsh Community Care Information System
- Progressed the prevention and wellbeing agenda
 - Established the Dewis website for Bridgend
 - Local Community Co-ordination and creation of a range of community groups
- We developed a single point of contact which was used by 2,108 adults and 2,042 children for people to access information, advice and assistance.
- Our reablement service supported 394 older or disabled people maintain independence by managing as many daily living tasks as possible on their own.
- Supported carers in maintaining their roles: 277 adult carers' and 51 young carer assessments were completed.

5. Commitments, milestones and indicators (linking to Corporate Plan)

5.1 Priority 1 - Supporting a successful economy

| Aim 1.1 To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough | | | | | | | |
|--|---|--------------------|-----------------------------|--------------------|------------------|------------------|---|
| Ref | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
| PM 34a PM 34b | The percentage of care leavers who are in education, training or employment at : a) 12 months and b) 24 months after leaving care | CP, National and O | Corporate Director, SS & WB | a) 45.2% b) 50% | a) 70% b) 70% | a) 60% b) 55% | The target for 2017-18 was set before the actual for 2016-17 was known. The target for 18-19 is based on current performance and is challenging / realistic. |
| SSWB 17 | The number of apprentices employed in the directorate throughout the year | CP, Local and C | Corporate Director, SS & WB | N/A | 4 | 4 | This is the directorate's contribution to the corporate aim of 17 apprenticeships across the organisation |
| SSWB 22 | The number of apprenticeships taken by looked after children | CP, Local and C | Corporate Director SS & WB | N/A | Set baseline | 1 | This is linked to above. We want to promote apprenticeship opportunities among 16 year olds and looked after children and are working on developing apprenticeship- ready opportunities |

| | | | | |
|-----------------------------------|---|---|-----------------------------|-----------------------|
| Commitment 1.1.1 | Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to help shape employment opportunities and develop a skilled workforce to meet future needs. This included delivering high quality apprenticeships for all ages. | Those who can help us / partners: Third Sector partners | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 1.1.1.1 | Develop pre-apprenticeship opportunities for looked after children and young people leaving care | Apprenticeship Board | Corporate Director, SS & WB | March 2019 |
| 1.1.1.2 | Work with contracted partners to provide a further 2 apprenticeship opportunities | Apprenticeship Board | GM Prevention and Wellbeing | March 2019 |

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5.2 Priority 2 - Helping people to be more self-reliant

| Aim 2.1 | To give people more choice and control over what support they receive by providing early access to advice and information | | | | | | |
|---|--|------------------|--|-----------------------|------------------|------------------|---|
| Ref | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018/19 Target | Rationale for Target |
| Data item SSWB 19 SSWB 20 | The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year | National O CP | GM, Community Services / PO Partnerships and Strategy | New indicator 2016/17 | a) 40% b) 60% | a) 50% b) 70% | This measures the proportion of people who seek advice and assistance who, through this help, are prevented from escalating into further services |
| PM20 | The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support | CP, National, O | GM, Community Services | Establish baseline | a) 60% b) 60% | a) 62% b) 60% | In the main, the people coming through the service have more complex needs so reduced packages will become more challenging. |
| Survey PAM/027 (Children) PAM/024 (adults) | The percentage of people who are satisfied with the care and support they received a) Children aged 7-17 years b) Adults aged 18 years+ | CP, National, O | All Social Services and Wellbeing GMs | Establish baseline | a) 65% b) 65% | a) 80% b) 80% | Targets based on end of year 16/17 data |
| SSWB 1 | The number of people who have been diverted from mainstream services to help them remain independent for as long as possible | Local O CP | GM Learning Disabilities and Mental Health / GM Prevention and Wellbeing | 130 | 200 | 400 | Target is based on current performance – it is recognised that numbers will plateau |

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|-------------------------|--|---|---|-----------------------|
| Commitment 2.1.1 | Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators. | Those who can help us / partners: Third sector partners Welsh Government DEWIS Older People forums | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.1.1.1 | Implement Phase 2 of the Multi Agency Safeguarding Hub (MASH) functions | MASH Strategic Board | PO Partnerships and Strategy/Safeguarding Manager | Sept 2018 |
| 2.1.1.2 | Continue the development of the common access point to more effectively provide information, advice and assistance to the public which includes supporting the development of the Council website | RASC | GM, Community Services | Oct 2018 |
| 2.1.1.3 | To continue to mainstream contingency anticipatory care planning into core business as part of the second phase of the regional community services model | Western Bay Community Service Board | GM, Integrated Services | Oct 2018 |

| Ref | Performance Indicator | Indicator Type | Responsible Officer | 2016-17 A | 2017-18 Target | 2018/19 Target | Rationale for Target |
|-------------------------|---|----------------|-------------------------|-------------------------------------|-------------------------------------|----------------|---|
| PM 23 | The percentage of adults who received advice and assistance from the information, advice and assistance service and have not contacted the service again for 6 months | National, O | GM, Community Services | Estimate 25% but establish baseline | 70% (to be reviewed after 6 months) | 70% | This is awaiting national consensus on what is being counted so target is unchanged |
| PM 18 | The percentage of adult protection enquiries completed within 7 days | National O | Safeguarding Manager | 95.4% | 95% | 95% | This measure relies on data from partner agencies - not just social care. |
| PM19 PAM/025 | Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over | National, O | GM, Integrated Services | <2.5 | <2.2 | <2.0 | The national definition changed-16/17 |

| | | | | | | | |
|-------------------------------------|---|---------------|--|--------------------------------|--------------------------------|--------------------------------|--|
| PM 22 | Average age of adults entering residential care homes This is broken down as per below: a) Over 65 b) Under 65 | National O | GM, Integrated Services | 84yrs | 84 yrs | 84yrs | a) People are independent for longer. The increased target age for people over 65 reflects this. b) Based on the average age of people (18-64) in residential settings. |
| Local SSWB 23 | Number of people with cognitive changes/dementia who are supported with information and advice to help them remain as independent as possible | Local O | GM, Community Services | N/A | Establish baseline | 130 | New indicator |
| PM 24 PAM/028 | The percentage of assessments completed for children within statutory timescales | National O | PO Strategy and Partnerships | 80% | 85% | 85% | This is based on current data and is a challenging target |
| Survey SSWB NS 12 | The percentage of people reporting that they felt involved in any decisions made about their care and support | National, O | Head of Adult Social Care | 80% | 80% | 80% | Based on 16/17 data 17/18 actual awaited |
| Survey SSWB NS 7a/7b | The percentage of people reporting that they have received the right information and advice when they needed it | National, O | Head of Adult Social Care/Head of Children's Social Care | Adults 85% Children 88% | Adults 85% Children 90% | Adults 85% Children 90% | Based on 16/17 data 17/18 actual awaited |

| | | | | |
|-------------------------|--|---|---|-----------------------|
| Commitment 2.1.2 | Continue to involve service users, carers and communities in developing and commissioning services | Those who can help us / partners: Third Sector partners | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.1.2.1 | Review the pilot scheme for advocacy services for adults, the outcome of which will inform a new model of service and future commissioning arrangements. | RASC | GM Learning Disabilities and Mental Health /Strategic Commissioning Officer | June 2018 |
| 2.1.2.2. | Recommission the provision of advocacy for children and young people in accordance with Welsh Government requirements. | RCSC | Head of Service, Children's Social Care / Strategic Commissioning Officer | August 2018 |
| 2.1.2.3 | Following the development of the strategy in 2017/18, implement the direct payments policy, procedure and action plan. | RASC | GM Transition, Disability and Leaving Care/ GM Commissioning & Contracting | June 2018 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|---------------|--|----------------|-----------------------|----------------|----------------|----------------|----------------------|
| SSWB 2 | The percentage of domiciliary care framework providers that are contract-monitored | Local V | Commissioning Manager | 100% | 100% | 100% | Maintain performance |
| SSWB 4 | The percentage of Adult Social Care Third Sector Contracts reviewed and monitored | Local V | Commissioning Manager | 100% | 100% | 100% | Maintain performance |

| Aim 2.2 | | To reduce demand by investing in targeted early help and intervention programmes | | | | | |
|-------------------------------|--|--|--|----------------|----------------|----------------|---|
| Ref | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
| PM33 PAM/029 | The percentage of looked after children on 31 March who have had three or more placements during the year | CP, National, O | GM Regulated Services | 12% | 12% | 12% | Target is based on current and past performance and knowledge of the LAC population which is stabilising but not declining. |
| PM 25 | The percentage of children supported to remain living within their family | CP, National, O | GM Assessment and Case Management | 65% | 65% | 65% | Relevant child populations are stabilising and not declining, the % target remains because of the challenges |
| PM35 | The percentage of care leavers who have experienced homelessness during the year | CP, National, O | GM Transition, Disability and Leaving Care | | <15% | <13% | The Council's priority is to prevent homelessness. Target based on Q2 data. |
| PM21 | The average length of time older people (aged 65 or over) are supported in residential care homes | CP, National, O | GM, Integrated Services | 1055 days | 1000 days | 900 days | This is an improving target. The less time spent in care homes the better as this indicates greater independence. |
| SSWB 7 | The percentage of individuals discussed at Transition Panel that have a transition plan in place by age 17 | CP, Local O | GM Transition, Disability and Leaving Care | 100% | 100% | 100% | It is important that at least by age 16/17 young people should have a transition plan. |

| | | | | |
|-------------------------|---|---|-----------------------------|-----------------------|
| Commitment 2.2.1 | Support the development of a new generation of community health and wellbeing centres for our residents with health partners | Those who can help us / partners: ABMU Health Board | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.2.1.1 | Progress the development of the new Wellbeing Hub at Bridgend Life Centre and ensure this new model complements the proposed Sunnyside developments | RASC | GM Prevention and Wellbeing | March 2019 |

| | | | | |
|-------------------------|--|---|----------------------------|-------------------------|
| Commitment 2.2.2 | Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation | Those who can help us / partners: Registered Social Landlords | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.2.2.1 | Progress the remodelling of children's residential care homes | RCSC | GM Regulated Services | April 2018 – March 2019 |
| 2.2.2.2 | Work with colleagues in housing and supported people to commission move-on accommodation opportunities | RCSC | GM Regulated Services | April 2018 - March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target GMs | Rationale for Target |
|--------------|--|----------------|-----------------------------------|----------------|----------------|--------------------|--|
| PM 26 | The percentage of looked after children returned home from care during the year | National O | GM Assessment and Case Management | 9% | 10% | 10% | Part dependent on Early Help services |
| PM 30 | The percentage of children seen by a registered dentist within 3 months of becoming looked after | National O | GM Regulated Services | 55.56% | 65% | 65% | New indicator. Target based on performance to date |

| | | | | | | | |
|---------------------------------|--|---------------|-------------------------|------|------|------|---|
| PM 31 | The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement. | National O | GM Regulated Services | 100% | 100% | 100% | Need to sustain 100% performance achieved to date |
| SSWB 24 (was SCC001b) | For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date | Local | GM, Safeguarding and QA | 98% | 95% | 95% | Based on performance to date |

| | | | | |
|-------------------------|---|---|---|-----------------------|
| Commitment 2.2.3 | Finalise a transition service model to help disabled children move smoothly into adulthood | Those who can help us / partners: ABMU Health Board | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.2.3.1 | Evaluate the transition pilot project | RASC / RCSC/Western Bay Programme Board | GM Learning Disabilities & Mental Health / GM Manager Transition, Disability & Leaving Care | June 2018 |
| 2.2.3.2 | Dependent on the evaluation and funding availability, finalise and implement the new model. | RASC / RCSC/Western Bay Programme Board | GM Learning Disabilities and Mental Health / GM Transition, Disability & Leaving Care | March 2019 |

| Aim 2.3 To support Carers in maintaining their roles | | | | | | | |
|--|---|----------------|--|----------------|----------------|----------------|--|
| Ref | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
| SSWB 10 | The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year | CP, Local, O | GM, Integrated Services | 94% | 96% | 97% | Improvement target |
| SSWB 13 | The percentage of identified young carers with an up-to-date care and support plan in place | CP, Local, O | GM Transition, Disability and Leaving Care | N/A | Baseline | 90% | Based on performance this is an improving target |

| | | | | | | | |
|--|--|--|---------------------------------|---|-----------------------|--|--|
| Commitment 2.3.1 | Work with partners and schools to support carers by providing the right information, advice and assistance where relevant. | Those who can help us / partners: Carers' Centre | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| 2.3.1.1 In line with the Act, further develop the information, advice and assistance process for young carers and carers | | | RASC/RCSC | GM Transition, Disability and Leaving Care | December 2018 | | |
| 2.3.1.2 Develop and recommission a new model of short breaks and carers services (Adults) | | | RASC | GM, Integrated Services /GM Commissioning & Contracting | March 2019 | | |

| Ref | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|---------|--|----------------|---------------------|----------------|----------------|----------------|------------------------|
| PAM 026 | Percentage of carers reporting that they feel supported to continue in their caring role | Survey | All Group Managers | N/A | 65% | 65% | Based on 16/17 results |

| | | | | |
|-------------------------|--|---|----------------------------|-----------------------|
| Commitment 2.3.2 | Recruit and retain carers across the range of fostering services | Those who can help us / partners: Foster Carers | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.3.2.1 | Establish an extended training delivery plan to upskill foster carers supporting them to care for looked after children. | RCSC | GM Regulated Services | July 2018 |
| 2.3.2.2 | Undertake consistent marketing and advertising campaigns for target areas where there may be identified gaps in provision – including face to face and online- to attract prospective carers | RCSC | GM Regulated Services | July 2018 |
| 2.3.2.3 | Undertake a review of the existing Fostering service, including, payment, fees, training, types of provision, GAP analysis and forecasting. | RCSC | GM Regulated Services | July 2018 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target GMs | Rationale for Target |
|--------------|--|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|-----------------------------|
| PM 32 | The percentage of looked after children who have experienced one or more changes of school during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March. | National O | GM Regulated Services | 15.74% | <10% | <10% | Based on 17/18 Q3 data |

| Aim 2.4 To support the third sector, town and community councils and community groups to meet local needs | | | | | | | |
|---|--|-------------------|---|----------------|----------------|----------------|--|
| Ref | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
| Data item A9 | The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year | CP, National O | GM, Learning Disabilities and Mental Health | N/A | 365 | 370 | The definition states that this applied only to those with a care package/ in managed care. The target is based on Q2 2017/18 data and shows improvement |

| | | | | | | | |
|--|---|---|---------------------------------|-----------------------------|-----------------------|--|--|
| Commitment 2.4.1 | Work with partners and the third sector to strengthen communities and identify the best way of providing services locally | Those who can help us / partners: Third Sector partners | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| 2.4.1.1 Build community resilience by working with the third sector to deliver on corporate priorities and operate a co-produced third sector scheme compatible with Welsh Government guidance | | | RASC/PMB | GM Prevention and Wellbeing | March 2019 | | |
| 2.4.1.2 Develop training opportunities to support staff to be skilled and confident working with the third sector | | | RASC/PMB | GM Prevention and Wellbeing | March 2019 | | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target GMs | Rationale for Target |
|------------------|--|----------------|-----------------------------|----------------|----------------|--|--|
| PAM / New | Percentage of quality standards met by the library service | New, O | GM Prevention and Wellbeing | 82% | 82% | 85% | Improvement target set to maintain standards |
| PAM/017 | 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 | National, O | GM Prevention and Wellbeing | 9600 | 9450 | 9150-9450 (this is reliant on information re parks and playing field data) | Target reflects those aspects of local provision that are undergoing changes, ie parks and playing fields and school modernisation |
| SSWB 25 | Total participants in the national exercise referral scheme (NERS) | Local | GM Prevention and Wellbeing | 27,339 | 25,000 | 26,000 | Based on performance |
| SSWB 26 | Completion rates for summer reading challenge | Local | GM Prevention and Wellbeing | N/A | 73% | 75% | Based on performance |
| SSWB 27 | Number of members in the Access to Leisure programme for disadvantaged groups | Local | GM Prevention and Wellbeing | 961 | 1250 | 1350 | Based on previous performance |

| | | | | | | | |
|--|--|---|---------------------------------|-----------------------------|-----------------------|--|--|
| Commitment 2.4.2 | Enable community groups and the third sector to have more voice and control over community assets. | Those who can help us / partners: Third Sector partners | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| 2.4.2.1 Utilise investment secured via the Active Bridgend plan to support community led networks based on gender, disability, age and disadvantage. | | | RASC/RCSC and PMB | GM Prevention and Wellbeing | March 2019 | | |
| 2.4.2.2 Support the Public Services Board to utilise the Ageing Well plan to improve the wellbeing of older people locally. | | | RASC/RCSC and PMB | GM Prevention and Wellbeing | March 2019 | | |

5.3 Priority 3 – Smarter use of resources

| Aim 3.1 | | To achieve the budget reductions identified in the Medium Term Financial Strategy | | | | | |
|---------|-------------------------------|---|-----------------------------|----------------------|----------------------|----------------------|--|
| Ref | Success indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual £'000 | 2017-18 Target £'000 | 2018-19 Target £'000 | Rationale for Target |
| SSWB 12 | Value of budget reductions | Local V | Corporate Director, SS & WB | 2,984 | 2,244 | 350 | Linked to corporate MTFS approved by council |

| | | | | | | | |
|---|---|--|--|--|--|-----------------------|--|
| Commitment 3.1.1 | Implement the planned budget reductions identified in the 2018-19 budget. | Those who can help us / partners: | | | | | |
| Milestones | | Transformation Programme | | Responsible Officer | | 2018-19 Target | |
| 3.1.1.1 Establish governance to pro-actively manage and monitor the directorate's financial plan to meet budget reductions. | | Corporate Governance arrangements | | Chief Executive/ Corporate Director, SS & WB | | April 2018 | |

| Aim 3.4 | | To develop the culture and skills required to meet the needs of a changing organisation | | | | | |
|---------|---|---|---|----------------|-----------------|----------------|-------------------------------|
| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
| SSWB 13 | The number of working days/shifts per full time equivalent (FTE) Directorate employees lost due to sickness absence | CP V | Corporate Director, Social Services and Wellbeing | 18.25 | 11.04 | 11.04 | Corporate Target |
| SSWB 14 | Number of working days lost per FTE due to industrial injury | Local C | Head of Adult Social Care / Head of | 0.039 | 0.20 (168 days) | 0.20 | This is based on current data |

| | | | | | | | |
|----------------|--|---------|--|----|---|---|---|
| | | | Children's Social Care | | | | |
| SSWB 15 | Number of individual injury incidences | Local C | Head of Adult Social Care / Head of Children's Social Care | 13 | 7 | 7 | The directorate has over 1100 staff and a number work in manual jobs. |

| | | | | | |
|-------------------------|--|--|---|-----------------------|--|
| Commitment 3.4.1 | Support managers to lead staff through organisational change | Those who can help us / partners: | | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target | |
| 3.4.1.1 | Work with Corporate Health and Safety colleagues to ensure all appropriate staff are registered on i-call, or alternative, lone working management system are in place | Corporate Health and Safety Group | Head of Adult Social Care/ Head of Children's Social Care | March 2019 | |
| 3.4.1.2 | Review structures to ensure they meet needs | SS & WB Senior Management Team | Corporate Director, Head of Adult Social Care, Head of Children's Social Care | March 2019 | |
| 3.4.1.3 | Implement the Regulation and Inspection Act which includes a programme of mandatory re-registration of all regulated services | SS & WB Senior Management Team | Corporate Director, Head of Adult Social Care, Head of Children's Social Care | March 2019 | |
| 3.4.1.4 | Progress the further implementation and development of the Welsh Community Care Information System including piloting the use of mobile devices | SS & WB Senior Management Team | Corporate Director, Head of Adult Social Care, Head of Children's Social Care | March 2019 | |

| | | | | |
|--|---|--|---|-----------------------|
| Commitment 3.4.2 | Provide the learning and development opportunities for staff to meet future service needs | Those who can help us / partners: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.4.2.1 Ensure all relevant training and development is provided and supported in line with the Social Services and Wellbeing (Wales) Act and other priorities | | RASC/RCSC | Corporate Director, Social Services and Wellbeing | March 2019 |

| | | | | |
|---|---|--|---|-----------------------|
| Commitment 3.4.3 | Improve and promote mechanisms that increase responses to consultations | Those who can help us / partners: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.4.3.1 Analyse and report on responses to surveys and customer feedback to inform service planning and development | | RASC/RCSC | Head of Adult Social Care /Head of Children's Social Care | March 2019 |
| 3.4.3.2 Ensure effective engagement/consultation about service transformation with our customers | | RASC/RCSC | Head of Adult Social Care /Head of Children's Social Care | March 2019 |

6. Other directorate priorities and performance measures

| | | | | |
|--|--|--|--|-----------------------|
| Commitment 6.1 | Establish a mechanism to assess the impact of prevention on the budget and health and wellbeing in the long term | Those who can help us / partners: All Directorates | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 6.1.1 Develop a framework for a one council approach to the prevention and wellbeing agenda and related outcomes | | PMB | Head of Adult Social Care/ GM Prevention and Wellbeing | March 2019 |

| Ref/Type | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017- 18 Target | 2018-19 Target | Rationale for Target |
|----------------|--|----------------|--|----------------|-----------------|--------------------|------------------------|
| SSWB 28 | The number of prevention and wellbeing interventions with an established evidence base | Local O | Group Manager Prevention and Wellbeing | N/A | N/A | Establish baseline | New target for 2018/19 |

| | | | | |
|---|---|--|----------------------------|-----------------------|
| Commitment 6.2 | Ensure safeguarding is core business across the Council | Those who can help us / partners: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 6.2.1 Ensure safeguarding is core business across the Council | | PMB | Corporate Director, SS&WB | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017- 18 Target | 2018-19 Target | Rationale for Target |
|--------|--|----------------|--|------------------------|-----------------|----------------|--|
| SSWB 8 | The percentage of children and young people subject to the CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework) | Local O | GM Safeguarding and Quality Assurance | 100% | 100% | 100% | Key safeguarding area. |
| PM 27 | The percentage of re-registrations of children on the Child Protection Register. | National O | GM Safeguarding and Quality Assurance | 1.55% | < 5% | < 5% | Based on 16/17 and 17/18 data. |
| PM 28 | The average length of time on the Child Protection Register. | National O | GM Safeguarding and Quality Assurance | 269 days | <265 days | < 270 days | Based on 17/18 data and anticipated impact of a cohort of complex cases that remain on the child protection register |
| PM 29 | a) Percentage of children achieving the core subject indicator at key stage 2 b) Percentage of children achieving the core subject indicator at key stage 3 | National, O | Corporate Director SS & WB and Corporate Director Education and Family Support | a) 55.32% b) 17.91% | TBC | TBC | |

7. Key Directorate Risks (15+ residual risks)

Below is a summary of key risks only, including pertinent corporate risks. For more information about corporate risks, please refer to the Corporate Risk Register.

| Ref | Risk Description | Risk Type | Potential Impact | Risk Score | Mitigation Action | Risk Owner | Residual Risk Score |
|-----|--|--|--|---|---|--|---|
| | <p>Supporting vulnerable children, young people and their families.</p> <p>If the Council, in conjunction with partners, does not transform services, it will not be able to provide quality care to vulnerable children, young people and their families in the face of increasingly complex needs, stretched budgets and a changing organisational and legislative /regulatory environment</p> | Corporate, operational, strategic, reputational, financial | <ul style="list-style-type: none"> • Safety and physical and mental health of children and young people • Children and young people may not thrive. • As adults they may not contribute to society and be economically active. • Patterns of behaviour, such as poor parenting will be repeated in subsequent generations. | <p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p> | <ul style="list-style-type: none"> • Investment in early help and intervention programmes. • Striving for stability and permanence for looked after children. • Remodeling of Children's Residential Services to create flexible placement options in line with assessed need. • Implementation of the multi-agency safeguarding hub (MASH). • Robust mechanisms to identify and provide appropriate services to children at risk from child sexual exploitation. • Improved transition into adult social care. | <p>Corporate Director Social Services and Wellbeing</p> <p>Corporate Director Education and Family Support</p> | <p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p> |
| | <p>Supporting adults at risk and with complex needs.</p> <p>If the Council, in</p> | Corporate, operational, strategic, reputational, financial | <ul style="list-style-type: none"> • Wales wide it is estimated that pressures will increase by 4.1% a year in real terms | <p>Likelihood - 6</p> <p>Impact - 4</p> | <ul style="list-style-type: none"> • Strategic development of sport and physical activity assisting people to achieve health gains. | <p>Corporate Director</p> <p>Social</p> | <p>Likelihood - 4</p> <p>Impact - 4</p> |

| | | | | | | | |
|--|--|---|---|---|--|---|-------------------|
| | <p>collaboration with partners, does not transform how services are delivered, it will not be able to meet the challenges of a worsening budget, the National Living Wage, a population that is both older and has more complex physical and mental health needs and a changing organisational and legislative /regulative environment</p> | | <p>between 2015 and 2030-31.</p> <ul style="list-style-type: none"> •The provider market is fragile as there is little scope for cost pressures to be adequately reflected. •Longer lengths of stay for vulnerable people in acute hospital services, •Vulnerable people lead less fulfilled lives. •Potential transition of Bridgend locality to Cwm Taf • Legal obligations in areas like Deprivation of Liberty Safeguards (DOLs) and General Data Protection Regulations(GDPR) | <p>Total - 24</p> | <ul style="list-style-type: none"> •A network of activity brokers to empower the community. •Providing greater support to those where barriers to regular participation exist. •Community Asset Transfer will be used to will be used to preserve the infrastructure supporting traditional team sport • | <p>Services & Wellbeing</p> | <p>Total - 16</p> |
| <p>Healthy life styles</p> <p>If the Council does not identify an approach to develop a more active population it will not create a healthy, safe and prosperous County where people reach their full potential</p> | <p>Corporate, operational, strategic, reputational, financial</p> | <ul style="list-style-type: none"> • Worse mental and physical health. • Shortened life expectancy. • Higher rates of obesity. • Less fulfilled lives as people lose their independence due to ill health • Greater demand for expensive | <p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p> | <ul style="list-style-type: none"> •Strategic approach to the development of sport and physical activity •The contract with HALO for the provision of indoor leisure facilities has improved assets •A network of activity brokers has been developed to empower | <p>Corporate Director</p> <p>Social Services & Wellbeing</p> | <p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p> | |

| | | | | | | | |
|--|---|---|--|---|--|---|---|
| | | | <p>medical and social care services provided by the National Health Service and the Council.</p> | | <p>communities.</p> <ul style="list-style-type: none"> • Work to increase participation opportunities for population groups with a protected characteristic. • Support for local people and visitors to make greater use of the natural environment. | | |
| | <p>Ineffective collaboration.</p> <p>If the Council does not work effectively in collaboration with partners, including where it has been mandated by WG, it will not be able to provide transformed, resilient quality services within diminished budgets</p> | <p>Corporate, operational, strategic, reputational, financial</p> | <ul style="list-style-type: none"> • Vulnerable people may not have their needs met. • A potential loss of momentum with health and social care collaboration as the Bridgend locality health services potentially migrate from ABMU to Cwm Taf. • A loss of reputation with the public and WG and the potential for a drop in performance in KPIs. | <p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p> | <ul style="list-style-type: none"> • Collaboration is at the core of the principles the Council has developed to help meet the challenges it faces • There are ongoing discussions with WG, Cwm Taf and Western Bay partners at political, strategic and operational levels • Develop a consistent view of requirements (including resources to support the change anticipated) • Maintain active involvement with existing and unchanging key partnerships • Influence and inform Welsh Government thinking through e.g. WLGA, SOLACE. | <p>Chief Executive</p> <p>Director of Social Services and Wellbeing</p> | <p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p> |

| | | | | | | | |
|--|---|---------------------------|--|---|--|----------------|---|
| | | | | | <ul style="list-style-type: none"> • Scrutiny of collaboration agreements. | | |
| | <p>Dementia - The population assessment indicates that in 2001, 1,461 people in Bridgend had a diagnosis of dementia. By 2030, this is predicted to rise to over 3,000 (doubled since 2001).</p> <p>1 in 6 people aged 80+, and one in 3 people aged 95+ has a form of dementia; studies suggest that there is an increased prevalence of dementia in people with Down's syndrome This is significant risk because in 2015, 1080 (32%) of the population over 85 years were receiving services from the local authority. On these projections we would see that increase by year 2030 to 2019 people, an increase in people receiving services in this age group of 87% and with it the associated demand for services to support people living with dementia</p> | Operational and financial | <p>Projections indicate that Bridgend will see an increase of people with dementia This will create additional demands on carers, and health and social care services.</p> | <p>Likelihood = 6</p> <p>Impact = 3</p> <p>18</p> | <p>Implementation of the national priority areas and the forthcoming Welsh Government - Together for a Dementia Friendly Wales 2017-22</p> <p>Improved service provision through better joint working across health, social care, the third sector and other agencies; developing a delivery plan for the above strategy</p> <p>Support the delivery of a dementia friendly agenda County Borough</p> <p>Develop and commission services for carers that meet the needs of people living with dementia</p> | Carmel Donovan | <p>Likelihood = 6</p> <p>Impact = 2</p> <p>12</p> |

Risk Prioritisation Matrix

| | Impact | | | |
|------------|--------|----|----|----|
| Likelihood | 6 | 12 | 18 | 24 |
| | 5 | 10 | 15 | 20 |
| | 4 | 8 | 12 | 16 |
| | 3 | 6 | 9 | 12 |
| | 2 | 4 | 6 | 8 |
| | 1 | 2 | 3 | 4 |

8. Key and Glossary

Key to Indicators:

| | |
|-----|--|
| V | Value for Money |
| O | Service user outcome |
| P | internal processes |
| C | Organisational capacity |
| CP | Corporate Plan Indicator |
| L | Local Indicator |
| PAM | Public Accountability Measure |
| N | National Indicator |
| CPA | Corporate Performance Assessment indicator |

Glossary

Adult Safeguarding – Protection of vulnerable adults (POVA) which can involve action taken to prevent or minimise the risk of harm and also includes intervention to investigate situations where harm and/or abuse has been experienced by a vulnerable person. POVA is a multi-agency framework in place to safeguard vulnerable adults from abuse. A vulnerable adult is someone aged 18 or over who is, or may be, in need of community care services because of mental or other disability, age or illness and be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation. Bridgend adheres to the Wales Interim Policy and Procedures for the Protection of Vulnerable Adults from Abuse. This policy is signed up to by all statutory agencies. This means that the Authority has a firm agreement where all organisations work closely together to protect the person who may be being abused or be at risk of significant harm. Adult Services lead and co-ordinate the actions taken alongside our partner agencies, amongst which are ABM Health Board and South Wales Police.

Advocacy - Section 181(2) of the Social Services and Wellbeing (Wales) Act 2014 defines “advocacy services” as: services which provide assistance (by way of representation or otherwise) to persons for purposes relating to their care and support. Part 10 of the 2014 Act sets out the requirements for local authorities in relation to advocacy, which are to:

- Ensure that access to advocacy services and support is available to enable individuals to engage and participate when local authorities are exercising their statutory duties in relation to them; and
- To arrange an independent professional advocate to facilitate the involvement of individuals in certain circumstances.
- An advocate is defined as an ‘appropriate individual’ who can speak on behalf of someone who is facing barriers to communicating or understanding, weighing-up, or deciding on information related to services that they receive. Advocacy services come in a variety of forms, and range from informal, peer and voluntary advocacy through to the provision of paid and professional advocates.

Ageing Well - action plan to help make Bridgend an Age Friendly County linked to older persons strategy.

Anticipatory Care Planning (ACP) - is an approach to proactive planning with individuals, who have been identified as being at risk of losing their independence due to illness, increasing frailty or disability; it gives them the opportunity to participate in a co-produced planning process that will help them to make decisions about future care and support. This approach helps to improve the quality of the experience for people by minimising the need for crisis intervention through proactive planning.

Child Protection - All public and voluntary organisations in Bridgend County Borough are committed to safeguarding the welfare of children and young people and rely on members of the public to report concerns to them. Any concerns raised about a child being abused are reported to the on-duty social worker.

Child Sexual Exploitation (CSE) - this is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, “protection” or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent. (All Wales Protocol CSE 2008)

The Common Access Point - is an integrated team within the Community Resource Team. Citizens carers and professionals can access Information advice and support via one contact telephone number. A Multidisciplinary Team makes decisions about the most appropriate priority and pathway required to deliver the best outcomes for individuals and will liaise with the appropriate service to facilitate access to enabling short term assessment and acute clinical services.

Community Resource Team Services (CRT) – A joint ABMUL HB and BCBC resource team serving the Bridgend community networks. The Community Resource Service is a multi-disciplinary, multi-agency team established to respond to the individual needs of people who are frail or have physical disabilities or long term chronic conditions to avoid inappropriate hospital admissions and facilitate earlier hospital discharge. It consists of the following elements: Acute Clinical Response Team, Telecare and Mobile Response Service, Better@Home service; BridgeStart – enabling and re-abling interventions as well as a Reablement Unit at Bryn y Cae; community occupational therapy and the Integrated Community Equipment, Assessment & Demonstration Service. The team provides community support ranging from just a few days to up to six weeks. The focus is on short term interventions to support people to remain at home outside long-term hospital settings.

Deprivation of Liberty Safeguards (DoLS) - The Deprivation of Liberty Safeguards were introduced in April 2009 to meet the requirements of the Mental Capacity Act , 2005. They provide protection for individuals who lack capacity and are therefore unable to consent to necessary care or treatment regimes, which may necessitate depriving them of their liberty to protect them from harm.

Direct Payments - Social Services can provide a cash payment directly to people whose needs have been assessed by Social Services as being eligible to receive services, so they can arrange and purchase their own support. They might use the money to:

- employ someone directly to help with their care (a Personal Assistant)
- buy care from a private registered care agency
- make their own arrangements instead of using Social Services day care or respite care

Extracare Housing - is one of a number of options for an older person who needs personal care or other type of support, but who wants to retain a degree of independence and is able to live safely on their own. An Extra Care Housing Scheme is usually a group of flats built on the same site (some providers offer bungalows), providing specialised accommodation and support services 24 hours a day. The accommodation can be rented or bought, both by an individual and by a couple. Older people living in them enjoy the freedom of having their own front door and the peace of mind from knowing staff are available if they are needed.

GDPR - General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) is a regulation intended to strengthen and unify data protection for all individuals within the European Union (EU).

Information Advice and Assistance service – As part of the Social Services and Well-being (Wales) Act 2014, which provides the legislative basis for social services in Wales from 6th April 2016, there is a requirement for the provision of information, advice and assistance - local authorities, with the assistance of Local Health Board partners, must secure the provision of a service for providing people with information and advice relating to well-being, care and support in their area, and (where appropriate) assistance in accessing these.

Local Community Co-ordination (LCC) – LCC is an approach to supporting people who are vulnerable through disability, age, ill health or adverse life events to live good lives in their communities. It helps people to draw support from their communities by working to increase both the capacity of individuals and of communities. LCC works as a single, local point of contact supporting people in their community.

Looked After Children (LAC)

MASH - Multi Agency Safeguarding Hub. This is an integrated approach where a number of agencies work together in one place, sharing information and making collaborative decisions. Interventions are put in place at the earliest opportunity across the MASH partnership. A MASH focuses on vulnerability for the purpose of Safeguarding children and vulnerable adults. It does this by receiving referrals from professionals and from the public. The outcomes of this process inform the level of risk to the vulnerable person and can escalate or de-escalate the concern so that appropriate action is taken. A MASH is a confidential environment, which means that all material, sensitive or not, can be revealed to another agency to decide what approach is needed by frontline staff. A MASH provides the opportunity for agencies to do this better by providing all professionals with more information on which to make better decisions.

NEET – Not in Employment, Education or Training

RASC – Remodelling Adult Social Care programme – transformation of services through planned and monitored projects

RCSC – Remodelling Children’s Social Care programme – transformation of services through planned and monitored projects

Reablement – This is critical to supporting timely discharge from hospital (Also known as Step Down support). The Western Bay model is based on supporting effective safe discharge from hospital either into a residential or community based reablement service. Timely discharge is supported within Bridgend with the service known as Better at Home. This provides a short term bridging care service that supports people with levels of care whilst they wait for either the initiation of a reablement service or the restart of a current package of care; this can be usually up to 5 days, depending on the complexity of the discharge. Although, if someone has only been in hospital a short time their existing care package can usually be re-instated within 3 days. Step up reablement provides a therapy led service that aims to address deterioration in the person's condition, putting an individual's independence and ability to remain at home at risk.

Risk – Corporate Risk score calculation = Impact x likelihood (e.g., likelihood (4) x impact (3) = risk score of 12)

Description and definitions of LIKELIHOOD of the risk occurring

| Score | Description |
|-------|--|
| 6 | Almost certain - More than a 90% chance |
| 5 | Highly likely – 70% to 90% chance |
| 4 | More likely than not – 50% to 70% chance |
| 3 | Might happen, but probably not – 30% to 50% chance |
| 2 | Unlikely to happen - A 10% to 30% chance |
| 1 | Very unlikely - Less than a 10% chance |

Description and definitions of IMPACT of the risk

| Severity | Example Detail Description |
|----------|---|
| 4 | Medium term loss of service capability Adverse UK wide publicity, Litigation almost certain and difficult to defend, Corporate budget realignment Breaches of law punishable by imprisonment |
| 3 | Short term loss of service capability, Adverse Wales wide publicity, Litigation to be expected Budget adjusted across service areas, Breaches of law punishable by fines only |
| 2 | Short term disruption to service capability, Adverse local publicity, High potential for complaint, litigation possible, Financial implications contained within the Directorate, Breaches of regulations/standards |
| 1 | No significant disruption to service capability, Unlikely to cause any adverse publicity Unlikely to cause complaint or litigation, Financial implications contained within service area Breaches of local procedures or standards. |

Social Services and Wellbeing (Wales) Act 2014 - The Social Services and Wellbeing (Wales) Act 2014 received Royal Assent in May 2014. It provides a legal framework for the policy aims of the Welsh Government in relation to social services, bringing together Local Authorities' duties and functions. The Act has two key policy objectives:

- To improve the well-being outcomes for people who need care and support and
- To reform social services law.

It seeks to:

- Transform the way in which social services are delivered, primarily through promoting people's independence and giving them a stronger voice and control;
- Promote partnership working in social care;
- Enhance the preventative role of social care and health, setting out overarching wellbeing duties to reduce or delay the need for care and support.

Telecare – Our vision for Telecare services in Bridgend County Borough: 'A person is able to access and use Telecare as the part of a care plan or a preventative measure which enables them to continue to live in and perform daily tasks within their home irrespective of the limitations imposed by their frailty or disability'. Equipment is provided to support the individual in their home and tailored to meet their needs. It can be as simple as the basic community alarm service, able to respond in an emergency and provide regular contact by telephone. As well as responding to an immediate need, Telecare can work in a preventative mode, with services programmed to monitor an individual's health or well-being. Often known as lifestyle monitoring, this can provide early warning of deterioration, prompting a response from family or professionals. The same technology can be used to provide safety and security through bogus caller and burglar alarms.

Third Sector – in contrast to the public sector and the private sector, the Third Sector can be defined as the "not for profit" sector or the voluntary sector. The Third Sector is identified as a key partner in the delivery of preventative services; able to work effectively in the community supporting people in social settings and with creative and enterprising activities, maintaining their independence and delaying or reducing escalation to higher levels of managed care and support.

Transition – Definition "Transition may be defined as the life changes, adjustments, and cumulative experiences that occur in the lives of young adults as they move from school environments to independent and living environments" (Wehman, 2006)

Western Bay Health and Social Care Programme Board – This is a collaborative project between Bridgend, Swansea, and Neath/Port Talbot Local Authorities together with the Health Board.

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



Communities Directorate

Business plan 2018 -2019

One Council Working together to Improve lives

Foreword

The Communities Directorate is actively seeking to take a balanced approach to improving the wellbeing of communities through social, physical, cultural and economic improvements, in order to achieve a safe, pleasant & sustainable environment for residents of and visitors to Bridgend County Borough. The Directorate brings together a wide range of services, many of them the most 'visible' to members of the public, that attempt to maintain and renew the physical, social and environmental fabric of the County Borough and enhance the overall economic and social wellbeing of people who live, work or visit here.

The Directorate continues to face a significant challenge in delivering services to the appropriate level expected by the public at a time of substantial and ongoing cutbacks in resources. This requires that the Directorate explores different and innovative ways to sustain services, as well as an approach that focuses resources on the delivery of agreed Council priorities. As part of meeting this challenge, service delivery options include collaborative arrangements with other public organisations, partnerships with private sector providers where appropriate, and closer working relationships with third sector organisations and town and community councils.

Cllr Smith
Cllr Young
Cllr Williams
Cabinet Members



Mark Shephard
Corporate Director

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1. Introduction

The Bridgend County Borough Council's Corporate Plan 2018-22 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This directorate business plan identifies the contribution that the Communities Directorate will make in 2018-19 to the Council's improvement priorities. It describes the continuing core services that the directorate provides and presents the directorate's priorities and commitments for 2018-19.

For each directorate priority the action plan details what actions will be taken and how success will be measured. Corporate risks are detailed in the appendix.

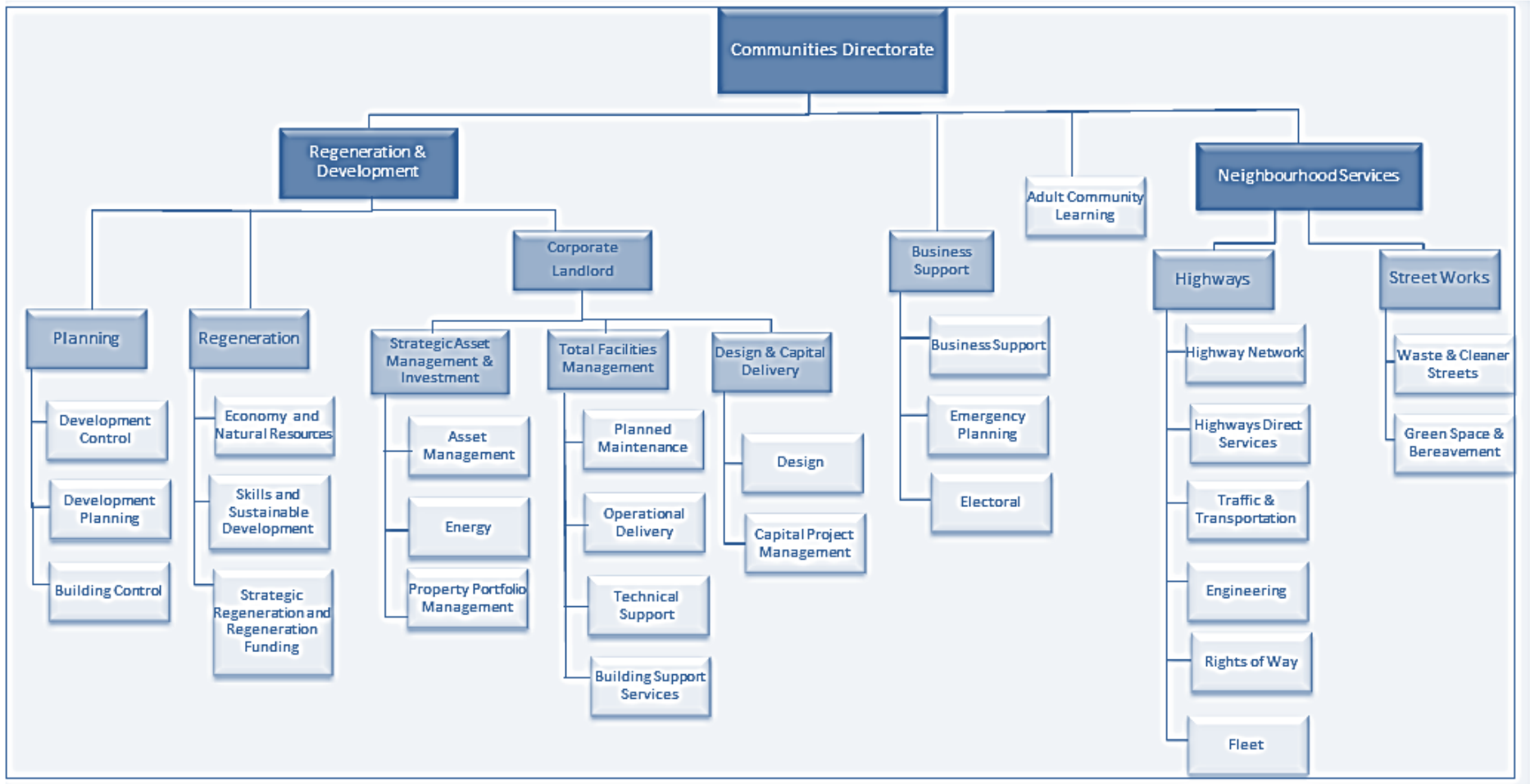
The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this plan and our achievements will be published in the annual report.

2. Organisational structure

The diagram below shows the main areas of activity for which the directorate is responsible.



3. Resources

3.1 Staff

| Service Area | 31.12.2016 | | 31.12.2017 | | Rationale for Change |
|---|---------------|------------|---------------|------------|--|
| | FTE | Headcount | FTE | Headcount | |
| Business Support Unit - Communities | 10.78 | 11 | 11.59 | 12 | Part Time Apprentice taken on in Electoral team. |
| Community Learning and Engagement | 5.32 | 24 | 5.32 | 14 | Decrease to service following budget reductions. |
| Neighbourhood Services | 236.82 | 259 | 229.23 | 247 | Decrease to meet requirements of MTFs; budget reductions. |
| Regeneration, Development and Property Services | 138.12 | 237 | 144.70 | 251 | Slight increase in staff to support grant funded projects. |
| Built Environment | | | 43.00 | 43 | New service area to Directorate. |
| DIRECTORATE | 392.05 | 532 | 391.84 | 525 | |

3.2 Workforce Planning

Critical workforce issues that are expected during the year, which impact on the Directorate’s ability to deliver its improvement priorities, Medium Term Financial Strategy (MTFS) commitments and other key services. Issues may include, but are not limited to, the following:

- Skills gap/shortages
- Succession planning
- Recruitment challenges/hard to fill posts
- Legislative impact
- Retention challenges
- Staffing reduction implications

| Workforce issues | Actions | Strategic links | Responsible Officer | Target Date |
|---|---|-----------------|------------------------------------|-------------|
| The need to bring the Property and Building Maintenance teams together under the new Corporate Landlord | Creation of Corporate Landlord | Service demand | Head of Regeneration & Development | April 2018 |
| The need to ensure compliance with Health and Safety in front line services | Creation of Compliance Officer role in Neighbourhood services | Service demand | Head of Neighbourhood Services | March 2019 |
| Difficulties in recruiting to senior qualified positions in Engineering require a new approach. | Succession planning options in Engineering | Service demand | Head of Neighbourhood Services | March 2019 |

3.3 Finance

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| Budget | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|--|-------------------|-------------------|-----------------------|-----------------------|-----------------------|
| | (Actual) £'000 | (Actual) £'000 | (Indicative) £'000 | (Indicative) £'000 | (Indicative) £'000 |
| DEVELOPMENT | 310 | 333 | 333 | 333 | 333 |
| REGENERATION | 2,445 | 2,316 | 2,316 | 2,316 | 2,316 |
| REGEN & DEVEL MANAGEMENT | 130 | 130 | 130 | 130 | 130 |
| STREETWORKS | 8,974 | 10,878 | 10,808 | 10,808 | 10,808 |
| HIGHWAYS AND FLEET | 6,473 | 6,030 | 5,930 | 5,930 | 5,930 |
| TRANSPORT & ENGINEERING | 961 | 451 | 411 | 411 | 411 |
| PARKS & OPEN SPACES | 2,236 | 1,820 | 1,670 | 1,320 | 1,320 |
| STREETSCENE MANAGEMENT & ADMIN | 304 | 282 | 282 | 282 | 282 |
| BUSINESS UNIT | 446 | 431 | 431 | 431 | 431 |
| ADULT LEARNING | 110 | 110 | 110 | 110 | 110 |
| ELECTIONS | 133 | 133 | 133 | 133 | 133 |
| FACILITIES/CORPORATE LANDLORD MANAGEMENT | 1,298 | 65 | 65 | 65 | 65 |
| MISC PROPERTY/ TOTAL FACILITIES MANAGEMENT | (74) | 4,326 | 4,326 | 4,326 | 4,326 |
| PROPERTY ADMIN/STRATEGIC ASSET MANAGEMENT | 834 | (608) | (608) | (608) | (608) |
| PROPERTY – COMMERCIAL INCOME/ CAPITAL DESIGN & DELIVERY | (725) | 32 | 32 | 32 | 32 |
| | | | | | |
| TOTAL COMMUNITIES BUDGET | 23,855 | 26,729 | 26,369 | 26,019 | 26,019 |

NB: No allocations for budget pressures and pay and price inflation currently agreed for 2019-20 to 2021-22 and further budget reductions still to be identified for 2019-20 to 2021-22

3.4 Future Property Needs

Main property implications arising from the business plan:

- Re-sited and rationalised Waterton depot and offices.
- Facilitation of co-location of Corporate Landlord service.
- Review opportunities for further rationalisation of the admin estate and core offices.
- Review commercial property estate and opportunities to increase income generation
- Review potential to release assets and reinvest in higher performing investment properties

Including significant property involvement in the following:

- Community Asset Transfer
- Targeted Regeneration Investment Programme (TRI) and Bridgend Town Centre regeneration
- Porthcawl Regeneration, including the Cosy Corner (harbour kiosk) developments, Rest Bay (water sports centre) and Salt Lake phase 1
- Llynfi site developments
- Maesteg Town Hall redevelopment.
- Potential property implications for the college project (assuming site acquisition on this project).

4. Key Achievements

- We supported 722 local people develop skills so that they could take advantage of opportunities to succeed through our Communities for Work, Bridges into Work and BESP programmes.
- We supported our local business and saw a rise in the number of PAYE/VAT registered businesses in the county borough increase for the third year running from 4,440 to 4,540.
- We completed the redevelopment of the Rhiw Car Park on time and on budget.
- There were £31.5 million of externally funded town centre regeneration projects underway or in development during the year.
- Our visitor numbers rose from 11,541,363 to 13,026,637, boosted by the Senior Open Golf tournament in Porthcawl and the Urdd Eisteddfod in Pencoed. The value of total annual expenditure by tourists also increased from £313 million to almost £330 million.

5. Commitments, Milestones and Indicators

5.1 Priority 1 - Supporting a Successful Economy

| Aim 1.1 To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough | | | | | | | |
|--|---|---------------------|--------------------|--------------------------|--------------------------|----------------------|--|
| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| NEW | Percentage of 16-64 year olds without qualifications (Bridgend) | Local, O CP, CPA | 10.7% (in 2016) | New 18-19 | Decrease on 2017 return | Reported from: NOMIS | Indicator added for 18-19 and target to be set to show evidence of continued improvement. The figures have been declining (since 2014 when it was 14% to 2016 when it was 10.7%). |
| DCO1.3.7 | The percentage of working age population that is in employment | CP, CPA O | 69.5% | Increase on 16-17 actual | Increase on 17-18 actual | Reported by: ONS | The overall trend is down in the past few years. To reverse trend to is a positive outcome. This is a population outcome indicator which is not suitable for specific target setting and is influenced by many factors beyond our control. |
| NEW | The percentage of economically active 16-64 year | Local, O CP, | 73.2% | 73.2% Maintain | 73.2% | Reported from: NOMIS | The overall trend is down in the last few |

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|-----------------|--|---------------|-----------|-------------------|---|--|---|
| | olds | | | 2016-17 Actual | | | years. To bring the trend to a halt is a positive outcome. This is a population outcome indicator which is influenced by many factors beyond our control. |
| DCO16.24 | The number of apprenticeships available across the directorate (COM) | Local, CPA, C | New 16-17 | 3 | 3 | | Contribute to the number of apprenticeships available across the organisation |

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| Commitment 1.1.1 | Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages. | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> The nine other Local Authorities working in the Cardiff Capital regional Skills and Employment Board Learning Skills and Innovation Partnership (LSKIP) | |
| Milestones | | Transformation Programme | Responsible Officer |
| | Monitor a range of schemes under development for community benefits and job opportunities. | Successful Economy Programme | Skills and Sustainable Development Manager |
| | To work with partners to develop essential skills and employability based programmes that lead to enhanced employability | Successful Economy Programme | Principal Officer Community Learning and Engagement |
| | | | 2018-19 Target |
| | | | March 2019 |
| | | | March 2019 |

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| Commitment 1.1.2 | Work with the Welsh Government Valley Task Force to maximise opportunities for investment in our valleys to increase economic prosperity. (The Valleys Taskforce is a Welsh Government initiative that aims to deliver economic change in the South Wales Valleys by creating good quality jobs and helping people access skills). | Those who can help us / partners: <ul style="list-style-type: none"> • Natural Resources Wales • Groundwork Wales • Registered social landlords • Other community organisations • Bridgend Association of Voluntary Organisations (BAVO) | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Clarify potential opportunities and develop projects | | Successful Economy Programme | Valley Task Force Manager | March 2019 |

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| Commitment 1.1.3 | Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities. | Those who can help us / partners: <ul style="list-style-type: none"> • Department of Work and Pensions (DWP) • Employers • Charity organisations | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Deliver training, volunteering and employment opportunities for Bridges in to Work participants | | Successful Economy Programme | Bridges in to Work Manager | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|-----------------|---|----------------|--|----------------|----------------|----------------|--|
| DCO16.20 | Number of visits to Digital Inclusion Drop in and Learn direct taught sessions | Local O | Principal Officer Community Learning and Engagement | New 17-18 | 240 | 500 | Based on sessions offered; more targeted provision in line with Welsh Government priority area. |
| DCO16.22 | Percentage for completion, attainment and success rates for Adult Community Learning provision to meet Welsh Government targets | Local O | Principal Officer Community Learning and Engagement | New 17-18 | 75% | 78% | Based on Welsh Government statistics |
| NEW | Number of individuals accessing essential skills courses to improve literacy/numeracy | Local O | Principal Officer Community Learning and Engagement | NEW | NEW | 30 | Target set in line with WG target of everyone reaching level 2 in literacy and numeracy |
| NEW | Number of people engaged in skills/employability related provision gaining accreditation/qualifications | CPA O | Principal Officer Community Learning and Engagement | NEW | NEW | 50 | Indicator added in 2018/19 to show numbers of individuals achieving accreditation that will help with enhancing employability and improving job opportunities. |
| DCO16.3 | Number of participants we expect to work with under Bridges in to Work | CPA O | Skills & Sustainable Dev Manager | 253 | 134 | 190 | Based on previous performance and percentage of people who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty. |

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| New | Number of participants on the Bridges in to Work programme going on to employment | Local O | Skills & Sustainable Dev Manager | New | New | 20% | Target achievable based on recorded successes since establishment of programme. |
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| Aim 1.2 To create conditions for growth and enterprise | | | | | | | |
|---|--|-----------------------|-----------------------|-----------------------|-------------------------------|-------------------------------------|---|
| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| DCO1.2.3 | Total annual expenditure by tourists | Local, V CP,CPA | £329.76m | £336.36m | 2% Increase on 17-18 year end | Economy & Natural Resources Manager | The 2% annual increase is set to track the Visit Wales national target for increase in visit numbers. |
| NEW | Number of homes benefiting from the Low Carbon and Renewable Energy Heat Schemes | | New | New | Nil | Team Leader Sustainable Development | This is a four year programme which is at its initial stage in 2018. One hundred (100) homes are targeted to be benefited from the Caerau Heat network by 2022. |
| NEW | Number of start-up business | | 535 | 535 Actual for 2017 | 536 | Reported from: NOMIS | This is a new indicator identified to monitor the general level of entrepreneurship in the county borough. We aim to track this indicator in order to understand the local economy. It is not appropriate to set a target for the Council when many external factors influence the outcome. The target, therefore, is indicative. |
| NEW | The number of active businesses | | 4045 | Not yet available | 4046 | Reported from: NOMIS | Target set to monitor change. The figure for businesses active in Bridgend has risen from 3700 in 2010 to 4045 in 2017. |

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| NEW | The percentage occupancy of council owned starter units | | N/A | N/A | 90% | Group Manager Property | This is a new indicator. The 2017-18 baseline data is expected to be about 5-10% voids, hence, 90% is a challenging but realistic target. |
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| Commitment 1.2.1 | Deliver the Porthcawl Resort Investment Focus Programme on site (e.g. the Cosy Corner developments and the Rest Bay café development) to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural, sporting and business events. | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> • Harbour Board • Visit Wales • Welsh Government | |
| Milestones | | Transformation Programme | Responsible Officer |
| | Commence works on the Harbour kiosk; Contract mobilized over 18-19. | Successful Economy Programme | Landscape Architect |
| | Commence works on the Rest Bay Watersports Centre; Contract mobilized over 18-19. | Successful Economy Programme | Landscape Architect |
| | | | 2018-19 Target |
| | | | March 2019 |
| | | | March 2019 |

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| Commitment 1.2.2 | Contribute to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area. | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> • Bridgend Business Forum • Business in Focus • Welsh Government • Regional Transport Board | |
| Milestones | | Transformation Programme | Responsible Officer |
| | Finalise proposals for the development of enterprise hubs and support work to develop regionalized approaches; Proposals to be submitted over 18-19 | City Deal | Economy and Natural Resources Manager |
| | | | 2018-19 Target |
| | | | March 2019 |

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| Develop regional transport improvements via the Regional Transport board; Regional Transport Plan targeted to be produced by 2020 | City Deal | Highways Group Manager | March 2019 |
| In line with Cabinet steer, pursue opportunities for city deal funding support towards investment programmes | City Deal | Manager, Strategic Regeneration Projects and Funding | March 2019 |

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| Commitment 1.2.3 | Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2018-2019 and promote the area for investment. | Those who can help us / partners: <ul style="list-style-type: none"> • Bridgend Business Forum, • Welsh Government | |
| Milestones | | Transformation Programme | Responsible Officer |
| | | | 2018-19 Target |
| To support the Bridgend Business Forum to design and deliver an annual programme of events to promote the area for investment; 20 events over 2018-19 | City Deal | Economy and Natural Resources Manager | March 2019 |

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| Commitment 1.2.4 | Continue to progress the development of low carbon Heat Schemes in Llynfi Valley Caerau and Bridgend Town, and develop a feasibility study for the innovative Heat Scheme to draw on a natural underground heat source to heat homes. | Those who can help us / partners: <ul style="list-style-type: none"> • Business Energy Industry Strategy (BEIS) – UK Government, • Welsh Government, • Energy Systems Catapult | |
| Milestones | | Transformation Programme | Responsible Officer |
| | | | 2018-19 Target |
| Develop and progress the Caerau Heat scheme; business case 18-19 | Successful Economy Programme | Team Leader Sustainable Development | March 2019 |
| Develop and progress the Bridgend Town Heat scheme; business case | Successful Economy | Team Leader Sustainable | March 2019 |

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| approval 18-19 | | Programme | Development | |
| Commitment 1.2.5 | Refresh the Local Development Plan (LDP) | | Those who can help us / partners: Welsh Government | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Refresh the Local Development Plan (LDP) | | | Development Planning Manager | March 2019 |

| Aim 1.3 | | To create successful town centres | | | | | |
|--------------------------------|--|--|---|---|---|----------------------------|--|
| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| DCO.L.1.8i & ii | The number of visitors to town centres – footfall for a) Bridgend & b) Porthcawl | Local, V,CP,CPA | 7,971,331 (Bridgend) 5,055,306 (Porthcawl) | 6,000,000 (Bridgend) 4,300,000 (Porthcawl) | 3% increase against 17-18 actual for Bridgend 0% change for Porthcawl against 17-18 actual | Town Centre Manager | The 2017 -18 target was set before the 2016 – 17 actual was known. Targets for 2018-19 are based on the cameras retained under the new footfall contract for each town. The Porthcawl target remains unchanged as data is showing a small decline in footfall. It is not clear at the moment what is driving the reductions or what measures will be taken to reverse the trend. This will be the focus of work for 2018-19. |
| DCO1.1.3i, ii & iii | The number of vacant premises in town | O,CP.CPA | 66 Bridgend | 55 Bridgend | Hold the line against | Town Centre | Meeting the target is challenging in the face of |

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|---------------------------|--|-------------------|--|---|------------------------------|----------------------------------|---|
| | centres | | 9 Porthcawl 10 Maesteg 4 Pencoed | 17 Porthcawl 19 Maesteg N/a Pencoed | 17/18 actuals in all 4 towns | Manager | changing, irreversible patterns in retail in town centres, and until such time that new policy is introduced to contract the town centre boundary. This indicator is extended to include Pencoed for 2018-19, hence no target was set for it for 2017-18. |
| DCO16.1 | Financial value of externally funded town centre regeneration projects underway/ in development | Local. V, CP, CPA | £ 31,537,000 | £16,000,000 | £15million | Regeneration funding Team Leader | Target set based on planned projects 18-22 but subject to external funding decisions. |
| DCO16.10i & ii | The number of residential units in Bridgend town centre that have been (i) Planning application approved (ii) Work completed | Local. V, CP, CPA | i)17 ii)28 | i)30 ii)14 | i) 20 ii) 20 | Development Planning Manager | Reflects the council's strategy for diversifying uses in town centres |

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| Commitment 1.3.1 | Invest in our town centres to enhance existing facilities and provide new facilities. This includes transforming Maesteg Town Hall into an arts and cultural hub, redevelopment schemes in Porthcawl and Bridgend, and lobbying for other transformational projects such as the Pencoed rail crossing. | Those who can help us / partners: <ul style="list-style-type: none"> • Welsh Government • Heritage Lottery | |
| Milestones | Transformation Programme | Responsible Officer | 2018-19 Target |
| Lead bid submissions to Heritage Lottery for Maesteg Town Hall - Stage 2 bid (subject to successful outcome of Stage 1) | Supporting a Successful Economy | Conservation & Design Team Leader | Sept 18 |
| Develop a Property Heritage Programme (multiple projects) for submission to Heritage Lottery for funding support. | Supporting a Successful Economy | Conservation & Design Team Leader | Dec 18 |

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| Deliver town centre Heritage Initiative programme in Porthcawl – 3 project approvals and 2 completions in 18-19 | Supporting a Successful Economy | Conservation & Design Team Leader | March 19 |
| Bridgend town centre - subject to decision by Welsh Government / WEFO on funding bids – commence site acquisition phase and procurement | Supporting a Successful Economy Building for the Future | Regeneration Projects and Approaches Team Leader | Nov 18 |
| Develop a Bridgend programme under Welsh Government's Regeneration Framework (Targeted Regeneration Investment) for submission to City Deal Board for endorsement and then Welsh Government. | Supporting a Successful Economy City Deal / Targeted Regeneration Investment | Strategic Regeneration Projects and Regeneration Funding Manager | April 18 |
| Porthcawl - work in partnership with Property Services and Planning to produce an updated masterplan and marketing/delivery strategy for Porthcawl waterfront | Supporting a Successful Economy | Strategic Regeneration Projects and Regeneration Funding Manager | Nov 18 |
| Develop final business case for Porthcawl coastal defenses programme in support of infrastructure works for Porthcawl Regeneration | Supporting a Successful Economy | Group Manager Highways | May 18 |
| Lobby for Pencoed rail crossing | Supporting a Successful Economy | Group Manager Highways | March 19 |

5.2 Priority 2 - Helping people to be more self-reliant

| Aim 2.4 To support the third sector, town and community councils and community groups to meet local needs | | | | | | | |
|---|---|------------------|----------------|----------------|----------------|--|--|
| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| DCO16.8 | Number of council owned assets transferred to the community for running | Local, O, CP,CPA | 0 | 5 | 2 | Skills & Sustainable Development Manager | Whilst asset transfer to community remains Council policy, the council is currently reviewing and rationalising the process in order to promote the level of engagement and better meet external circumstances, consequentially lowering the target for 18-19. |

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| Commitment 2.4.2 | Enable community groups and the third sector to have more voice and control over community assets. | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> Community groups | |
| Milestones | | Transformation Programme | Responsible Officer |
| Determine the Council's strategic intentions regards rationalisation of community facilities, and consequently, determine which assets to be included in Priority 1 | | Community Asset Transfer | Head of Neighbourhood Services |
| | | | 2018-19 Target |
| | | | Oct 2018 |

5.3 Priority 3 - Smarter use of resources

| Aim 3.1 To achieve the budget reductions identified in the Medium Term Financial Strategy | | | | | | | |
|---|--|-------------------|----------------|----------------|----------------|----------------------|--|
| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| DCO6.1.1i Outcome CPA | Percentage of budget reductions achieved | Local, O, CPA, CP | | 100% | 100% | Communities Director | Budget reductions planned to achieve all savings required. |

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| Commitment 3.1.1 | Implement the planned budget reductions identified in the 2018-19 budget. | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> • BCBC staff • The public | |
| Milestones | | Transformation Programme | Responsible Officer |
| | Implement the planned 18-19 budget reductions for Regeneration, Development & Corporate Landlord services | MTFS | Head of Service Regeneration & Development |
| | Implement the planned 18-19 budget reductions for Neighbourhood services | MTFS | Head of Neighbourhood Services |
| | | | 2018-19 Target |
| | | | March 2019 |
| | | | March 2019 |

| Aim 3.3 | | To make the most of our physical assets, including school buildings | | | | | |
|-----------|--|---|----------------|----------------|--------------------------------|------------------------|---|
| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| DCO16.9 | Realisation of capital receipts target | Local, V,CP,CPA | £ 5,624,835 | £ 1,500,000 | £4,000,000 | Group Manager Property | Target based on projected completion of sales |
| DCO16.23 | Additional income generated from the Council's non-operational property portfolio | Local, V,CP,CPA | New 17-18 | £25,000 | £25kpa added income | Group Manager Property | Target retained at actual 17-18 level is challenging against current resources. |
| DRE6.11.1 | The percentage change in carbon emissions in the non-domestic public building stock on previous year | Local, O,CP,CPA | 12.79% | 3% | Maintain 17-18 year end return | Energy Manager | Target retained at actual 17-18 level is challenging against current resources. |

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| Commitment 3.3.2 | Rationalise further the Council's administrative estate to ensure the Council operates from fewer core offices and reduces the number of leased properties for which we currently pay rent, by March 2019 | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> BCBC staff | |
| Milestones | | Transformation Programme | Responsible Officer |
| | | 2018-19 Target | |
| Review Council owned administrative estate buildings which could be released or occupancy increased | MTFS | Group Manager Property | March 2019 |
| Develop exit strategy for remaining leased in office premises | MTFS | Group Manager Property | March 2019 |

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| Commitment 3.3.3 | Develop a more commercial approach to Council assets and services | Those who can help us / partners: • BCBC staff | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Complete the sale of key sites linked to the School Modernisation programme | | MTFS | Group Manager Property | March 2019 |
| Deliver the Council's action plan arising from the review of the Council's commercial estate | | MTFS | Group Manager Property | March 2019 |
| Seek ERDF funding for the creation of an Enterprise Hub and if successful, invest in the Council owned Innovation Centre and create new starter units on Village Farm Industrial estate | | Supporting Successful Economy | Group Manager Property | March 2019 |
| Deliver the enhanced disposal programme to generate capital receipts to contribute towards the capital programme | | MTFS | Group Manager Property | March 2019 |

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| Commitment 3.3.4 | Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate | Those who can help us / partners: • BCBC staff | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate | | Corporate Landlord | Head of Corporate Landlord | March 2019 |
| Implement the Corporate Landlord Agreement and Service Level Agreements | | Corporate Landlord | Head of Corporate Landlord | September 2018 |
| Introduce Integrated Technology System, including compliance monitoring system | | Corporate Landlord | Head of Corporate Landlord | March 2019 |

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| Populate the new staffing structure | | Corporate Landlord | Head of Corporate Landlord | June 2019 |
| Commitment 3.3.5 | Market the part of the Waterton site that is due to be partially vacated for housing development under the Parc Afon Ewenni scheme | | Those who can help us / partners: • BCBC staff | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Finalise boundary of site to be retained / released. Review options to maximize development opportunities. Market sale of site. | | MTFS | Group Manager Property | March 2019 |

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| Commitment 3.3.6 | Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint | | Those who can help us / partners: • BCBC staff • The public | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Monitor status of funding application for capital investment to support carbon reduction measures | | Corporate Landlord | Energy Manager | Quarterly |
| Production and implementation of Corporate Landlord Energy Strategy | | Corporate Landlord | Energy Manager | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|---------|---|-----------------------|---------------------|----------------|----------------|----------------|--|
| DEFS18b | The percentage change in the average Display Energy Certificate (DEC) score within LA public buildings over 1000m2. | Local Value for money | Energy Manager | 4% | 1% | 1% | To achieve a lower DEC energy operating rating average, for sites covering buildings over 1000m2, to |

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| | | | | | | | demonstrate that the authority is improving the energy efficiency of its building stock. |
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| Aim 3.4 To develop the culture and skills required to meet the needs of a changing organisation | | | | | | | |
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| Ref | Success Indicator Descriptions | Indicator Type | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Responsible Officer | Rationale for Target |
| CHR002i CPA | The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence | Local, C, CPA, CP | 12.07 (Wales average 10.3) | 8.41 | 8.41 | Communities Director | Target retained at current levels is challenging against current performance |

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| Commitment 3.4.1 | Support managers to lead staff through organisational change | Those who can help us / partners: | |
| | | <ul style="list-style-type: none"> BCBC staff | |
| Milestones | | Transformation Programme | Responsible Officer 2018-19 Target |
| Integration of Corporate Landlord teams to enable a cohesive approach to management and support structures within these | | | Head of Service Regeneration & Development March 2019 |

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| Commitment 3.4.2 | Provide the learning and development opportunities for staff to meet future service needs (COMMUNITIES) | Those who can help us / partners: • BCBC staff | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| | Ensure staff have the required Health & Safety training in Neighbourhood services | | Head of Neighbourhood Services | March 2019 |
| | Ensure staff in Corporate Landlord teams have the necessary training to undertake new roles and responsibilities | | Head of Service Regeneration & Development | March 2019 |

6. Other Directorate Priorities and Indicators

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| DCO22 Commitment | Workforce Planning | Responsible Officer Corporate Director Communities | | |
| Milestones | | Responsible Officer | 2017-18 Target (Month) | |
| | Creation of Compliance Officer role in Neighbourhood services | Head of Neighbourhood Services | March 2019 | |
| | Consider options for succession planning in Engineering | Head of Neighbourhood Services | March 2019 | |

| DCO26 Commitment | | Other Directorate Priorities (Waste/ street cleaning/ condition of roads/ planning) | | | Responsible Officer Head of Neighbourhood Services | | |
|---------------------|---|---|----------------------------------|---|---|---|---|
| Ref | Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Targets | Rationale for Target |
| PAM020/20/22 | The percentage of A roads, B roads and C roads in overall poor condition | PAM CPA | Highways Asset Manager | Overall 6.6% (Wales average 10.7%) (A) 5.24% (B) 3.28% (C) 8.87% | Overall 8.7% (A) 5.1% (B) 5.1% (C) 12.5% | 5.1% 5.1% 12.5% | Target retained at current levels is challenging against current resources (Overall indicator no longer recorded 18-19) |
| PAM010 | Percentage of highways inspected of a high or acceptable standard of cleanliness | PAM Annual | Other Cleaning And Waste Manager | 92.11% (Wales average 96.6%) | 97% | Based on improvement/ maintenance of 17-18 return | Target retained at current levels is challenging against current resources |
| NEW CPA | Percentage of highways inspected of a high or acceptable standard of cleanliness | Local Quarterly | Other Cleaning And Waste Manager | New | New | 94% | Internal target set based on retaining level of quarterly returns for 17-18 (Qtr1. 94.55%, Qtr2. 93.93%). |
| PAM 011 | Percentage of reported fly tipping incidents cleared within in 5 working days | PAM Quarterly | Other Cleaning And Waste Manager | 96.85% (Wales average 95.37%) | 98% | 98% | Target considered challenging against current resources – Set 2% above Wales Average of 95% 16-17 |
| PAM030 | Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled, including source segregated | PAM Quarterly | Other Cleaning And Waste Manager | 57.93% (Wales average 63.81%) | 60% | 58% | Statutory target 18-19. |

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| | bio-wastes that are composted or treated biologically in any other way | | | | | | |
| NEW CPA | 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 any other way | Local Quarterly | Other Cleaning And Waste Manager | New | New | 64% | Internal target set in view of new contract |
| NEW Local | Number of missed collections | Local | Other Cleaning And Waste Manager | New | New | TBC | Added in 16/2/18 – target tbc |
| PAM031 | The percentage of municipal waste collected by local authorities sent to landfill | PAM | Other Cleaning And Waste Manager | 11.61% (Wales average 9.5%) | 30% | 30% | Target retained at current levels uncertainty around MREC disposal /treatment options |
| PAM018 | Percentage of all planning applications determined in time | PAM | Planning Development Officer | 81% | 80% | 81% | Maintain current performance |
| PAM019 | Percentage of planning appeals dismissed | PAM | Planning Development Officer | 73% | 66% | 73% | Maintain current performance |

| DCO23 Commitment | | Improve Health and Safety compliance and effectiveness of Health & Safety supervision within the Directorate | | | | Responsible Officer Head of Neighbourhood Services | | |
|-------------------------|--|---|---|-----------------------|--------------------------------|--|--|--|
| Ref | Indicator Description | Indicat or Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target | |
| DCO5.6.13 CPA | Number of days lost per Full Time Employee (FTE) through industrial injury | CPA C | Head of Service Regeneration & Development / Head of Neighbourhood Services | 0.83 | 1.68 (amended to 0.8, Sept 17) | Maintain 17-18 year end return | Target lowered during 17-18 to evidence work to improve Health & safety compliance within the directorate. Base 18-19 on 17-18 year end. | |
| DCO5.6.14 CPA | Number of industrial injury incidents | CPA C | Head of Service Regeneration & Development / Head of Neighbourhood Services | 5 | 10 (amended to 5, Sept 17) | Maintain 17-18 year end return | Target lowered during 17-18 to evidence work to improve Health & safety compliance within the directorate. Base 18-19 on 17-18 year end. | |
| DCO 16.27 CPA | Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/ inspections in their sections | CPA P | Head of Neighbourhood Services | New | 100% | 100% | Target set to support work to improve health & safety compliance and effectiveness of supervision within the directorate; based on expectation of 100% compliance. | |
| DCO 16.28 CPA | Supervisory staff in Neighbourhood services to deliver a Safety communications (eg. toolbox talk) to their section | CPA P | Head of Neighbourhood Services | New | 100% | 100% | Target set to support work to improve health & safety compliance and effectiveness of supervision within the directorate. Based on expectation of 100% compliance. | |

| | | | | | | | |
|------------|---|---------|--------------------------------|-----|-----|-----|--|
| NEW | Establish Steering Group for Health & Safety Culture Change | Local P | Head of Neighbourhood Services | New | New | Yes | Recording of the initial stages of the Communities Health & Safety Culture Change Programme in 18-19 |
| NEW | Produce action plan for Health & Safety Culture Change | Local P | Head of Neighbourhood Services | New | New | Yes | Recording of the initial stages of the Communities Health & Safety Culture Change Programme in 18-19 |

7. Key Directorate Risks (15+ residual risks)

Below is a summary of key risks only, including pertinent corporate risks. For more information about corporate risks, please refer to the Corporate Risk Register.

| Ref | Risk Description | Risk Type | Potential Impact | Risk Score | Mitigation Action | Risk Owner | Residual Risk Score |
|-----|--|-----------------------------------|---|------------|--|-----------------------------------|---------------------|
| | Maintaining infrastructure: Without sufficient investment in the highway network there will be more roads in poor condition, more repairs required potential failure in meeting statutory obligations. | Corporate, Strategic, Operational | <ul style="list-style-type: none"> • The % of roads in a poor condition rises from 31.3% to 62.2% in 20 years' time. • £20 million required over 10 years to maintain current standards. • Increased third party liability claims. • Increased likelihood of corporate manslaughter • Increased complaints • Inefficient use of resources. • Reactive repair expensive | 20 | <ul style="list-style-type: none"> • Good understanding of the condition of the Highway and where best to invest. • Proactive system of highway inspections • Digital scanning of the highway and skid resistance testing. • The Council's Highways Asset Management Plan in place | Corporate Director Communities | 20 |
| | Economic climate / austerity: A reduction in | Corporate, Strategic. | <ul style="list-style-type: none"> • Unable to leverage outside investment • Difficulty recruiting and retaining qualified staff | 20 | <ul style="list-style-type: none"> • Increased collaboration through City Deal (20 year £1.2 billion). • Use of the Strategic | Corporate Director Communities | 15 |

| | | | | | | | |
|--|--|---|---|-----------|---|---|-----------|
| | <p>the commitment to regeneration will not meet the challenges of continuing austerity, Brexit and an economy overly dependent on the public sector. Bridgend is on the edge of the City Deal area, and could become increasingly marginalised in terms of City Deal investment.</p> | | <ul style="list-style-type: none"> • Major projects such as the regeneration of Porthcawl become undeliverable. • Becoming an increasingly unattractive place to live and do business in. • Businesses will relocate. • Young people will move elsewhere to seek greater opportunity. • The locality becomes dependent on ever scarcer public sector services. • The council will be unable to provide a coherent response to Brexit. • Low growth means it becomes harder to generate sufficient value in development projects to satisfy all stakeholders. | | <p>Regeneration Fund to develop Town Centres (c£20 million).</p> <ul style="list-style-type: none"> • Bridgend Business Forum • Business Improvement District • Smart System and Heat project • Youth Engagement and Progression Framework • Apprenticeship programme. • Bridges into Work 2 project. • Development and delivery of European funded projects. • External funding to develop new business units • creating opportunities for both inward investment, and existing businesses to grow. | | |
| | <p>Disposing of waste: If the Council does not achieve WG's waste targets then it will receive substantial fines, waste resources and suffer a loss of reputation.</p> | <p>Corporate, Strategic, Reputational</p> | <ul style="list-style-type: none"> • Penalties of £200 per tonne for failure to achieve landfill allowance targets • Less resource to support council priorities • A waste of physical resources as more goes to landfill • Future generations will not be protected leading to a loss of reputation | <p>20</p> | <ul style="list-style-type: none"> • New waste and recycling contract • Household waste diverted from landfill up from 57% to 74% • 254 tonne increase at Recycling centres and 957 tonne decrease in waste sent to landfill. • Missed collection rate has reduced to 0.2% • New recycling vehicles | <p>Corporate Director Communities</p> | <p>12</p> |

| | | | | | | | |
|--|--|---------------------------|---|----|---|--------------------------------|----|
| | | | with the public and WG | | <ul style="list-style-type: none"> • Education and engagement officers appointed. • 15 year contract for household food waste | | |
| | <p>Health and Safety: Staff are exposed to high levels of risk in the tasks that they undertake including working on or near major roads and motorways, using large and heavy plant, tools and & equipment, working at height etc</p> | Operational, Reputational | <ul style="list-style-type: none"> • HSE notification, fines and corporate manslaughter charges. • Loss of reputation from HSE Notices Increased absence from work through industrial injury • Increased claims for compensation | 20 | <ul style="list-style-type: none"> • Directorate Health and Safety Committee structure. • Head of Service chairs strategic H&S Committee. • Quality Assurance accreditation 18001 and 9001 in Highways • H&S Culture Change programme • Risk Assessments, COSHH assessments and PPE monitored. • Vibration Equipment tagged and monitored • Regular Health Screening for noise and vibration | Head of Neighbourhood Services | 12 |

8. Key and Glossary of Terms

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A – Key

Risk Matrix

Residual points 15 and above to be considered high risk

| | Impact | | | |
|------------|--------|----|----|----|
| Likelihood | 6 | 12 | 18 | 24 |
| | 5 | 10 | 15 | 20 |
| | 4 | 8 | 12 | 16 |
| | 3 | 6 | 9 | 12 |
| | 2 | 4 | 6 | 8 |
| | 1 | 2 | 3 | 4 |

Key to Indicators:

- V Value for Money
- O Service user outcome
- P internal processes
- C Organisational capacity
- CP Corporate Plan Indicator
- L Local Indicator
- PAM Public Accountability Measure
- N National Indicator
- CPA Corporate Performance Assessment indicator

B - Glossary

- **City Deal** is a collaborative project of Welsh councils working on a regional basis to improve public services especially in the areas of Economic Development, Transportation, Regeneration and Housing, Business Support, Skills and Planning.
- **Enterprise Hubs** for Bridgend are the Innovation Centre, Village Farm Industrial estate and Brocastle
- **Cosy Corner developments** in Porthcawl refers to the harbor kiosk refurbishment work
- **Rest Bay developments** in Porthcawl refers to the Water sports centre work
- **Valleys Taskforce** is a Welsh Government initiative that aims to deliver economic change in the South Wales Valleys by creating good quality jobs and helping people access skills.

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



Education and Family Support Directorate Business Plan 2018-2019

One Council Working Together to Improve Lives

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Foreword

Welcome to the Education and Family Support Directorate's Business Plan for the forthcoming 12 months. This plan brings together our Directorate priorities for developing and delivering our key services to support the Council's corporate priorities.

In this coming year, we will continue to focus on improving and delivering education services with an ongoing emphasis on educational attainment. In particular, our focus will be on the ongoing improvement in support for vulnerable groups of learners and their educational outcomes.

The Education and Family Support Directorate's budget is just over half of the Council's total budget (50.2%). Therefore, the Directorate plays a key role in the future success of the local and national economies.

Our schools are key to improving the life outcomes of all members of society and their primary focus will continue to be on raising the skills, qualifications and ambitions of all people in the county borough.



Cllr. Charles Smith

Cabinet Member, Education and Regeneration



Lindsay Harvey

Interim Corporate Director, Education and Family Support

1. Introduction

The Bridgend County Borough Council's Corporate Plan 2018-2022 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision to achieve better outcomes for our citizens.

The Education and Family Support Directorate's Business Plan identifies the contribution that the Directorate will make in 2018-2019 to the Council's improvement priorities. It describes the continuing core services that the Directorate provides, contains an assessment of the Directorate's achievements in 2017-2018 and presents the Directorate's priorities and commitments for 2018-2019.

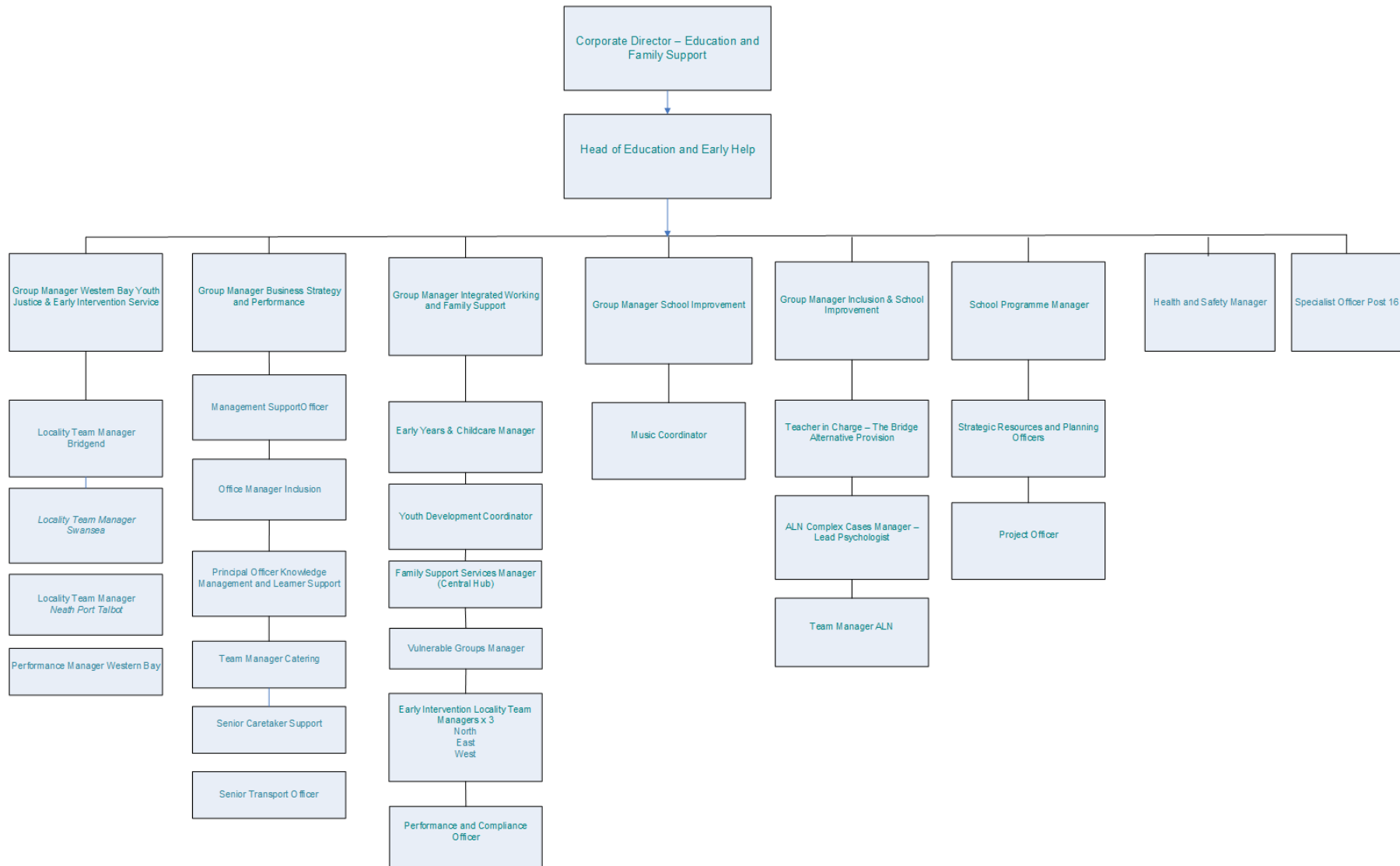
For each Directorate priority, the action plan details what actions will be taken and how success will be measured. Corporate risks are also detailed.

The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



Throughout the year, the Council will monitor progress against the commitments and measures of success, that are detailed in this plan and our achievements will be published in the annual report.

2. Organisational structure



3. Resources

3.1 Staff

| EDUCATION AND FAMILY SUPPORT | 2017-2018 (31/12/16) | | 2017-2018 (31/12/17) | | Rationale for change in FTE |
|---|----------------------|-------------|----------------------|------------|--|
| | FTE | Headcount | FTE | Headcount | |
| Built Environment including Health and Safety (Health and Safety only from 2017-2018 onwards) | 57.00 | 57 | 5.00 | 5 | Built Environment was part of the directorate until September 2017. |
| Integrated Working (IWO) | 152.09 | 177 | 159.49 | 188 | Additional grant, in particular, to support children on the edge of care, has allowed the recruitment of additional support staff. |
| Inclusion Service (INC) | 151.81 | 254 | 139.64 | 254 | - |
| Business Strategy and Performance (BSP) | 135.60 | 453 | 140.40 | 442 | Some key posts lost as a result of efficiency savings. Increasing difficulty in recruiting to Catering Services as a result of staff turnover. |
| Western Bay Youth Justice and Early Intervention Services (WBYJEIS) Bridgend Locality | 21.54 | 27 | 22.54 | 25 | Two posts removed from structure |
| School Improvement (SCI) | 20.23 | 25 | 17.99 | 23 | Built Environment was part of the directorate until September 2017. |
| School Modernisation (SM) | 4.00 | 4 | 3.00 | 3 | Additional grant, in particular, to support children on the edge of care, has allowed the recruitment of additional support staff. |
| DIRECTORATE | 545.27 | 1000 | 533.06 | 985 | |

3.2 Workforce planning

Critical workforce issues that are expected during the year, which impact on the Directorate's ability to deliver its improvement priorities, Medium-Term Financial Strategy (MTFS) commitments and other key services. Issues may include, but are not limited to, the following:

- Skills gap/shortages
- Succession planning
- Recruitment challenges/hard to fill posts
- Legislative impact
- Retention challenges
- Staffing reduction implications

| Workforce issues | Actions | Strategic links | Responsible officer | Target date |
|---|---|--|---|----------------|
| Early Help Services - Reliance on grant and uncertainty around future commissioning arrangements. Centralisation of anti-poverty grant function and associated staff will impact on Directorate | Secure necessary grant funding to deliver effective early help services. Ensure the Directorate provides support and guidance to corporate colleagues on final model for service delivery. | Commitment 2.2.7 Commitment 2.2.8 Commitment 2.3.1 | Group Manager Integrated Working and Family Support | September 2018 |
| Special educational needs (SEN) statementing- There are increases year-on-year in the requests for statutory assessment leading to statements of SEN | Evaluation of changes to statements as part of additional learning needs (ALN) reform and impact on service. Bid for budget growth | Service demand | Group Manager Business Strategy and Performance | October 2018 |
| ALN Reform - Impact of ALN reform is unknown at present across the service | Evaluation of ALN reform and impact on service with strong forward planning | National legislative changes | Group Manager Inclusion and School Improvement | March 2019 |
| Autism Spectrum Disorder (ASD) There is a need to grow provision in Bridgend for children and young people with a | Bid for budget growth | Service demand | Group Manager Inclusion and School Improvement | October 2018 |

| | | | | |
|--|---|---|---|-------------------|
| <p>diagnosis of ASD (Autism Spectrum Disorder) to meet the increasing demand. An increasing number of children and young people are being diagnosed with ASD. This means that there is suitable provision for children and young people with a diagnosis of ASD in a variety of educational settings throughout the local authority such as learning resource centres (LRCs) attached to mainstream schools and also within special schools.</p> | | | | |
| <p>Western Bay Youth Justice and Early Intervention Services- Uncertainty regarding regional footprints. Dependency on grant fund at a time when the Welsh Government and Youth Justice Board funding to youth offending teams is under threat, changes within the Ministry of Justice and the Youth Justice Board and the announcement that youth justice services in Wales is to be reviewed during 2018-2019.</p> | <p>Monitoring and adaptability with strong forward planning</p> | <p>Commitment 2.2.7, Commitment 2.2.8, Commitment 2.3.1 Commitment 3.4.1, Commitment 3.4.2,</p> | <p>Western Bay Youth Justice and Early Intervention Service Manager</p> | <p>March 2019</p> |

3.3 Finance

| Budget | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|--|-------------------|-------------------|-----------------------|-----------------------|-----------------------|
| | (Actual) £'000 | (Actual) £'000 | (Indicative) £'000 | (Indicative) £'000 | (Indicative) £'000 |
| Built Environment (Health and Safety from 2018-2019 onwards due to Corporate Landlord budget moving to Communities Directorate) | 942 | 224 | 224 | 224 | 224 |
| | | | | | |
| Learning | | | | | |
| Inclusion | 2,875 | 3,022 | 3,022 | 3,022 | 3,022 |
| Foundation phase | 993 | 929 | 929 | 929 | 929 |
| Youth services | 506 | 430 | 430 | 430 | 430 |
| Statutory advice and psychology | 493 | 487 | 487 | 487 | 487 |
| Emotional health and behaviour | 1,397 | 1,383 | 1,383 | 1,383 | 1,383 |
| School improvement | 702 | 630 | 630 | 630 | 630 |
| | | | | | |
| Strategy, Partnerships and Commissioning | | | | | |
| Strategic Planning and Resources | 4,120 | 3,517 | 3,517 | 3,517 | 3,517 |
| Business Strategy and Performance | 271 | 268 | 268 | 268 | 268 |
| Support for Children and Learners | 6,126 | 6,100 | 6,020 | 5,945 | 5,870 |
| Commissioning and Partnerships | 933 | 1,189 | 1,189 | 1,189 | 1,189 |
| Individual Schools Budget | 87,209 | 88,357 | 87,485 | 86,613 | 85,741 |
| Strategic Management | 1,430 | 1,413 | 1,413 | 1,413 | 1,413 |
| Youth Offending Service | 366 | 366 | 336 | 336 | 336 |
| NET BUDGET TOTAL | 108,363 | 108,315 | 107,333 | 106,386 | 105,439 |

3.4 Future property needs

Strategic

In October 2017, Cabinet was presented with a report detailing the outcome of the work of the school modernisation workstream of the 'Strategic Review into the Development and Rationalisation of the Curriculum and Estate Provision of the Primary, Secondary and Post-16 Education' and the revised 21st Century Schools Strategic Outline Programme (SOP) submission. Cabinet gave approval to discontinue the original Band B schemes identified in the November 2010 Cabinet report, approving instead the revised Band B schemes detailed below:

- Bridgend North East (two-form entry (FE)) - capital grant
- Bridgend South East (2.5FE) - capital grant
- Bridgend Special School (270 places) – Mutual Investment Model
- Bridgend West – Welsh-medium (2FE) - capital grant
- Bridgend West – English-medium (2FE) - capital grant

The Post-16 Workstream of the 'Strategic Review into the Development and Rationalisation of the Curriculum and Estate Provision of Primary, Secondary and Post-16 Education' will identify the proposed structure of post-16 education in Bridgend for 2020 and beyond.

The local authority is working closely with secondary schools and Bridgend College to identify options for the delivery of post-16 education and training in the future across Bridgend.

Operational

To support the smarter use of resources and to better integrate services together, the Directorate proposed to relocate the East Early Help Hub from its current base at Civic Offices, Bridgend to Ravenscourt, Bridgend during 2017-2018. The hub works closely with Multi-Agency Support Hub (MASH), so careful consideration will need to be given to the implications of the separation of these services should a decision be taken not to co-locate at Ravenscourt.

4. Key achievements

- 4.1 The achievements of the Directorate for 2017-2018 year have been considerable. The following list identifies some of our achievements:
- Progressed the identification and detail of Band B schemes for the 21st Century Schools Programme.
 - Completed the Strategic Outline Programme for Welsh Government and received approval for the programme envelope - £68.2m.
 - Completed Phase 1 of the Garw Valley South scheme, handing over Betws Primary School in December 2017.
 - Commenced Phase 2 of the Garw Valley South scheme.
 - Brynmenyn Primary School scheme was completed, and the school was decanted and relocated to the new school at Heol yr Ysgol.
 - The business justification case for the mezzanine floor at Heronsbridge Special School received approval and construction on the development was completed.
 - Creation of three additional teaching areas at Ysgol Bryn Castell.
 - Roll out of the cashless catering system to a further seven primary and one secondary school in 2017 (near 100% opt-in).
 - Validated compliance with the Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013, for both primary and secondary school meal menu provision. Bridgend was the first authority in Wales to achieve compliance in the secondary sector in 2016.
 - All Syrian refugee children have received a school place and dedicated support.
 - Health and Safety management audits delivered in 52 of 58 schools (by 31/03/18) and action plans developed in consultation with headteachers.
 - Maintained performance of 100% of statements for pupils with additional learning needs within the 26-week statutory timescales.
 - Continued prevention of children becoming looked after via Connecting Families. 169 children and young people have been prevented from becoming looked after during financial year 2017-2018 (April to December 2017) following a Connecting Families intervention. This is an increase of 51% of children being prevented from coming into the care system from 2016-2017.
 - The introduction of a Rapid Response Service to prevent children becoming looked after. The service commenced in August 2017 and has prevented 51 children from entering the care system.
 - Team Around the Family (TAF) assessments closed with a positive outcome for families recorded at 77% between April and December 2017, up from 69% in 2016-2017.
 - School attendance levels have increased in the clear majority of schools.
 - Improved performance and support for young people at risk of becoming NEET (not in education, employment or training).
 - Flying Start services have evidence a linked increase in educational attainment in Flying Start areas.
 - There has been an increase of at least 48% of schools taking up Wellcomm, which is a screening tool for early identification of speech and language difficulties in school age children together with resources for nursery children. This has had an impact upon meeting pupils' needs at an earlier stage.

- Most primary schools have used the Dyslexia Early Screening Test (DEST) to identify foundation phase pupils at risk of literacy difficulties and are using the 'Do and Discover' and 'Hands on' literacy intervention programmes. The impact of this is evidenced in meeting pupils' needs at an earlier stage.
- A healthcare policy for Bridgend was agreed by Cabinet. The Complex Medical Specialist Teacher contributed greatly to the local authority health care policy which will ensure that schools within the authority have a good understanding of their responsibilities for pupils with complex medical needs. The Specialist Teacher will continue to provide advice and guidance with regards to the details contained within the policy.
- Nearly all pupils with English as an Additional Language (EAL) have made good progress.
- Teaching and learning at the Bridge Alternative Provision was rated as good by Estyn in March 2017. The quality assurance cycle of Bridge Alternative Provision, June 2017 evaluated 90% of lessons as good or better.
- Standards in Bridgend's schools over a three-year period are continuing to improve in line with national rates of improvement. Bridgend is performing better than national averages in many indicators.
- Performance in the foundation phase is strong.
- Standards of attainment at key stage 2 are currently adequate.
- Performance in key stage 3 continues to be good.
- At key stage 4, Bridgend's performance remains above the Welsh average.
- Performance at post-16 is good overall.
- The Vulnerable Groups Strategy has continued to be implemented, refined and further developed.
- A 'Looked After Children (LAC) in Education Forum' was created to support the most vulnerable learners within schools across Bridgend.
- A Vulnerable Groups and Electively Home Education Officer was appointed in June 2017.
- Consistent good practice in supporting young offenders across the region from early intervention and prevention work through to resettlement and reintegration.
- There has been a reduction in first time entrants into the criminal justice system, reduction in the use of custody and whilst reoffending percentage rates remain high, the actual number of young people reoffending continues to fall.
- The Western Bay Youth Offending and Early Intervention Service has the lowest rate of FTEs per 100,000 of 10-17 population in Wales.

5. Commitments, milestones and indicators (linking to Corporate Plan)

5.1 Priority 1 Supporting a successful economy

| Success Indicator Description | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
|---|----------------|----------------|----------------|--|
| The total number of apprentices employed across the organisation | New indicator | 15 | 17 | Based on 10% improvement |
| 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 | 1.5 | 2.80% | 1.5% | Our successful strategy has been highly effective in reducing NEETs. Bridgend made the second largest improvement in Wales in 2016-2017 year and we are now 0.5% below the Wales average which we hope to maintain in 2018-2019. |
| The size of the gap in educational attainments between key stage 4 pupils entitled to free school meals and those who are not (Level 2+) | 32.5% | 30.1% | 24.1% | Target set by Central South Consortium (CSC) |
| The percentage of pupils Year 11, 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 | 61.7% | 63.2% | 64.4% | Target set by CSC Note: changed from 'aged 15' to 'Year 11' Indicator reference: EDU017/PAM006 |
| The percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16 | 100% | 100% | 100% | Target retained at 100% as all schools are currently compliant |
| The percentage of pupils at A level achieving Level 3 threshold | 98.3% | 99% | 99% | We have made a small improvement in performance this year and our target for 2017-2018 reflects our desire to improve |
| The percentage of pupils achieving three A*-A grades at A level | 6.1% | 10% | 10.5% | Our target confirms the improving position for those pupils with the potential to achieve three A*-A grades at A level. The actual for 2017-2018 was 9.5%. Therefore, our target |

| | | | | |
|--|--|--|--|--|
| | | | | for 2018-2019 reflects a 1% increase and now matches the Welsh average for 2017-2018 of 10.5%. |
|--|--|--|--|--|

| | | | | |
|-------------------|--|--|---|-----------------------|
| Aim 1.1 | To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in Bridgend County Borough Council (BCBC) | | | |
| Ref. 1.1.1 | DIRECTORATE COMMITMENT Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC-led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs. | Those who can help us? (Partners) | | |
| | | <ul style="list-style-type: none"> • Schools • Welsh Government • Childcare providers • Commercial sector/industry • Bridgend College | | |
| Ref | Milestone Description | Transformation Programme | Responsible Officer | 2018-19 Target |
| 1.1.1.1 | Ensure that all appropriate vacancies are considered for apprenticeships as a priority | Successful Economy Programme | Group Manager Business Strategy and Performance | March 2019 |
| 1.1.1.2 | Implement Welsh Government's 'Childcare Offer' as a geographical pilot (subject to Welsh Government approval) to provide 30 hours of free early education and childcare for 48 weeks of the year for the working parents of three and four-year-olds | Alignment of the Welsh Government Tackling Poverty Grants | Early Years and Childcare Manager | March 2019 |
| 1.1.1.3 | Ensure the Directorate is offering apprenticeship opportunities across the Directorate | Successful Economy Programme | Group Manager Business Strategy and Performance | March 2019 |
| 1.1.1.4 | Ensure the Directorate is offering work-experience opportunities across the Directorate | Successful Economy Programme | Group Manager Business Strategy and Performance | March 2019 |

| 1.1.1.5 | Introduce supported Internships leading to employment for young people with ALN | | | | Successful Economy Programme | Lead Educational Psychologist | April 2018 | |
|---------|---|----------------------------|---|----------------|------------------------------|-------------------------------|------------------------------|---|
| 1.1.1.6 | Put in place a tracking system to identify the destination of young people with ALN in post-16 education | | | | Successful Economy Programme | Lead Educational Psychologist | December 2018 | |
| 1.1.1.7 | To annually review the post-16 sixth form offer in schools with senior curriculum managers and modify the offer in the light of the Learning, Skills and Innovation Partnership (LSKIP) supply plans and other intelligence | | | | Successful Economy Programme | Specialist Officer Post-16 | March 2019 | |
| 1.1.1.8 | Deliver junior apprenticeships in collaboration with Bridgend College | | | | Successful Economy Programme | Specialist Officer Post-16 | March 2019 | |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| DEFS26 | The percentage of vacant posts suitable for apprenticeships, that have apprentices appointed into those posts | Local internal processes | Group Manager Business Strategy and Performance | n/a | n/a | 100% | 100% | The Directorate maintains strong vacancy management controls and considers apprenticeships a priority |
| DEFS27 | The number of apprenticeships appointed within the Directorate | Local service user outcome | Group Manager Business Strategy and Performance | n/a | n/a | 3 | 5 | The Directorate made significant progress in the appointment of apprentices during 2017-2018 |
| NEW | The number of young people with ALN benefitting from a supported internship who are engaging and where a clear route to employment has been established | Local service user outcome | Group Manager Business Strategy and Performance | n/a | n/a | n/a | 3 employers 15 placements | Reflects our commitments to enable young people with ALN to achieve sustainable paid employment by equipping them with the skills they need for work, through |

| | | | | | | | | |
|--------|---|-------------------------------|-------------------------------|------|------|----------------|----------------|---|
| | | | | | | | | learning in the workplace |
| NEW | Percentage of pupils with ALN who transition to further education (eg apprenticeship schemes) | Local service user outcome | Lead Educational Psychologist | n/a | n/a | n/a | Baseline | This is a new performance measure and the local authority will need to develop its tracking the transition of those pupils with ALN who transition to further education |
| NEW | Number of junior apprenticeship programme participants | Local organisational capacity | Specialist Officer Post-16 | n/a | n/a | 52 (3 pathway) | 75 (5 pathway) | The introduction of junior apprenticeships was very late in 2017-2018. In the second year there is a need to expand the range of the offer to meet the needs of a wider group of pupils especially girls. |
| DEFS11 | Percentage of schools Meeting the Learning and Skills (Wales) Measure in terms of the subject offer at key stage 4 and at post-16 | Local organisational capacity | Specialist Officer Post-16 | 100% | 100% | 100% | 100% | Target set at 100% for the 2018-2019 financial year, as all schools are expected to meet the Learning and Skills Measure at key stage 4 and post-16 |

| Ref. 1.1.5 | DIRECTORATE COMMITMENT Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve learner outcomes for other vulnerable groups including looked after children and young carers. | Those who can help us(Partners) | | |
|------------|---|---|--|----------------|
| | | <ul style="list-style-type: none"> • Schools • Welsh Government • WLGA | | |
| Ref. | Milestone Description | Transformation Programme | Responsible Officer | 2018-19 Target |
| 1.1.5.1 | Provision of specialist accommodation to support vulnerable groups within learning resource centres (LRCs) at Pencoed Primary School | Strategic Review of Post-16 Education and Training | Schools Programme Manager | September 2018 |
| 1.1.5.2 | Provision of specialist accommodation to support vulnerable groups within an LRC at YGG Cwm Garw | Strategic Review of Post-16 Education and Training | Schools Programme Manager | February 2019 |
| 1.1.5.3 | Fully implement SchoolView system across the Directorate to improve officer access to school/pupil level data | Successful Economy Programme | Senior Officer Knowledge Management | July 2018 |
| 1.1.5.4 | Support the delivery of the Schools Holiday Enrichment Programme (SHEP) | Alignment of the Welsh Government Tackling Poverty Grants | Catering Service Manager | July 2018 |
| 1.1.5.5 | Complete a review our knowledge management to ensure we better meet the needs of the Directorate for both its core data provision and data development agendas | Successful Economy Programme | Group Manager Business, Strategy and Performance | June 2018 |
| 1.1.5.6 | Identify and develop a vulnerability profile to help predict the risk of permanent exclusion within vulnerable groups | Successful Economy Programme | Senior Officer Knowledge Management | June 2018 |
| 1.1.5.7 | Continue to implement the Youth Engagement and Progression Framework (YEPF) with a particular focus on ensuring resources are maintained for lead workers at key stages 3 and 4 and post-16 pupils while identifying a resource for key stage 2 pupils moving forward | Successful Economy Programme | Youth Development Co-ordinator and Early | March 2019 |

| | | | | | | | Help Locality Managers | |
|-----------|---|-------------------------------|---|----------------|------------------------------|--|------------------------|---|
| 1.1.5.8 | Operationalise a new Supporting Vulnerable Groups Service | | | | Successful Economy Programme | Head of Service | May 2018 | |
| 1.1.5.9 | Conclude the Educated Other Than at School (EOTAS) review | | | | Successful Economy Programme | Group Manager Inclusion and School Improvement | September 2018 | |
| 1.1.5.12 | Ensure targets for pupils eligible for free school meals (eFSM) are aspirational and close the gap in performance in all phases | | | | Successful Economy Programme | Senior Challenge Adviser | July 2018 | |
| 1.1.5.13 | Ensure targets for looked-after children (LAC) pupils are aspirational and close the gap in performance in all phases | | | | Successful Economy Programme | Group Manager School Improvement | July 2018 | |
| 1.1.15.14 | Ensure that all schools use of the Pupil Development Grant (PDG) meets statutory requirements and plans are in place that are monitored and evaluated in relation to PDG pupil outcomes | | | | Successful Economy Programme | Senior Challenge Adviser | July 2018 | |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| NEW | Percentage of all members of the extended management team trained in the use of the SchoolView system | Local internal processes | Principal Officer Knowledge Management and Learners | n/a | n/a | n/a | 100% | Reflects the Directorate's commitment to ensure that all senior managers are utilising up-to-date data to support service improvement |
| NEW | Number of summer 'food and fun' schemes supported by Catering Service | Local organisational capacity | Catering Service Manager | n/a | n/a | n/a | 1 | In line with Welsh Government and Welsh Local Government Association |

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| | | | | | | | | (WLGA) expectations around the delivery of Schools Holiday Enrichment Programme |
| NEW | Percentage of core datasets delivered in line with agreed definitions and timescales | Local internal processes | Principal Officer Knowledge Management and Learners | n/a | n/a | n/a | 100% | Reflects the importance of core datasets in supporting school improvements and raising standards |
| NEW | The percentage of developmental datasets identified within the Directorate for which a specification and delivery strategy is approved within four months | Local internal processes | Principal Officer Knowledge Management and Learners | n/a | n/a | n/a | 100% | Aspirational target reflects the Directorate's commitment to improve its core dataset |
| NEW | Percentage of pupils identified 'at risk' of permanent exclusion in a vulnerable group, who are then escalated for early intervention | Local internal processes | Principal Officer Knowledge Management and Learners | n/a | n/a | n/a | 100% | Aspirational target reflects the Directorate's commitment to improve its data for permanently excluded pupils |
| NEW | Percentage of vulnerable groups (as outlined in Estyn's Common Inspection Framework) that have end of key | Local internal processes | Principal Officer Knowledge Management and Learners | n/a | n/a | n/a | 60% | Target reflects the Directorate's commitment to improve its data for vulnerable groups but acknowledges the difficulties in |

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| | stage attainment data available | | | | | | | the availability of data inherent within some of these groups (eg adopted learners) |
| DCH 2.3.1a | Percentage of Year 11 leavers from schools in the local authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics | PAM Service user outcome | Youth Development Co-ordinator | 3.2 | 1.5 | 2.80% | 1.5% | Recognises the initiatives that are in progress and the aim to maintain the trend of continuous improvement |
| DCH 2.3.1b | Percentage of Year 12 leavers from schools in the local authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics | PAM Service user outcome | Youth Development Co-ordinator | 1.6% | 1.1% | 0.6% | 1% | Recognises initiatives in Year 11 and our desire to progress in post-16 year groups |
| DCH 2.3.1c | Percentage of Year 13 leavers from schools in the local authority identified as not being in | PAM Service user outcome | Youth Development Co-ordinator | 4.2% | 3.3% | 2.9% | 2.5% | Recognises initiatives in Year 11 and our desire to progress in post-16 year groups |

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| | education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics | | | | | | | |
| DCH 2.1.4 | The size of the gap in educational attainment between key stage 4 pupils entitled to free school meals and those who are not (Level 2+) | Local Service user outcome | Senior Challenge Adviser | 27.2% | 32.5% | 30.1% | 24.1% | Recognises that gap needs to continue to close to be below national average and to bring greater equality between eFSM and nFSM in BCBC |

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| Ref.1.1.7 | DIRECTORATE COMMITMENT Complete the review into the curriculum and schools estates for primary, secondary and post-16 education and begin consultation on the proposals, where required, with all stakeholders. This includes the rollout of the digital competence framework in our schools and develops coding skills in our young people. | Those who can help us (Partners) | | |
| | | <ul style="list-style-type: none"> Schools Bridgend College | | |
| Ref. | Milestone Description | Transformation Programme | Responsible Officer | 2018-19 Target |
| 1.1.7.1 | Complete Post-16 review | Strategic Review of Post-16 Education and Training | Specialist Officer Post-16 | March 2019 |

5.2 Priority 2 Helping people to be more self-reliant

| Success Indicator Description | 2016-17 Actual | 2017-18 Target | 2018-19 target | Rationale for target |
|--|----------------|----------------|----------------|---|
| The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year | New indicator | 80% | 85% | The Service is developing new service models to prevent children from becoming looked after. While this work is undertaken, there is a risk that additional demand will be placed on Connecting Families to respond to new service criteria, which in turn may impact future performance. Therefore the target has been set to reflect this risk. |
| The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome | 67% | 60% | 70% | We aim to increase the success rate year on year. The 10% increase reflects this. |

| Aim 2.2 | To reduce demand by investing in targeted early help and intervention programmes | | | |
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| 2.2.7 | DIRECTORATE COMMITMENT Increase engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which CORPORATE AIM to ensure early identification of needs and delivery of support for children and families. | | Those who can help us (Partners) | |
| | | | <ul style="list-style-type: none"> • Children, young people and their families • Health • Welsh Government | |
| Ref. | Milestone Description | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.2.7.1 | Develop a transitional protocol to aid transition planning between education settings, out of education and into social care and into adult life to ensure that all services, including schools, work together better to provide children with ALN (age 0-25) with seamless support | Remodelling Social Care | Senior Educational Psychologist | September 2018 |
| 2.2.7.2 | Put in place a transitional protocol in advance of the ALN reform for learners age 0-25 and communicate this to all stakeholders, including partners in health to ensure seamless support | Remodelling Social Care | Senior Educational Psychologist | September 2018 |
| 2.2.7.3 | Restructure the ALN services supporting vulnerable groups, to ensure seamless support for vulnerable children | Remodelling Social Care | Senior Educational | September 2018 |

| | | | | | | | Psychologist | |
|---------|--|----------------------------|------------------------------|----------------|----------------|-------------------------|---|--|
| | Secure relevant grant and core funding to deliver early help services against a backdrop of increased service demand | | | | | Remodelling Social Care | Group Manager - Integrated Working and Family Support | April 2018 |
| 2.2.7.4 | Review 'Adverse Childhood Experiences' (ACE) pilots and consider roll out across county borough | | | | | Remodelling Social Care | Group Manager - Integrated Working and Family Support and Family Support Services Manager | April 2018 |
| 2.2.7.5 | Develop a comprehensive early help directory of local authority, community and voluntary services as part of the implementation of DEWIS | | | | | Remodelling Social Care | Performance and Compliance Officer | December 2018 |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| DEFS29 | Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome | Local service user outcome | Early Help Locality Managers | n/a | 67% | 60% | 70% | We aim to increase the success rate year on year. The 10% increase reflects this |

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| 2.2.8 | DIRECTORATE COMMITMENT | | | | | Those who can help us (Partners) | | |
| | By following our 'One Council' principle, ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after | | | | | <ul style="list-style-type: none"> • Health • Local Government Data Unit ~ Wales • Rhondda Cynon Taff County Borough Council • Merthyr Tydfil County Borough Council | | |
| Ref. | Milestone Description | | | | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.2.8.1 | Operationalise the new Baby in Mind service and integrate within the local authority's family support functions | | | | | Remodelling Social Care | Family Support Services Manager | May 2018 |
| 2.2.8.2 | Work in collaboration with Rhondda Cynon Taff County Borough Council and Merthyr Tydfil County Borough Council to commission the delivery of a 'Reflect' service to support parents who have had one or more children previously removed from their care | | | | | Remodelling Social Care | Group Manager - Integrated Working and Family Support | April 2018 |
| 2.2.8.3 | Work with Safeguarding colleagues to implement the MASH (Multi-Agency Safeguarding Hub) | | | | | Remodelling Social Care | Group Manager - Integrated Working and Family Support | June 2018 |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| DEFS30 | The percentage of children who receive Connecting Families interventions during the year who remain out of the care system as at 31 March of that year | Local service user outcome | Early Help Locality Managers | n/a | New indicator | 80% | 85% | The Service is developing new service models to prevent children from becoming looked after. While this work is undertaken, there is a risk that additional demand will be placed on |

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| | | | | | | | | Connecting Families to respond to new service criteria, which in turn may impact future performance. Therefore the target has been set to reflect this risk. |
| DEFS50 | Percentage of Integrated Family Support Service (IFSS) cases that evidence a de-escalation in status following intervention | Local service user outcome | Family Support Services Manager | n/a | n/a | 27% | 35% | IFSS is a short term four to six-week intervention working with high-end complex families whose children are at risk of coming into the care system |
| NEW | Percentage attendance of looked after pupils while in care in primary/secondary schools | Local service user outcome | Vulnerable Groups Manager Early Help Locality Managers and Lead Education Welfare Officer | Primary 97.2% Secondary 94% | n/a | n/a | TBC | This is something that is considered to be of importance to the new vulnerable groups structure. However, the attendance of children looked after has not been a concern in Bridgend previously and this is no longer a Welsh Government performance measure. |

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| Aim 2.3 | | To support carers in maintaining their roles | | | | | | |
| 2.3.1 | DIRECTORATE COMMITMENT Work with partners and schools to support carers, including young carers, by providing the right information, advice and assistance where relevant. | | | | | Those who can help us(Partners) | | |
| | | | | | | <ul style="list-style-type: none"> Young carers and their families | | |
| Ref. | Milestone Description | | | | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.3.1.1 | Contribute to the commissioning of young carers' awareness events for staff in schools to ensure they discharge their responsibilities to young carers | | | | | Remodelling of Children's Social Care | Early Help Locality Manager (West) | December 2018 |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| DEFS32 | The percentage of young carers with a support plan in place, following assessment | Local service user outcome | Early Help Locality Manager (West) | n/a | n/a | 90% | 100% | Based on the desire to maintain existing performance |

5.3 Priority 3 Smarter use of resources

| Success Indicator Description | Actual 2016-2017 | Target 2017-2018 | Target 2018-2019 | Rationale for target |
|---|---------------------|------------------|------------------|--|
| The percentage of surplus capacity of school places in: a) primary schools b) secondary schools | a) 6.1% b) 20.2% | a) 6% b) 20% | a) 10% b) 18% | To ensure that the demand for places can be met. Our long-term aim is to reduce surplus capacity at secondary level to around 10%. Increased capacity in primary sector due to School Modernisation Programme (ie additional provision in the Valleys Gateway area) to meet projected demand from housing developments. |

| Aim 3.1 | | To achieve the budget reductions identified in the Medium-Term Financial Strategy (MTFS) | | | | | | |
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| 3.1.1 | DIRECTORATE COMMITMENT Implement the planned budget reductions identified in the 2018-2019 budget | | | | | Those who can help us (Partners) | | |
| Ref. | Milestone Description | | | | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.1.1.1 | To monitor, as planned, the budget reductions over the year to meet the MTFS commitments by year end | | | | | MTFS | Interim Corporate Director Education and Family Support | 100% |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| DEFS33 | Percentage of budget reductions achieved by the Education and Family Support Directorate | Local value for money | Interim Corporate Director Education and Family Support | 100% | 51.6% | 100% | 100% | Target set corporately |

| Aim 3.2 | | To improve the efficiency of and access to services by redesigning our systems and processes | | | | | | |
|------------|---|--|---------------------------|----------------|----------------------------------|---|----------------|---|
| Ref. 3.2.2 | DIRECTORATE COMMITMENT | | | | | Those who can help us (Partners) | | |
| | Automate most common internal processes to reduce transaction costs and streamline processes. | | | | | <ul style="list-style-type: none"> Commercial/Industry | | |
| Ref. | Milestone Description | | | | Transformation Programme | Responsible Officer | 2018-19 Target | |
| 3.2.2.1 | Identify a replacement catering management information system (MIS) to support the effective operation of the service and to maintain a strong financial status | | | | Digital Transformation Programme | Group Manager Business Strategy and Performance | September 2018 | |
| 3.2.2.2 | Develop an online accident reporting form and database with ICT and implement across all Directorates | | | | Digital Transformation Programme | Head of Health and Safety Unit | March 2019 | |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| NEW | Percentage of financial transactions delivered through a replacement catering management information system (MIS) | Local value for money | Catering Service Manager | n/a | n/a | n/a | 100% | Aspirational based on expected operational practice |
| DEF21 | The percentage of all accidents and incidents reported via the online recording system | Local internal process | Health and Safety Manager | n/a | n/a | 100% | 100% | The intent is for all accidents and incidents to be reported via the online system as soon as the system is implemented |

| Aim 3.3 | | To make the most of our physical assets, including school buildings | | |
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| Ref. 3.3.1 | DIRECTORATE COMMITMENT Provide sufficient school places in the right area and in new and improved schools by delivering the 21st century schools' modernisation programme | Those who can help us (Partners) | | |
| | | <ul style="list-style-type: none"> • Industry • Schools • The public | | |
| Ref. | Milestone Description | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.3.1.1 | Complete milestone activities associated with individual schemes within Band A of the School Modernisation Programme | Schools' Modernisation Programme | Schools Programme Manager | March 2019 |
| 3.3.1.2 | Complete Phases 2 and 3 of the Garw Valley South Scheme | Schools' Modernisation Programme | Schools Programme Manager | February 2019 |
| 3.3.1.3 | Complete all work in relation to the relocation of Pencoed Primary School | Schools' Modernisation Programme | Schools Programme Manager | September 2018 |
| 3.3.1.4 | Complete the defects period in relation to Betws Primary School | Schools' Modernisation Programme | Schools Programme Manager | January 2019 |
| 3.3.1.5 | Complete the defects period in relation to Heronsbridge Special School mezzanine floor scheme | Schools' Modernisation Programme | Schools Programme Manager | December 2018 |
| 3.3.1.6 | Complete the defects period in relation to Brynmenyn Primary School | Schools' Modernisation Programme | Schools Programme Manager | February 2019 |
| 3.3.1.7 | To progress options appraisal and feasibility studies identified in respect of Band B of the School Modernisation Programme and submit strategic outline cases (SOCs)/outline business cases (OBCs) for approval as per the programme timeline | Schools' Modernisation Programme | Schools Programme Manager | March 2019 |
| 3.3.1.8 | Complete review of school accommodation/capacity | Schools' Modernisation | Schools Programme | March 2019 |

| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
|-------------|---|--------------------------|---------------------------|----------------|----------------|----------------|----------------|---|
| NEW | % of spend incurred against Welsh Government funding allocation in respect of Band A schemes | Local value for money | Schools Programme Manager | 100% | 100% | 100% | 100% | Is supported by our excellent track record of delivering projects on time and against Welsh Government's allocated (within year and programme wide) funding |
| NEW | Number of Band B school modernisation schemes progressed to outline business case (OBC) stage | Local internal processes | Schools Programme Manager | n/a | n/a | n/a | 2 | Target set against currently identified programme |
| DCH2.1.11.1 | % of surplus capacity in primary schools | Local value for money | Schools Programme Manager | 5.9% | 6.1% | 6% | 10% | To ensure that the demand for places can be met and to maximise the use of space in our schools |
| DCH2.1.11.2 | % of surplus capacity in secondary schools | Local value for money | Schools Programme Manager | 18.5% | 20.2 | 20% | 18% | The surplus capacity at secondary level should ideally be around 10%; however, this is |

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| | | | | | | | | unlikely to be achievable without removing surplus places (ie mothballing areas of schools or taking accommodation out of use). |
| DCH2.1.32a | % of surplus capacity in Welsh-medium primary schools | Local value for money | Schools Programme Manager | 9.8% | 9.4% | TBC | 10% | To ensure that the demand for places can be met and to maximise the use of space in our schools |
| DCH2.1.32b | % of surplus capacity in Welsh-medium secondary schools Ysgol Gyfun Gymraeg Llangynwyd | Local value for money | Schools Programme Manager | 21.2% | 20.4% | TBC | 20% | The surplus capacity at secondary level should ideally be around 10%; however, this is unlikely to be achievable without removing surplus places (ie mothballing areas of schools or taking accommodation out of use). |

| Aim 3.4 | | To develop the culture and skills required to meet the needs of a changing organisation | | | | | | |
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| Ref. 3.4.1 | DIRECTORATE COMMITMENT | | | | | Those who can help us (Partners) | | |
| | Support managers to lead staff through organisational change | | | | | <ul style="list-style-type: none"> • ABMU • Children, young people and their parents/carers | | |
| Ref. | Milestone Description | | | | Transformation Programme | Responsible Officer | 2018-19 Target | |
| 3.4.1.1 | Evaluate and redevelop the Directorate's sickness reporting system to better meet the needs of managers | | | | Digital Transformation Programme | Senior Officer Knowledge Management | June 2018 | |
| 3.4.1.2 | Prepare stakeholders and services for ALN reform | | | | MTFS | Group Manager Inclusion and School Improvement | March 2019 | |
| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| NEW | Percentage of young people receiving a diagnosis of ASD and attention deficit hyperactivity disorder (ADHD) within 26 weeks | Local internal process | Group Manager Inclusion and School Improvement | n/a | n/a | n/a | 100% | A target of 26 weeks from time of referral to diagnosis of ADHD and ASD is set for most learners with an ALN by Health |
| DEFS36 | Percentage of paperwork for formal/absence review sickness meetings not received | Local internal process | Group Manager Business Strategy and Performance | n/a | n/a | 3% | 3% | Reflects the significant improvement in the Directorates administrative sickness processes |
| CHR002iv | The number of working days/shifts per full-time | Local internal process | Corporate Director Education and | 11.69 | 11.83 | 8.88 | 8.88 | Directorate sickness targets are set corporately |

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| | equivalent (FTE) local authority employee lost due to sickness absence in the Directorate (excluding schools) | | Family Support | | | | | |
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| 3.4.2 | DIRECTORATE COMMITMENT Provide the learning and development opportunities for staff to meet future service needs | | | | | Those who can help us (Partners) | | |
| | | | | | | <ul style="list-style-type: none"> HR colleagues | | |
| Ref. | Milestone Description | | | | | Transformation Programme | Responsible Officer | 2018-2019 Target |
| 3.4.2.1 | Review the use of the Performance Management System (PMS) within the Directorate | | | | | Digital Transformation Programme | Principal Officer Knowledge Management and Learners | June 2018 |
| 3.4.2.1 | Provide non-formal learning events including peer to peer, liaison with partner authorities and through sharing of best practice | | | | | MTFS | All managers | March 2019 |
| 3.4.2.1 | Undertake a training needs analysis of the Directorate | | | | | MTFS | Head of Service | September 2018 |
| Ref. | Indicator Description | Indicator or Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
| NEW | Percentage of trained staff who utilise the corporate Performance Management System (PMS) to support the Directorate's performance management and | Local internal process | Principal Officer Knowledge Management and Learners | n/a | n/a | n/a | 95% | Acknowledges that staff turnaround may impact upon the Directorate's ability to achieve 100% use Those of the PMS. |

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| | self-evaluation processes | | | | | | | |
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| Ref. 3.4.3 | DIRECTORATE COMMITMENT Improve and promoting mechanisms that increase responses to consultations | Those who can help us (Partners) | | |
| | | <ul style="list-style-type: none"> • Schools • School councils • Pupils • Children, young people and their families | | |
| Ref. | Milestone Description | Transformation Programme | Responsible Officer | 2018-2019 Target |
| 3.4.3.1 | Increase the Learner Voice engagement across school councils to explain the menu provision requirements that ensure compliance with the Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013 | Digital Transformation Programme | Catering Service Manager | March 2019 |
| 3.4.3.2 | Develop a robust participation framework for the Directorate to seek the views of children, young people and families | MTFS | Head of Service | September 2018 |

| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016- 17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
|------|---|-------------------------------|--------------------------|----------------|-----------------|----------------|----------------|---|
| NEW | Percentage of school councils that benefit from 'learner voice' engagement with the Catering Service on healthy eating in schools | Local organisational capacity | Catering Service Manager | n/a | n/a | 50% | 80% | Reflects the excellent progress in the Catering Service in working with school councils and the recent UK national award on such work with Brynteg School |
| NEW | Percentage increase in | Local organisati | Head of Service | n/a | n/a | n/a | 10% | Reflects our commitment to better |

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| | participation rates of children and young people accessing Education and Family Support-based services | onal capacity | | | | | | understand the needs of children and young people |
|--|--|---------------|--|--|--|--|--|---|

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6 Other Directorate priorities and performance measures

| Ref. | Milestone Description | Transformation Programme | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|--------|--|---|---|----------------|----------------|----------------|----------------|--|
| EFS1.1 | Implement the milestones in the Youth Justice Plan relating to the Youth Justice Board key performance measures: to reduce first time entrants in the youth justice system, prevent reoffending, reduce the use of custody and improve access to services including access to employment training and engagement (ETE) for children and young people known to the service. | Western Bay Youth Justice and Early Intervention Management Board | Service Manager Western Bay Youth Justice and Early Intervention Services | n/a | n/a | March 2018 | March 2019 | The Annual Youth Justice Plan is submitted to the Youth Justice Board annually. Therefore all actions/milestones are to be completed by the end of the 2018-2019 financial year. |
| EFS2.1 | Take forward mitigating actions identified in the Directorate's Health and Safety Risk Register | Corporate Health and Safety | Group Manager Business Strategy and Performance | n/a | n/a | March 2018 | March 2019 | A full year will be required to implement the ongoing actions as some are dependent on securing funding |
| EFS3.1 | Complete all remaining schemes ranked as 1 or 2 in the approved traffic management action plan for schools | Corporate Health and Safety | Group Manager Business Strategy and Performance | n/a | n/a | March 2018 | March 2019 | Schemes are complex and require contracting. Limited internal resources available to deliver schemes simultaneously |

| Ref. | Milestone Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|-----------------|--|------------------------|---|----------------|----------------|----------------|----------------|--|
| CHR002iv | The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence in the Directorate (excluding schools). | Local internal process | Corporate Director Education and Family Support | 11.69 | 11.83 | 8.88 | 8.88 | Sickness target set corporately. Target for Education and Family Support for 2017-2018 was updated to 8.88 |
| DCH5.6.2 | Number of days lost per FTE through industrial injury in the Directorate (excluding schools). | Local internal process | Corporate Director Education and Family Support | 0.43 | 0.33 | 0.31 | TBC | 2018-2019 target set at Corporate Steering Health and Safety Group |
| DEFS23 | Number of industrial injury incidences in the Directorate (excluding schools) that result in an absence. | Local internal process | Corporate Director Education and Family Support | 18 | 5 | 12 | TBC | 2018-2019 target set at Corporate Steering Health and Safety Group |
| DRE5.6.8 | Number of days lost per FTE through industrial Injury (Corporate) | Local internal process | Health and Safety Manager | 0.23 | 0.18 | 0.20 | TBC | Target agreed at Corporate Health and Safety Steering Group. |
| DRE5.3.1 3ii | Number of individual injury incidences (Corporate) that have resulted in an absence | Local internal process | Health and Safety Manager | 58 | 28 | 39 | TBC | Target agreed at Corporate Health and Safety Steering Group |
| DEFS42 | Percentage of mitigating actions identified in the Directorate's Health and Safety risk register unable to be actioned/committed. | Local internal process | Group Manager Business Strategy and Performance | n/a | n/a | 2% | 2% | Maintain previous year target. There is generally good corporate support once risks are identified. As many mitigating actions are |

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|--------|---|-------------------------------|---|--------------------------|--|--------------|------|---|
| | | | | | | | | dependent on funding, some may not be completed if funding or resources are unavailable. |
| DEFS43 | Percentage of all Health and Safety risks identified in the Directorate's Health and Safety risk register scoring a residual risk of above 20 | Local internal process | Group Manager Business Strategy and Performance | n/a | n/a | 0% | 0% | All risks with a high likelihood and impact should be adequately controlled by the Directorate. If risks exceed a score of 20 then this will need to be escalated corporately. |
| DCHYJ1 | The number of first-time entrants into the Youth Justice System (Western Bay) | National service user outcome | Service Manager Western Bay Youth Justice and Early Intervention Services | 108 35 Bridgend | 72 30 Bridgend | <100 | <100 | The target is to maintain performance below 100 against a background of increasing FTEs numbers in most areas of Wales. At this time we are only able to estimate the number local to Bridgend. |
| DCHYJ2 | Percentage rate of re-offending, children and young people (across Western Bay). | National service user outcome | Service Manager Western Bay Youth Justice and Early Intervention Services | 40.9% (Western Bay data) | 45.6% old method 51.9% new method which is now being reported | 5% reduction | 50% | Percentage reduction is difficult when numbers are decreasing. A 5% reduction is an aspirational target based on national figures. |

| | | | | | | | | |
|--------|---|-------------------------------|---|----------|----------|--------|--------|---|
| NEW | Average hours education, training and employment (ETE) engagement for below school-age young people | National service user outcome | Service Manager Western Bay Youth Justice and Early Intervention Services | 19.8 hrs | 14.2 hrs | 25 hrs | 25 hrs | Based on a young person's level of entitlement. |
| DCHYJ4 | Average number of hours ETE (education, training, employment) taken up by statutory school age young people who are known to the Youth Justice Service (across Western Bay) | National service user outcome | Service Manager Western Bay Youth Justice and Early Intervention Services | 20.9 hrs | 17.3 hrs | 25 hrs | 25 hrs | Reflects the level of post-16 ETE access set by the YJB |

| Ref. | Indicator Description | Indicator Type | Responsible Officer | 2015-16 Actual | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for target |
|----------|---|--------------------------|------------------------------------|----------------|----------------|----------------|----------------|---|
| DCH2.1.1 | The percentage of pupils, at the end of the Foundation Phase, achieving at least Outcome 5 (the expected outcome) in teacher assessments | PAM Service user outcome | Group Manager (School Improvement) | 89.4% | 87.1% | 89.0% | 91.3% | The target is the aggregation by Central South Consortium of the individual school targets agreed with challenge advisers |
| EDU017 | Percentage of Year 11 pupils at the start of the academic year, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C | PAM Service user outcome | Group Manager (School Improvement) | 59.7% | 61.7 | 63.2% | 64.4% | Reflects that educational attainment is an important national priority, linking as it does to many other strategic objectives, such as reducing unemployment and social exclusion |

| | | | | | | | | |
|----------|--|----------------------------|------------------------------------|------|------|------|------|---|
| | in English or Welsh first language and mathematics' | | | | | | | |
| NEW | Average GCE points score for learners aged 17 | Local service user outcome | Post-16 Specialist Officer | 777 | 806 | 694 | 750 | This national measure fell dramatically across Wales in 2017 because of changes to exams, qualifications and patterns of subjects taken by students. 2017 needs to be seen as a new baseline and re-calibration going forward. The All Wales figure for 2017 was 730. |
| EDU002i | The percentage of 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 | Local service user outcome | Group Manager (School Improvement) | 0.1% | 0.1% | 0.1% | 0.1% | The new approach to education for 14-19 year olds will allow for greater variation in what is taught and should reduce the number of pupils, especially those in local authority care, leaving education without a recognised qualification. |
| EDU002ii | The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August | Local service user outcome | Group Manager (School Improvement) | 0.0% | 0.0% | 0.0% | 0.0% | Target has been set in the expectation that we will maintain full performance. |

| | | | | | | | | |
|---------|--|-----------------------------|------------------------------------|-------|-------|-------|--------|---|
| | that leave compulsory education, training or work based learning without an approved external qualification | | | | | | | |
| EDU003 | Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment | PAM Service user outcome | Group Manager (School Improvement) | 87.5% | 87.9% | 88.4% | TBC | The target is the aggregation by CSC of the individual school targets agreed with challenge advisers |
| EDU004 | 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 | PAM Service user outcomes | Group Manager (School Improvement) | 84.3% | 87.4% | 87.2% | 90.39% | The target is the aggregation by CSC of the individual school targets agreed with challenge advisers. |
| EDU011a | Average point score for pupils in Year 11, at the preceding 31 August, in schools maintained by the local authority | Local service user outcomes | Group Manager (School Improvement) | 528 | 566 | 550 | 570 | The target has been set at a level that acknowledges ongoing activity to improve performance, which has enabled us to exceed our targets in the last three years. <i>Please note that this from 2016-2017 academic</i> |

| | | | | | | | | |
|----------|---|-----------------------------|--|-------|-------|-------|-------|--|
| | | | | | | | | <i>year : this is based on a Year 11 cohort rather than those aged 15 years.</i> |
| EDU016a | Percentage of pupil attendance in primary schools | PAM service user outcomes | Group Manager (Integrated Working) | 95.1% | 95.3% | 95.7% | 95.7% | Target set based on actual performance of 95.3% for 2016-2017 |
| EDU016b | Percentage of pupil attendance in secondary schools | PAM service user outcomes | Group Manager (Integrated Working) | 94.3% | 94.5% | 95.1% | 95.1% | Target set based on actual performance of 94.5% for 2016-2017 |
| EDU015a | Percentage of final statements of special education need issued within 26 weeks: (a) including exceptions; | Local service user outcomes | Group Manager (Business, Strategy and Performance) | 81.7% | 62.7% | 90% | 71% | Target has been set due to number of new cases that have a complexity that attract an exception to the 26-week requirement |
| EDU015b | Percentage of final statements of special education need issued within 26 weeks: (b) excluding exceptions | Local service user outcomes | Group Manager (Business, Strategy and Performance) | 100% | 100% | 100% | 100% | Part b of EDU015 excludes cases that are exceptions to the 26-week requirement and, therefore, a target of 100% is justified. |
| EDU006ii | 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 | Local service user outcomes | Group Manager (School Improvement) | 6.7% | 5.2% | 5.5% | 7.1% | Target 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 YGG Llangynwyd (these are the only pupils who will be assessed in Welsh |

7.2 Health and safety risks

| Risk Ref | Risk Title | Risk Description | Initial Risk score | | | Mitigation | Contingency | Residual Risk Score | | | Owner | | | | | | | | | | | | | | | |
|---|--|--|--------------------|--------------|-------|---|---|---------------------|--------|-------|--------------------|---------------|---------------------|----------|--------------------------|------------|----------------|-------------------------|--------------------------------|--|------------------------|--|--|------------------------|--------------------|--|
| | | | Likelihood (1-6) | Impact (1-4) | Total | | | Likelihood | Impact | Total | | | | | | | | | | | | | | | | |
| ACTIONS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Strategy being taken forward through the Schools Transport Advisory Group (STAG). Maesteg School drop-off work is now complete as are Pencoed Comprehensive School, Tondy Primary School and Archdeacon John Lewis Church in Wales Primary School. Second phase schemes identified and are now being taken forward including Coety Primary School (currently in design), Caerau Primary School, St Mary's and St Patrick's RC School, Litchard Primary School and Bryntirion Comprehensive School. Camera car funding approved. Additional zebra crossing identified as necessary at Maesteg School. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| HS10 ***(NEW) | Lath and plaster ceilings | There is a risk that Lath and plaster ceilings across many of our older schools are at risk of collapse, as has been demonstrated by 6 recent incidents. | 4 | 4 | 16 | Ongoing programme of works across our schools with the most significant issues. Development of a long-term strategy. | Ensure public liability insurance covers this type of incidence | 4 | 4 | 16 | Corporate Property | | | | | | | | | | | | | | | |
| ACTIONS | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budget continues to be allocated through capital and minor works and repairs and maintenance where available. New build schools will mitigate, in particular Pencoed Primary School, although as age of problem schools increase, so too is risk. Funding limitations in general are unlikely to allow a full programme of assessment/replacement. Nevertheless, a Lath and plaster budget shortfall agreed by CPG of £110k was agreed in 2016-2017. The following schools have already had remedial work undertaken: | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>Establishment</th> <th>Description of Work</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Blaengarw Primary School</td> <td>Staff room</td> <td>Work completed</td> </tr> <tr> <td>Cwmfelin Primary School</td> <td>Various classrooms (two areas)</td> <td>Work completed (two areas) further areas to address to ensure whole building is safe from any lath and plaster issues.</td> </tr> <tr> <td>Ffaldau Primary School</td> <td>Classroom where roof work was taking place and part of another</td> <td>Work complete – further areas to address</td> </tr> <tr> <td>Pencoed Primary School</td> <td>Various classrooms</td> <td>Work complete – visible defective areas only</td> </tr> </tbody> </table> | | | | | | | | | | | | Establishment | Description of Work | Comments | Blaengarw Primary School | Staff room | Work completed | Cwmfelin Primary School | Various classrooms (two areas) | Work completed (two areas) further areas to address to ensure whole building is safe from any lath and plaster issues. | Ffaldau Primary School | Classroom where roof work was taking place and part of another | Work complete – further areas to address | Pencoed Primary School | Various classrooms | Work complete – visible defective areas only |
| Establishment | Description of Work | Comments | | | | | | | | | | | | | | | | | | | | | | | | |
| Blaengarw Primary School | Staff room | Work completed | | | | | | | | | | | | | | | | | | | | | | | | |
| Cwmfelin Primary School | Various classrooms (two areas) | Work completed (two areas) further areas to address to ensure whole building is safe from any lath and plaster issues. | | | | | | | | | | | | | | | | | | | | | | | | |
| Ffaldau Primary School | Classroom where roof work was taking place and part of another | Work complete – further areas to address | | | | | | | | | | | | | | | | | | | | | | | | |
| Pencoed Primary School | Various classrooms | Work complete – visible defective areas only | | | | | | | | | | | | | | | | | | | | | | | | |

| Risk Ref | Risk Title | Risk Description | Initial Risk score | | | Mitigation | Contingency | Residual Risk Score | | | Owner |
|----------|-----------------------------|--|--------------------|--------------|-------|---|-------------|---------------------|--------|-------|-------|
| | | | Likelihood (1-6) | Impact (1-4) | Total | | | Likelihood | Impact | Total | |
| | | A plaster programme of works (£100k plus carry over) on site at: | | | | | | | | | |
| | Nantyffyllon Primary School | Works required to all classrooms x 12 plus 2 x halls and 4 cloaks. | | | | Some significant issues at start of new academic year 2017-2018 with fall of ceiling in infant hall. Majority of this school building requires works. Some areas of ceiling were covered using chicken wire (source 1999 data records). | | | | | |
| | Penybont Primary School | Lath and plaster hidden under suspended ceilings (Two failures in toilet and library). | | | | Start work in library and staffroom over half-term other areas in summer holidays 2017. | | | | | |
| | Ffaldau Primary School | Further areas surveyed and description of works. | | | | | | | | | |
| | | CAD plans on CPD updated for schools, showing the areas/rooms where L&P works have taken place | | | | | | | | | |

7.3 Corporate Risks

| Priority Theme | Risk Description | Potential Impact | Inherent Risk Score | Risk Reduction Measures | Risk Owner | Residual Risk Score |
|--|---|--|--|---|--|--|
| Helping people to be more self-reliant Smarter use of resources | Supporting vulnerable children, young people and their families: If the Council in conjunction with partners does not transform services it will not be able to provide quality care to vulnerable children, young people and their families in the face of increasingly complex needs, stretched budgets and a | The safety and physical and mental health of children and young people might be compromised as they are exposed to adverse childhood experiences. Children and young people may not thrive. They may not be confident and caring throughout their lives, exercising responsibility and knowing and receiving their | Likelihood - 6 Impact - 4 Total - 24 | The council will reduce adverse childhood experiences and demand on services by investing in early help and intervention programmes. A Remodelling Board oversees the planning of new models of service delivery. The Social Services and Wellbeing (Wales) Act 2014 | Corporate Director Social Services and Wellbeing Corporate Director Education | Likelihood - 5 Impact - 4 Total - 20 |

| Priority Theme | Risk Description | Potential Impact | Inherent Risk Score | Risk Reduction Measures | Risk Owner | Residual Risk Score |
|----------------|---|--|---------------------|--|--------------------|---------------------|
| | changing organisational and legislative/regulatory environment. | <p>rights.</p> <p>As adults they may not contribute to society and be economically active.</p> <p>Patterns of behaviour, such as poor parenting will be repeated in subsequent generations.</p> <p>Costs will outstrip the resources available as old patterns of care continue in the face of increasing need,</p> <p>The reputation of the council will suffer if it fails children and the community and does not implement the Social Services and Wellbeing Act (Wales) 2014.</p> <p>Resources that could be used elsewhere are used to manage the transition of Bridgend locality to Cwm Taf</p> | | <p>has been implemented and training has been carried out to ensure that the Council meets its duties.</p> <p>The Child Protection Register and looked after children fluctuate, but are subject to robust monitoring.</p> <p>The Council strives for stability and permanence for looked after children, bringing more back to the County so that they are nearer their homes in lower cost safe environments. The remodelling of Children's Residential Services will create flexible placement options in line with each persons assessed need.</p> <p>There is an earmarked reserve for looked after children that supports the service area</p> <p>The Council will deliver both the Early Help and Intervention Strategy and the Placement and Permanency Strategy to vulnerable groups.</p> <p>Early Help locality hubs work with families in a joined-up</p> | and Family Support | |

| Priority Theme | Risk Description | Potential Impact | Inherent Risk Score | Risk Reduction Measures | Risk Owner | Residual Risk Score |
|----------------|------------------|------------------|---------------------|---|------------|---------------------|
| | | | | <p>way.</p> <p>There are strong link between children's social care and early help and intervention services. A multi-agency safeguarding hub is being developed to improve outcomes.</p> <p>The Council ensures that robust mechanisms are in place to identify and provide appropriate services to children at risk from child sexual exploitation.</p> <p>The Council is continuing to provide good information, advice and assistance.</p> <p>Services are developed which will help children transition into adulthood.</p> <p>There are ongoing discussions with Cwm Taf, other stakeholders, Councillors and members of staff around the move of the Bridgend locality of ABMU.</p> <p>The service is working hard on absence management and the retention of staff.</p> | | |

| Priority Theme | Risk Description | Potential Impact | Inherent Risk Score | Risk Reduction Measures | Risk Owner | Residual Risk Score |
|----------------------------------|--|--|---|--|---|---|
| Links to all key priority themes | <p>School modernisation:</p> <p>If the Council is unable to commit to sufficient investment then it will not be able to deliver all the projects under Band B of the programme.</p> | <p>Insufficient school places of the right type in the right parts of the County Borough</p> <p>Inefficient use of resources due to a mismatch in supply and demand for places</p> <p>Deteriorating condition of school buildings that have to be retained, including higher running costs and increased health and safety issues.</p> <p>A negative impact on pupil's learning and wellbeing and a reduction in opportunity.</p> <p>A loss of reputation of the council due to parental frustration at availability of school places.</p> | <p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p> | <p>The school modernisation work stream of the strategic review looked at data in order to prioritise future investment in schools and five projects are considered the priority Band B schemes.</p> <p>An expression of interest in Band B has been made to WG and WG have confirmed that the Band B programme will be funded with intervention rates of 50% for capital projects and 75% for mutual investment model projects.</p> <p>The total capital investment required could be in the region of £60m to £70m. The Council will now decide what it is prepared to commit to funding.</p> <p>Planned capital receipts already committed and ring fenced from the sale of school sites are retained for school modernisation. Any change to this commitment would require Council approval.</p> <p>Consideration and early planning for Band C is</p> | <p>Corporate Director</p> <p>Education and Family Support</p> | <p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p> |

| Priority Theme | Risk Description | Potential Impact | Inherent Risk Score | Risk Reduction Measures | Risk Owner | Residual Risk Score |
|------------------------------|---|--|---|---|---|---|
| | | | | commencing through 2019-2024. | | |
| Links to all priority themes | <p>The implementation of the Additional Learning Needs Reform Bill:</p> <p>If the Council does not successfully implement the forthcoming Additional Learning Needs and Educational Tribunal legislation then expectations, experiences and outcomes for children and young adults will not be transformed and there will not be a fully inclusive education system in the County Borough.</p> <p>If the educational Inclusion Service is not resourced to meet the requirements of the Bill then it may not be able to adapt and fully support the education of children and young adults aged 0-25 with additional learning needs (ALN).</p> | <p>If ALN are not identified quickly enough, timely interventions may not be in place for children and young adults aged 0 to 25 as demand increases/changes and they may not overcome barriers to learning and achieve their full potential.</p> <p>Beginning in 2020, pupils will start to transfer to Individual Development Plans (IDPs), prioritised by their need. Implementation should be completed by 2023. This will replace the existing statutory and non-statutory plans</p> <p>There is uncertainty about the cost of implementing the ALN reform with regards to the extension of the age range to 0-25 and the possible increase in number of IDPs and the increase in responsibility of schools and further education with regards to IDPs.</p> | <p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p> | <p>The ALN Code will ensure that the new system has a set of clear, legally enforceable parameters. This will impose mandatory requirements on the Council in prospect of information and advocacy services.</p> <p>Welsh Government has published a suit of materials to help interested parties understand the reforms</p> <p>A draft Code of Practice, which details how schools and local authorities are to implement the new system, will be published and consulted on next year. It will include a mandatory template for IDPs,</p> <p>There will be ALN transformation leads, on the education consortia footprint. They will support the delivery of the programme. They will oversee training and awareness raising and facilitate improvements in</p> | <p>Corporate Director</p> <p>Education and Family Support</p> | <p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p> |

| Priority Theme | Risk Description | Potential Impact | Inherent Risk Score | Risk Reduction Measures | Risk Owner | Residual Risk Score |
|----------------|------------------|------------------|---------------------|--|------------|---------------------|
| | | | | <p>multi-agency working</p> <p>ALN Innovation Fund projects are being developed. BCBC will receive £60k upon completion of projects in 2017-2018.</p> <p>There is a focus on workforce development including suitable training for ALN Co-ordinators (ALNCos).</p> <p>The Scrutiny and Overview Committee is making recommendations to Cabinet with a small number being forwarded to Welsh Government for consideration as part of the Bill and ALN reform.</p> <p>There will be improved collaboration and information sharing between agencies, particularly with Bridgend College,</p> | | |

8 Key and glossary

Risk matrix

Residual points 15 and above to be considered high risk

Risk Score Matrix

| | | | | | | |
|----------|------------------|-----------------|----------|----------|--------|---------------|
| Impact ↑ | Very significant | 5 | 10 | 15 | 20 | 25 |
| | Significant | 4 | 8 | 12 | 16 | 20 |
| | Moderate | 3 | 6 | 9 | 12 | 15 |
| | Low | 2 | 4 | 6 | 8 | 10 |
| | Insignificant | 1 | 2 | 3 | 4 | 5 |
| | | Highly unlikely | Unlikely | Possible | Likely | Highly Likely |
| | | Likelihood → | | | | |

Key to Indicators:

- V Value for money
- O Service user outcome
- P internal processes
- C Organisational capacity
- CP Corporate Plan indicator
- L Local indicator
- PAM Public Accountability Measure
- N National indicator
- CPA Corporate Performance Assessment indicator

| | |
|-----------------------|--|
| ALN | Additional Learning Needs |
| CSI | Core subject indicator - this is a measure of how many learners achieved the expected level in each of the core subjects (ie English or Welsh, mathematics and science) in combination |
| CSC | Central South Consortium (Commissioned School Improvement Service) |
| DEWIS | A national website which provides information and advice about the public's well-being |
| E&FS | Education and Family Support Directorate |
| Estyn | The name of Her Majesty's Inspectorate of Schools/Education in Wales |
| ETE | Education, training and employment - (specifically in relation to the barriers young people in the youth justice system face in engaging in education, training and employment) |
| Families First | A Welsh Government initiative and grant programme aimed at improving early intervention and preventative services for children, young people and their families. |
| FSM | Free school meals |
| eFSM | Eligible for free school meals |
| nFSM | Not eligible for free school meals |
| FTE | Full-time equivalent (in the context of human resources) |
| FTE | First-time entrants (in the context of youth justice) |
| H&S | Health and safety |
| ICT | Information and communication technology |
| IFSS | Integrated Family Support Service - provides services for families in greatest need, particularly those experiencing parental substance misuse and domestic violence. |
| JAFF | Joint Assessment Family Framework |

| | |
|--|---|
| LAC | Looked after children |
| Level 1 Threshold (L1) | A volume of qualifications at Level 1 equivalent to the volume of 5 GCSEs at grade D-G |
| Level 2 Inclusive Threshold (L2+) | 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 |
| Level 2 Threshold (L2) | A volume of qualifications at Level 2 equivalent to the volume of 5 GCSEs at grade A*-C |
| Level 3 Threshold (L3) | A volume of qualifications at Level 3 equivalent to the volume of 2 A levels at grade A*-E |
| LSKIP | Learning, Skills and Innovation Partnership - is supported within the context of the Welsh Government Policy Statement on Skills and the Skills Implementation Plan |
| MASH | Multi-Agency Safeguarding Hub - a co-located team of partner agencies that act as a single point of contact for safeguarding concerns. |
| MTFS | Medium-Term Financial Strategy |
| NEET | Not in Education, Employment or Training |
| OBC | Outline Business Case |
| PEP | Personal Education Plan |
| PSB | Public Services Board |
| PRIP | Planning and Review In Partnership |
| RCT | Rhondda Cynon Taf |
| SEN | Special education needs |
| SHEP | School Holiday Enrichment Programme - a school-based programme that provides healthy meals, food ALN and nutrition education, physical activity and enrichment sessions to children in areas of social deprivation during the summer holidays |

| | |
|--------------------------|--|
| SMART/AMR SOC | Energy meters that can digitally send meter readings to an energy supplier Strategic Outline Case |
| TAF | Team Around the Family |
| Western Bay | The geographical area covered by the Bridgend, Neath Port Talbot and Swansea councils |
| Wider Point Score | A standard measure for all qualifications approved for use in Wales |
| WG | Welsh Government |
| YEPF | Youth Engagement and Progression Framework |
| Youth Guarantee | A national initiative that aims to ensure that all young people under 25 receive a good-quality, concrete offer of a job, apprenticeship, traineeship or continued education within four months of leaving formal education or becoming unemployed |

DRAFT

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



**Finance Service
Business Plan 2018-2019
One Council Working Together to Improve Lives**

Foreword

Bridgend County Borough Council **Working Together to Improve Lives**

Our Business Plan 2018-2019 outlines the key areas of our work within the Service for the year. Our work is both internal to the work of safeguarding the finances of the Council and more external in supporting our colleagues in other Directorates. It also has an element of supporting work external to the Council with projects such as City Deal, Universal credit and the redevelopment of key areas and working with others. We will be actively supporting other directorates in the delivery of the Corporate Plan, the Transformation Programme and the Medium Term Financial Strategy, while delivering our own improvement objectives and budget reduction requirements. Our aim is to continue to provide the best support that we can over the coming year, focusing our efforts on making best use of our limited resources at all times.

We have an ambitious year ahead. We are aiming for a faster closing process with the accounts completed and audited by the end of July 2018. We are implementing the digitalisation of Council tax services and Housing benefit to enable our citizens to access the services in the way they have requested. Universal credit will be rolled out across the Borough during 2018, and we will need to be proactive and supportive to our most vulnerable citizens.

Between 2018-19 and 2021-22, the Council is expecting to have to make budget reductions of around £32.6 million and this will be a significant challenge that will require the Council to make many difficult decisions about what services can be maintained and what cannot. The Finance Service's aim is to help minimise the impact of reduced funding on the services that we provide to our citizens by helping to identify budget reductions from making smarter use of the resources we have available across the whole Council. The Finance Service will have a key role to play in supporting the fulfilment of this aim, both in terms of our own activity but also in supporting others to ensure that we are continually striving to reduce our cost base by increasing efficiency and productivity, eliminating waste and duplication and developing new, more cost effective models of service delivery.

Cllr H. Williams

Cabinet Member

G M Lewis
Corporate Director

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1. Introduction

The Bridgend County Borough Council’s Corporate Plan 2018-22 sets out the Council’s key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This directorate business plan identifies the contribution that Finance Directorate will make in 2018-19 to the Council’s improvement priorities. It describes the continuing core services that the directorate provides, contains an assessment of the directorate’s achievements in 2017-18 and presents the directorate’s priorities and commitments for 2018-19.

For each directorate priority the action plan details what actions will be taken and how success will be measured. Corporate risks are detailed in the appendix.

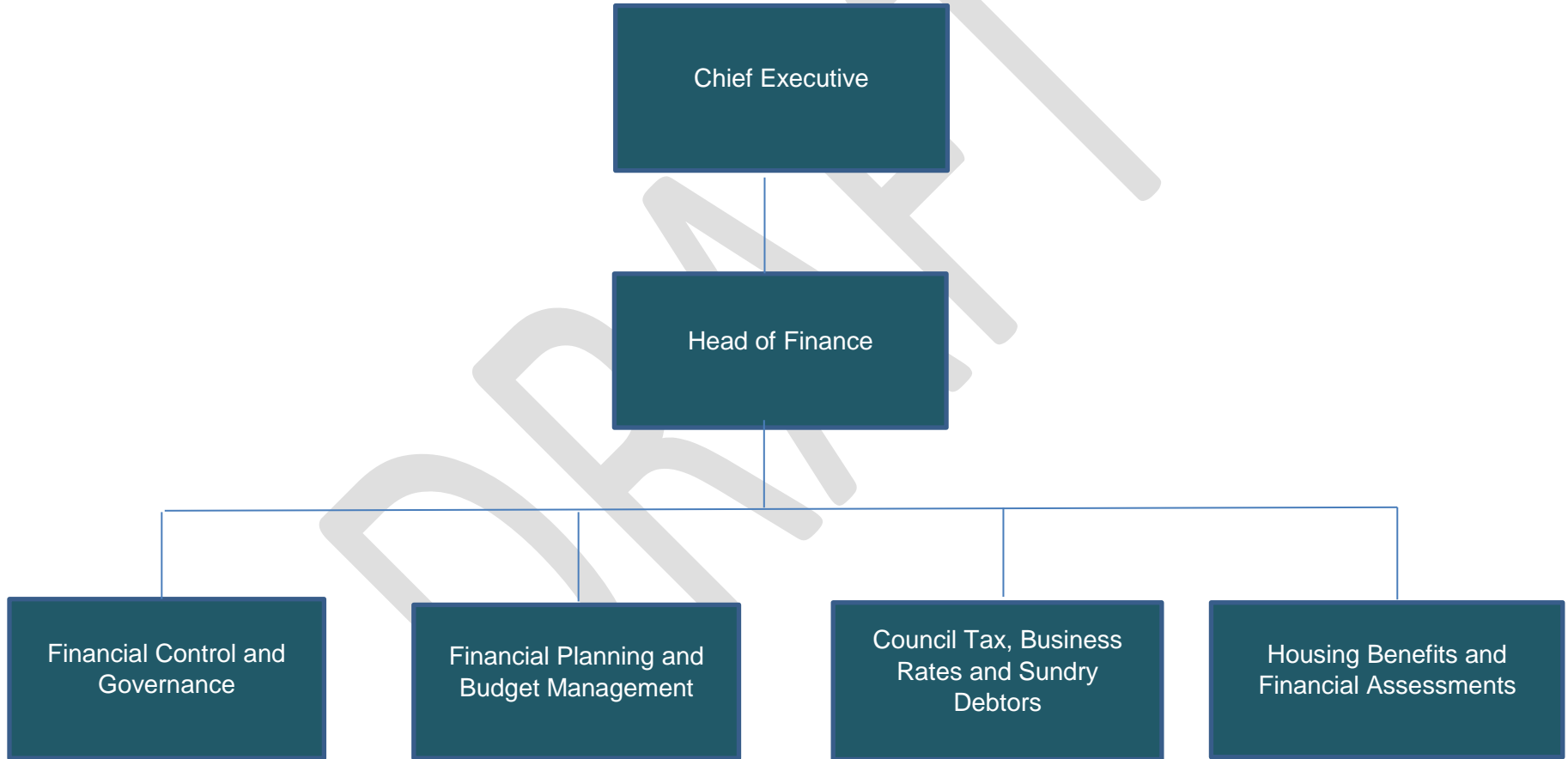
The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this plan and our achievements will be published in the annual report.

2. Organisational structure

The diagram below shows the main areas of activity for which the directorate is responsible



3. Resources

3.1 Staff

| Service Area | 31.12.2016 | | 31.12.2017 | | Rationale for change in FTE |
|------------------------------------|---------------|------------|---------------|------------|---|
| | FTE | Headcount | FTE | Headcount | |
| Benefits and Financial Assessments | 40.86 | 48 | 40.86 | 48 | Vacant positions in 2017-18 will be deleted as part of MTFS savings |
| Revenues | 25.37 | 30 | 25.37 | 30 | Vacant position in 2017-18 will be deleted as part of MTFS savings |
| Finance | 53.17 | 57 | 54.17 | 52 | Vacant positions in 2017-18 will be deleted as part of MTFS savings |
| DIRECTORATE | 119.40 | 135 | 120.40 | 130 | |

3.2 Workforce Planning

Critical workforce issues that are expected during the year which impact on the Directorate's ability to deliver its improvement priorities, Medium Term Financial Strategy (MTFS) commitments and other key services. Issues may include, but are not limited to, the following:

- Skills gap/shortages
- Succession planning
- Recruitment challenges/hard to fill posts
- Legislative impact
- Retention challenges
- Staffing reduction implications

| Workforce issues | Actions | Strategic links | Responsible Officer | Target Date |
|--|---|-----------------|---------------------|-------------|
| To ensure the sustainability of the Finance function | Review age profile of workforce and identify potential risks and action plan to mitigate | N/A | Head of Finance | March 2019 |
| To ensure the sustainability of the Finance function | Identify appropriate opportunity to create trainee posts/apprenticeships within the directorate | N/A | Head of Finance | March 2019 |

3.3 Finance

| Budget | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 |
|--------------------------------|----------------|----------------|------------------|------------------|------------------|
| | Approved £,000 | Approved £,000 | Indicative £,000 | Indicative £,000 | Indicative £,000 |
| FINANCE | | | | | |
| Senior Management | 244 | 243 | 243 | 243 | 243 |
| Accountancy | 1,452 | 1,458 | 1,381 | 1,381 | 1,381 |
| Risk Management and Insurances | 94 | 93 | 93 | 93 | 93 |
| Exchequer | 175 | 181 | 181 | 181 | 181 |
| Housing benefits Admin | 689 | 686 | 578 | 578 | 578 |
| Taxation and Sundry Debtors | 41 | 25 | -50 | -50 | -50 |
| Payments to HB Claimants | -5 | -172 | -172 | -172 | -172 |
| Bank Charges and Audit Fees | 404 | 404 | 404 | 404 | 404 |
| General Fund | 1 | 1 | 1 | 1 | 1 |
| | | | | | |
| Net Budget Total | 3,095 | 2,919 | 2,659 | 2,659 | 2,659 |

3.4 Future Property Needs

Currently, the Finance service operates from the Raven's Court offices in Bridgend, with Taxation and Benefits teams occupying one wing and Accountancy and Financial Planning occupying approx. 70% of a second wing, all on a 1:1 staff/desk ratio. As the Council seeks to rationalise its operational estate, the whole service will move to Civic Offices when a commercial tenant for Raven's Court can be secured by the Council. When this takes place, the team will make use of improvements in technology to work in a more agile way and it is expected that the staff/desk ratio will increase to 3:2, reducing the overhead costs of the service

4. Key Achievements

- Signed up to the Welsh Government programme for the development of the business plan for the Cardiff Capital Region City, with the aim of helping boost economic growth across the region by increasing skills and improving transport links through projects including the South East Wales Metro.
- Supported the development of a Business Improvement District (BID) in Bridgend Town Centre. In all, 84 businesses out of 128 voted in support of the trader-led proposal designed to give local businesses an opportunity to have a say on whether they wanted to have a direct involvement in the future development of the town centre.
- Achieved £5.632m (75%) of the planned savings proposals of £7.477m, with the remaining £1.845m achieved through alternative savings through the maximisation of grant and other income and strict vacancy management.
- Committed to develop a range of automated and online services that are easy for citizens to use. The Digital Transformation programme will put our customers at the core of what we do by making our services more accessible online so that residents can pay for council products and report any local issues with the click of a few buttons.

5. Commitments, milestones and indicators (linking to Corporate Plan)

5.1 Priority 1 – Supporting a successful economy

| | | | | |
|-------------------------|--|--|----------------------------|-----------------------|
| Aim 1.1 | To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough | | | |
| Commitment 1.1.1 | Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages. | Those who can help us / partners: <ul style="list-style-type: none"> • The Cardiff Capital Regional Skills and Employment Board; • Cardiff Capital Regional LAs; • Bridgend Public Services Board partners | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 1.1.1.1 | To facilitate an increase in opportunities for apprenticeships in Finance and improve skill levels. | N/A | Head of Finance | March 19 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|-------------|--------------------------------------|----------------|---------------------|----------------|----------------|----------------|--|
| Fin1 | The number of apprentices in Finance | Local, CPA | Head of Finance | N/A | 1 | 2 | To support the corporate plan target and see an increase in apprenticeship opportunities |

5.2 Priority 2 - Helping people to be more self-reliant

| Aim 2.4 To support the third sector, town and community councils and community groups to meet local needs | | | | | | | |
|---|---|----------------|---------------------|----------------|---|---|---|
| Ref. | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale |
| New | Number of citizens supported by new arrangements. | Local, O | Head of Finance | N/A | N/A | Baseline year | N/A |
| Fin.2 | In year collection rate achieved of BID levy. | Local, V | Head of Finance | N/A | 80% of in year business rates collection rate | 85% of in year business rates collection rate | Expected to be challenging to collect due to some opposition; however collection rate expected to increase in year 2. |

| Commitment 2.4.1 | Work with partners and the third sector to identify the best way of providing services within local communities | Those who can help us: | | |
|------------------|--|--------------------------|--|----------------|
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.4.1.1 | To procure and implement third sector support to mitigate the impact of welfare reform. | N/A | Head of Finance | March 2019 |
| 2.4.1.2 | Implementation of Universal Credit (UC) live service – manage the increase in demand for local support services (digital and personal budgeting support) | N/A | Benefits and Financial Assessments Manager | June 2018 |

5.3 Priority 3 – Smarter use of resources

| Aim 3.1 | To achieve the budget reductions identified in the Medium Term Financial Strategy | | | | | | |
|-------------|---|-------------------|---------------------|----------------|----------------|----------------|--|
| Ref. | Success Indicator Description | Indicator type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale |
| DRE 6.1.1 | Percentage MTFS budget savings achieved | Local, V, CPA, CP | Head of Finance | 75% | 100% | 100% | Budget reduction planned to achieve all savings required |
| Fin 3.1.2.1 | Value of proposed budget reductions achieved (Finance Team only) | Local, V, CPA | Head of Finance | £187,000 | £414,000 | £231,000 | Budget reduction planned to achieve all savings required |

| | | | | |
|-------------------------|---|---------------------------------|----------------------------|-----------------------|
| Commitment 3.1.1 | Implement the planned budget reductions identified in the 2018-19 budget. | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.1.1.1 | Monitor MTFS budget savings proposals 2017-18 on a monthly basis | N/A | Head of Finance | March 2019 |

| | | | | |
|-------------------------|---|---------------------------------|----------------------------------|-----------------------|
| Aim 3.2 | To improve the efficiency of and access to services by redesigning our systems and processes | | | |
| Commitment 3.2.1 | Automate most common internal processes to reduce transaction costs and streamline processes | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.2.1.1 | Increase proportion of feeder files used for invoice payments to reduce the number of manual invoices | N/A | Group Manager – Chief Accountant | March 2019 |

| | | | |
|--|-----|-----------------|-------------|
| Go-live of initial online services to citizens | N/A | Chief Executive | Spring 2018 |
| Online Council Tax account management available | N/A | Head of Finance | Spring 2018 |
| Online Benefits account management available (new claims and changes in circumstances) | N/A | Head of Finance | Spring 2018 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------------|---|----------------|----------------------------------|----------------|----------------|----------------|--|
| DRE 6.2.3 | The percentage of undisputed invoices paid by the Council within 30 days of receipt | Local, O | Group Manager – Chief Accountant | 95.86% | 96% | 97% | Percentages of Undisputed Invoices paid within 30 days |

| | | | |
|--|--|---------------------------------|----------------------------|
| Aim 3.3 | To make the most of our physical assets, including school buildings | | |
| Commitment 3.3.4. | Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate. | Those who can help us: | |
| Milestones | | Transformation Programme | Responsible Officer |
| | | 2018-19 Target | |
| 3.3.4.1 Budgets realigned, monitoring systems set up and charging mechanisms and SLAs agreed | | N/A | Head of Finance |
| | | | March 2019 |

| Aim 3.4 | To develop the culture and skills required to meet the needs of a changing organisation | | | | | | |
|-----------|---|----------------|---------------------|----------------|----------------|----------------|--|
| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
| CHR002vii | The number of working days/shifts per full time equivalent (FTE) Directorate employees lost due to sickness absence | Corporate | Gill Lewis | 9.15 | 9.78 | 9.78 | Corporate Target |
| FIN3.4.1 | The number of working days lost per FTE through industrial injury (Finance) | Local | Gill Lewis | 0 | 0.008 | TBC | Set through Health and Safety Management Group |
| FIN3.4.2 | The number of industrial injury instances (Finance) | Local | Gill Lewis | 0 | 1 | TBC | Set through Health and Safety Management Group |

6. Other directorate priorities and performance measures

| Commitment F.1 | Supporting Transformational Projects | Those who can help us: | | |
|--|--------------------------------------|---|---|----------------|
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| F.1.1 Provide finance support to Directorate Transformation Projects | | <ul style="list-style-type: none"> Remodeling Adult Social Care, Remodeling Children's Services, Successful Economy Programme, School Modernisation etc | <ul style="list-style-type: none"> Group Manager-financial planning & budget management Finance Managers and Accountants within the Finance Teams | March 2019 |

| | | | | |
|---|----------------------------------|---|--|-----------------------|
| Commitment F.2 | Supporting Grant Funded Projects | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| F.2.1 Provide finance support for large grant funded projects e.g. Caerau Heat Network, PRIF, 21 st Century Schools, Funding Flexibilities | | <ul style="list-style-type: none"> • Successful Economy Programme, • School Modernisation | Group Manager-financial planning & budget management | March 2019 |

| | | | | |
|---|--------------------------------|---------------------------------|----------------------------|-----------------------|
| Commitment F.3 | Implementation of MTFS targets | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Supporting and Challenging Directorates in implementation of MTFS targets and Financial Improvement Plans | | N/A | Head of Finance | March 2019 |

| | | | | |
|--|--------------------------------|---------------------------------|---|-----------------------|
| Commitment F.4 | Implementation of MTFS targets | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| F.4.1 Providing relevant financial information to support work in progress to realign health boundaries. | | N/A | Finance Manager Social Services and Wellbeing | March 2019 |

| | | | | |
|---|---|---------------------------------|----------------------------------|-----------------------|
| Commitment F.5 | To ensure that Suppliers are paid in a timely manner to improve the economy | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| F.5.1 Quarterly monitoring of Percentage of Undisputed Invoices paid within 30 days | | N/A | Group Manager – Chief Accountant | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|-----------|---|----------------|----------------------------------|----------------|----------------|----------------|---|
| DRE 6.2.3 | Percentage of Undisputed Invoices paid within 30 days | Local, O | Group Manager – Chief Accountant | 95.86% | 96% | 97% | That the vast majority of undisputed invoices are paid by the Council within 30 days of receipt |

| | | | | | | | |
|--|--|-------------------------------|---------------------------------|--|-----------------------|--|--|
| Commitment F. 6 | Managing the Move to Faster Closing in accordance with Statute | Those who can help us: | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| F.5.1 Ensuring that the Statement of Accounts is prepared audited and approved in accordance with the Accounts and Audit (Wales) Regulations 2016. | | | N/A | Finance Manager Financial Control and Closing | March 2019 | | |

| | | | | | | | |
|--|--|-------------------------------|---------------------------------|--|-----------------------|--|--|
| Commitment F. 7 | Actively managing the Investments of the Council | Those who can help us: | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| F.6.1 Ensuring that Investments are made in accordance with the CIPFA Code and Welsh Government Guidance with an appropriate balance between risk and return | | | N/A | Finance Manager Financial Control and Closing | March 2019 | | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|---------|---|----------------|--|----------------|----------------|----------------|--|
| F.6.1.1 | BCBC Average Rate of Return on Investments at Year end/ Average Bank Rate for the Year (greater than 1 means outperforming bank rate) | Local, p | Finance Manager Financial Control and Closing | 1.57 | 1.6 | 1.7 | To ensure that the Council adheres to its Investment Strategy. |

| | | | | |
|---|--|---------------------------------|--|-----------------------|
| Commitment F. 8 | Compliance target on Council's VAT Claims Submission | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Ensure the VAT return is submitted before deadline over the financial year (efficient cash flow, lower is better) | | N/A | Finance Manager – Governance and Exchequer | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------------|---|----------------|---|----------------|----------------|----------------|--|
| DRE6.12.1 | Average time taken to process housing benefit (HB) and council tax reduction (CTR) new claims | Local - O | Benefits & Financial Assessment Manager | 12.5 | 16 days | 16 days | Target set to maintain current performance |
| DRE6.12.2 | Average time taken to process housing benefit (HB) and council tax reduction (CTR) changes | Local - O | Benefits & Financial Assessment Manager | 4 | 6 days | 6 days | Target set to maintain current performance |
| FIN NEW | Council tax - In year collection rate | Local - P | Revenues Manager | N/A | 97.1% | 97.1% | Target set to maintain current performance |

| | | | | |
|--|---|---------------------------------|----------------------------|-----------------------|
| Commitment F.9 | To support citizens to be more self-reliant | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| F.8.1 To support citizens through the provision of direct payments | | N/A | Head of Finance | March 2019 |

| | | | | |
|---|--|---------------------------------|----------------------------|-----------------------|
| Commitment F.10 | To update the Financial Scheme for Schools | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Revised Scheme approved by Council and disseminated and | | N/A | Head of Finance | March 2019 |

| | | | |
|-------------------------|--|--|--|
| communicated to schools | | | |
|-------------------------|--|--|--|

| | | | | |
|---|--|---------------------------------|----------------------------|-----------------------|
| Commitment F.11 | To develop a Capital Strategy for approval by Council | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| To develop a capital strategy in line with CIPFA guidance, for approval by full Council | | N/A | Head of Finance | March 2019 |

7. Key Directorate Risks (15+ residual risks)

Below is a summary of key risks only, including pertinent corporate risks. For more information about corporate risks, please refer to the Corporate Risk Register.

| Ref | Risk Description | Risk Type | Potential Impact | Inherent Risk Score | Mitigation Action | Risk Owner | Residual Risk Score |
|-----|--|-----------|--|---|--|-----------------|---|
| | <p>Making the cultural change necessary to deliver the Medium Term Financial Strategy (MTFS):</p> <p>If the council fails to achieve planned budget reductions through service change and new ways of working then the strain on budgets may become unsustainable compromising the council's financial resilience in the longer term.</p> | Financial | <p>A failure to deliver the MTFS could necessitate the unplanned use of reserves or cuts to services that put vulnerable people at risk.</p> <p>A worsening public realm and an increase in citizen dissatisfaction as Council Tax increases but visible services decrease.</p> <p>Reductions in services important to economic growth and those which</p> | <p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p> | <p>The Council continues to manage its resources very carefully, in accordance with MTFS principles, and make difficult spending decisions and has expanded the budget development process to more proactively consider how the Council might respond to different settlement scenarios.</p> <p>The Council is also working towards making efficiencies as part of its</p> | Head of Finance | <p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p> |

| | | | | | | | |
|--|--|--------------|--|---|--|-----------------|---|
| | | | <p>are preventative in nature.</p> <p>More difficult political choices as potential budget reductions that have previously been rejected have to be revisited.</p> <p>A reduction in the number of staff with the accompanying cost of redundancy payments and increasing pension deficit.</p> | | <p>transformational shift towards digital access to services</p> <p>, its delivery of a more agile workforce, disposal of surplus assets and bringing together its asset management and building maintenance functions.</p> <p>More detailed information on how the Council has mitigated this risk is available in the Corporate Risk Schedule B of the MTFS Strategy 2018/19.</p> | | |
| | <p>Welfare reform:</p> <p>If an increasing number of citizens experience hardship through welfare reform then the wellbeing of citizens will suffer and there will be greater demand on stretched council services</p> <p>Introduction of Universal credit in June 2018</p> | Reputational | <p>Some citizen will be in greater poverty including child and in work poverty.</p> <p>An increase in rent arrears, loss of tenancy and homelessness</p> <p>An increase in anxiety and health problems. Demands on services for vulnerable people are likely to increase at the same time as the Council's resource base reduces.</p> <p>The Council will need to manage the Council</p> | <p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p> | <p>The Council monitors the impact of welfare reforms on citizens on citizens and Council services.</p> <p>Officers are fully apprised of UK Government and WG plans to ensure that the Council understands and can deal with the implications of moving from Housing Benefit (etc.) to UC.</p> <p>The Benefits Service works closely with Housing Associations. When advised by the</p> | Head of Finance | <p>Likelihood - 6</p> <p>Impact - 3</p> <p>Total – 18</p> |

| | | | | | | | |
|--|--|------------------------------|---|---------------------------------|---|------------------|----|
| | | | Tax Reduction (CTR) scheme within its budget. | | DWP of a new benefit cap case, the Benefits Service contacts the affected claimants to discuss their options. More detailed information on how the Council has mitigated this risk is available in the Corporate Risk Schedule B of the MTFS Strategy 2018/19. | | |
| | Unable to recruit members of staff | Operational | Team capacity, stress levels of existing staff, a reduced and non-compliant service | 16 (4 likelihood x 4 impact) | Flexibility in HR policy including use of a specialist recruitment agency | | |
| | Staff turnover and difficulty recruiting skilled project and performance officers to fill vacant posts | Operational/ reputational | Put service at risk | 20 | Alignment of service functions to improve capacity; create a multi-skilled workforce; improve recruitment strategy | Group Manager | 16 |

8. Key and Glossary

A – Key

Risk Matrix

Residual points 15 and above to be considered high risk

| | Impact | | | |
|------------|--------|----|----|----|
| Likelihood | 6 | 12 | 18 | 24 |
| | 5 | 10 | 15 | 20 |
| | 4 | 8 | 12 | 16 |
| | 3 | 6 | 9 | 12 |
| | 2 | 4 | 6 | 8 |
| | 1 | 2 | 3 | 4 |

Key to Indicators:

- V Value for Money
- O Service user outcome
- P internal processes
- C Organisational capacity
- CP Corporate Plan Indicator
- L Local Indicator
- PAM Public Accountability Measure
- N National Indicator
- CPA Corporate Performance Assessment indicator

B – Glossary

Budget - The statement defining the Council's financial plans over a specified period of time, usually a year.

Business Improvement District - A Business Improvement District is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in the local area.

CTR - The Council Tax Benefit Scheme was replaced by the Council Tax Reduction (CTR) scheme in April 2013. The CTR Scheme in Wales is set by Regulations made under Schedule 1B of the Local Government Finance Act 1992 (as inserted by the Local Government Finance Act 2012).

MTFS- Medium Term financial Strategy (MTFS) - A plan expressing how the Council will endeavour to use its resources to support the achievement of its corporate priorities and statutory duties, including the management of financial pressures and risks over a 4 year period.

Council Tax - This is the source of local taxation to the authority. Council tax is levied on households within its area by the billing authority, and includes council tax for Police authorities and Community Councils as well as the authority's own Council tax levy. The proceeds are used for distribution to precepting authorities, and for use by its own general fund.

UC- Universal Credit is a payment to help with a person's living costs, payment of which is dependent on where a claimant lives and their circumstances. Universal Credit will replace the following benefits: Child Tax Credit, Housing Benefit, Income Support, Income -based Jobseeker's Allowance (JSA), Income-related Employment and Support Allowance (ESA) and Working Tax Credit

WG- Welsh Government

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



**Operational and Partnership Services Directorate
Business Plan 2018-2019
One Council Working together to Improve Lives**

Foreword

The Directorate exists to support the Authority in the achievement of its Corporate Priorities and to support the Authority's services. The impact of the Medium Term Financial Strategy (MTFS) across the Authority informs the service priorities of the Directorate but also has an influence on the Directorate. It is understood therefore that this plan requires a strategic and corporate overview to ensure that the Directorate meets the changing needs of the Authority and the public. The plan requires continuous review to ensure the Directorate adapts to meet the changing needs of the Authority and the public who rely on the services of the Directorate.

The Directorate will focus on the Corporate Priorities within the Corporate Plan and corporate projects that feed into it, influenced particularly by the need to support services for future generations. The Directorate's assets are its staff and the skills that they hold. Whilst significant problems in recruitment remain, a strategic approach to workforce planning and support for existing staff has led to an increase in training both informal and formal through apprenticeships, training contracts and this has enabled vacancies to be filled. The Directorate values its staff and is always mindful of the workload of staff and sickness levels. Performance is managed appropriately and monitored regularly. Sickness is managed within policy but with compassion. Workforce planning will bring about changes over the coming year with significant changes to management responsibility and service alignment.

The Directorate is, staffed with people who have a genuine desire to support the Authority, its citizens, and communities, and has an embedded performance culture that is recognised by the Authority as delivering. The last year's achievements are considerable particularly given the extraordinary pressure placed upon staff. The Directorate will continue to develop its inclusive and supportive culture, and will seek to ensure that strategic changes facilitate staff working together to deliver on Corporate Priorities.

The Directorate provides a genuine mix of internal, collaborative, joint and external service provision. The Directorate is well placed for the future and has the culture of working in partnership to enable us to continue to deliver on services.

Cllr D. Patel

Cabinet Member



Corporate Director

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1. Introduction

The Bridgend County Borough Council's Corporate Plan 2018-2022 sets out the Council's key improvement priorities for the next four years and focuses on delivering our vision in order to achieve better outcomes for our citizens.

This directorate business plan identifies the contribution that the Directorate will make in 2018-19 to the Council's improvement priorities. It describes the continuing core services that the directorate provides, contains an assessment of the directorate's achievements in 2017-18 and presents the directorate's priorities and commitments for 2018-19.

For each directorate priority the action plan details what actions will be taken and how success will be measured. Corporate risks are detailed in the appendix.

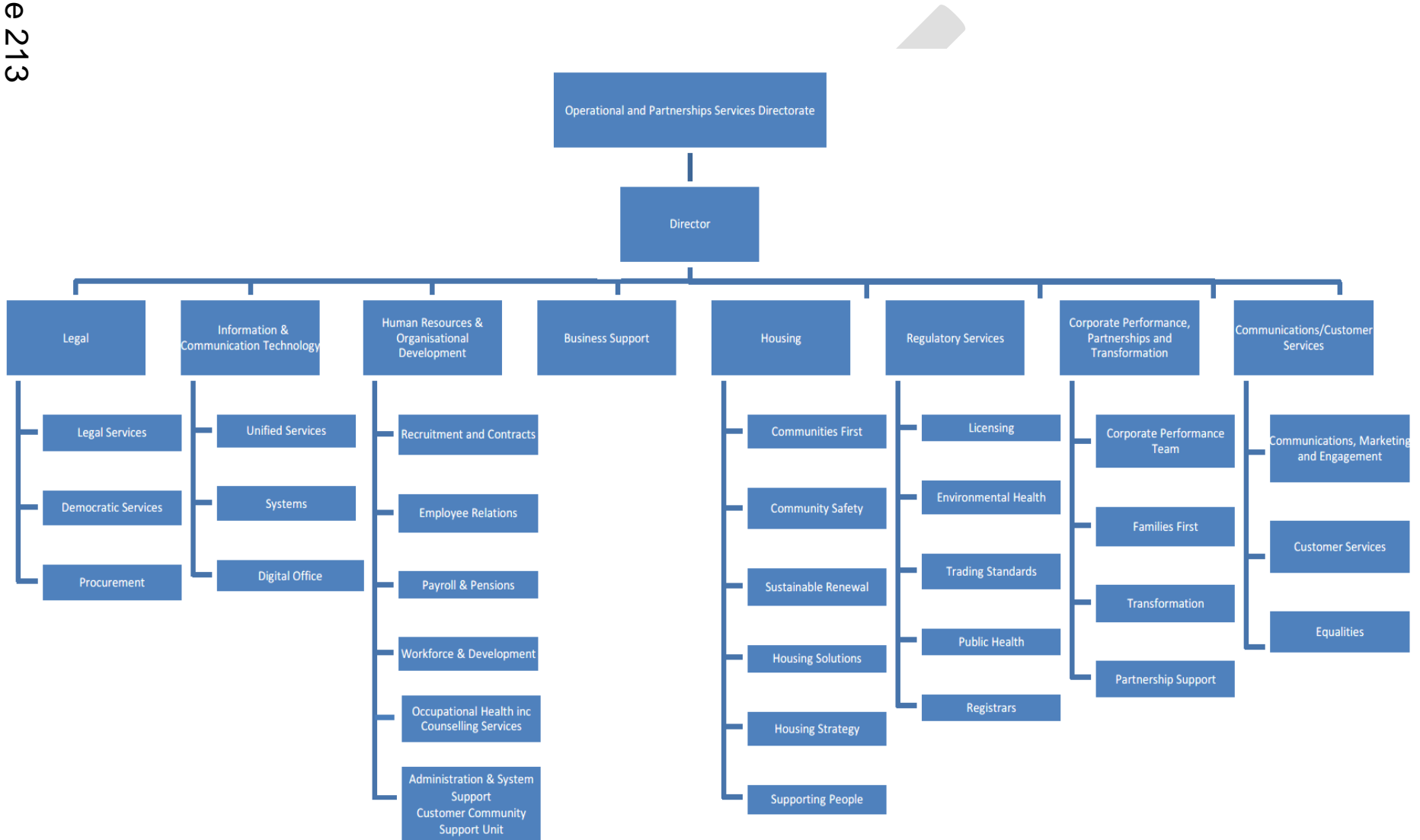
The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



Throughout the year, the Council will monitor progress against the commitments and measures of success that are detailed in this plan and our achievements will be published in the annual report.

2. Organisational structure

The diagram below shows the main areas of activity for which the directorate is responsible



3. Resources

3.1 Staff

| Service Area | 31.12.2016 | | 31.12.2017 | | Rationale for change in FTE |
|--|---------------|------------|---------------|------------|--|
| | FTE | Headcount | FTE | Headcount | |
| Business Support - Legal (in CMB Support) | 22.86 | 24 | 23.86 | 25 | Vacant posts in structure now recruited to. |
| Human Resources and Organisational Development | 98.97 | 111 | 96.08 | 111 | FTE changes are the result of workforce movement within the Directorate during the last 12 months, which has included; <ul style="list-style-type: none"> • Internal movement within individual departments • Organisational starters and leavers • Individual contractual hours changes' |
| ICT | 54.24 | 56 | 57.24 | 59 | Growth through apprentice programme linked to business need. |
| Legal Section | 42.36 | 49 | 42.10 | 48 | Minimal variation in numbers of staff. Note comment on chargeable hours in achievements, additional pressure is placed in existing staff. |
| Regulatory, Performance and Partnerships | 76.39 | 88 | 73.60 | 87 | Housing and regeneration - Drop in FTE due to changing grant utilization. |
| DIRECTORATE | 295.84 | 329 | 293.88 | 331 | |

3.2 Workforce Planning

The table highlights critical workforce issues that are expected during the year which impact on the Directorate's ability to deliver its improvement priorities, Medium Term Financial Strategy (MTFS) commitments and other key services. Issues may include, but are not limited to, the following:

- Skills gap/shortages
- Succession planning
- Recruitment challenges/hard to fill posts
- Legislative impact
- Retention challenges
- Staffing reduction implications

| Workforce issues | Actions | Strategic links | Responsible Officer | Target Date |
|--|---|---|-------------------------|-------------|
| Improvement of knowledge and skills in the workforce | Identify appropriate opportunities to create apprenticeships and continue to develop existing apprentices within the directorate | To support corporate goals | Director OAPS | March 2019 |
| Improvement of knowledge and skills in the workforce | Support all employees within the HR,OD and Customer Services to improve their knowledge and skills and meet particular skills gaps and improve future employability | To develop culture and skills required to meet the needs of a changing organisation | HR & OD Manager | March 2019 |
| To ensure the sustainability of the Directorate | Review age profile of workforce and identify potential risks and action plan to mitigate | To support corporate goals | Corporate Director OAPS | March 2019 |

3.3 Finance

| Budget | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 |
|--|-------------------|-------------------|---------------------|---------------------|---------------------|
| | Approved £,000 | Approved £,000 | Indicative £,000 | Indicative £,000 | Indicative £,000 |
| Housing & Homelessness | | | | | |
| Legacy Funding | 0 | 328 | 328 | 0 | 0 |
| Community For Works | 0 | 0 | 0 | 0 | 0 |
| Community Safety | 112 | 108 | 108 | 108 | 108 |
| Housing Options & Homelessness | 883 | 1,008 | 985 | 985 | 985 |
| Housing Strategy & Solutions | 234 | 219 | 219 | 219 | 219 |
| Supporting People | 178 | 181 | 181 | 181 | 181 |
| Sustainable Renewal | 146 | 137 | 137 | 137 | 137 |
| | | | | | |
| Human Resources | | | | | |
| Communication & Marketing | 486 | 438 | 438 | 438 | 438 |
| Customer Services | 1,284 | 1,138 | 1,138 | 1,138 | 1,138 |
| HR & Organisational Development | 1,624 | 1,590 | 1,590 | 1,590 | 1,590 |
| | | | | | |
| ICT | | | | | |
| ICT | 3,891 | 3,680 | 3,680 | 3,680 | 3,680 |
| | | | | | |
| Legal & Democratic Services | | | | | |
| Registration Service | -30 | -31 | -31 | -31 | -31 |
| Legal | 1,916 | 1,811 | 1,855 | 1,855 | 1,855 |
| Legal Administration | 594 | 432 | 411 | 411 | 411 |
| Member & Mayoral Services | 1,850 | 1,794 | 1,794 | 1,794 | 1,794 |
| Procurement | 280 | 256 | 256 | 256 | 256 |
| | | | | | |
| Performance & Partnerships | | | | | |
| Performance & Partnerships | 277 | 271 | 271 | 271 | 271 |
| | | | | | |
| Regulatory Services | | | | | |
| Environmental Health Services | 1,096 | 1,047 | 966 | 939 | 939 |
| Licensing / Regulatory Services | -14 | -20 | -20 | -20 | -20 |
| Public Protection | 2 | 0 | 0 | 0 | 0 |
| Trading Standards | 351 | 397 | 366 | 356 | 356 |
| | | | | | |
| Transformation | | | | | |
| Transformation | 195 | 199 | 199 | 199 | 199 |
| Net Budget Total | 15355 | 14983 | 14871 | 14506 | 14506 |

3.4 Future Property Needs

- Review long-term suitability of the Authority's homelessness hostel
- Explore requirements for direct access homelessness accommodation
- Vibrant and Viable Places (VVP) and Bridgend Town Centre regeneration
- Planning for staff relocation from Sunnyside House due to lease expiring.
- Planning for datacentre relocation from Sunnyside House due to lease expiring
- Ensure long-term plan for the accommodation of the Occupational Health Service

4. Key Achievements

- Supported and managed LSB/PSB transition to meet statutory requirements under the Well-being of Future Generation (Wales) Act 2015 (WFGA)
- Coordinated the development of the Council's Corporate Plan 2016-20 which sets out new priorities for BCBC for the next four years and ensured the Council met its improvement planning duty under the Local Government (Wales) measure 2009
- Embedded the WFGA requirements into the Corporate Plan
- Coordinated the Council's Annual Governance Statement to meet regulatory requirements
- Completed the Council's Annual Report on the Corporate Plan and ensured the Council met its improvement reporting duty under the Local Government (Wales) measure 2009
- Coordinated the revision of the Code of Corporate Governance and creation of the Corporate Governance Framework to meet the requirements of the CIPFA "Delivering Good Governance in Local Government Framework (2016 edition)
- Managed the six Families First Programmes according to plan
- Coordinated to successful completion the Corporate Assessment undertaken by WAO
- Reviewed the Council's Project and Programme Governance Structure
- Reviewed and refreshed the Council's Project and Programme Toolkit and methodology
- Worked with the Organisational Development section and developed the Project e-Learning training course for council staff to enhance Council's project management capability
- Prevented 218 households from becoming homeless
- Provided 1294 grants to help vulnerable people stay independent and / or provide adaptations for disabled people

- Improved 55 properties within the final year of the 10 year Caerau Renewal Area Programme (475 Properties over the lifetime of the programme)
- Helped 283 clients through the high risk domestic abuse intervention service and invested over £74,500 for High Risk Crisis Intervention Service
- Target hardening provided for victims of domestic abuse by request from the victim or recommendation by support worker/police/IDVA (Independent domestic Violence Advocate) or other practitioner
- Recommissioned and awarded over £10.5m of Supporting People Programme contracts to provide value for money and to support corporate priorities
- Attracted over £4.6m of Social Housing Grant to build new social housing
- The FOI team logged and dealt with approx. 1500 requests last year.
- Undertaken the first Court of Protection Deprivation of Liberty authorisation for an under 18 in Wales
- Continued to support the Corporate Disposals Programme to achieve the capital receipt target
- Completed the induction of all elected members following the 2017 Local Government elections
- Trained key stakeholders in the use of the e-tendering portal
- Legal services overachievement of chargeable hours target
- Training provision enabled 231 delegates to attend training to improve their people management skills (including absence management), whilst 295 officers undertook training to improve their Welsh Language skills. Additionally 59.1% of staff completed e-learning modules
- All desktop users have been given access to update their personal details in the HR system
- Streamlined systems and processes across Customer Services, including Blue Badge applications/appeals and cash handling
- Adjusted opening hours of Customer Services to better reflect levels of demand
- Increased the number of citizens engaging with the Council, e.g., number of consultations, participation across all demographics, interactions on social media by 24%, responses to the budget consultation being the highest in Wales for the second consecutive year
- Registrars have met income targets and continue extremely high customer standards
- Renewal of Microsoft Enterprise Agreement for a further three years.
- Migration of historic systems into WCCIS, such as adult protection, supporting people, complaints, and foster care payments
- New application for welsh meeting tracker
- New school severe weather closure notification system
- Develop MyAccount citizen self-service portal with Agilysis
- Development of Trent Performance Management Module to a beta system
- Re-tender of financials system
- Replacement of 250 end of life laptop devices.
- Replacement of 200 end of life desktop devices

- Replacement of Storage Area Network, due to warranty expiration.
- Introduction of Digital Meeting Spaces, Microsoft Surface Hub in Committee Room.
- Major upgrade of core telephony and migration into telephone contact centre
- The corporate procurement unit has implemented a category management approach to procuring goods, services and works. With this in mind, we have achieved closer joint working relationships with directorate's between category specialists and key commissioners. This has encouraged cross directorate working and has helped category specialists develop in depth knowledge of their area of work and has also upskilled commissioners of the benefits of procurement.
- Legal services have continued to exceed its target of 1200 billable hours per fee earner. The billable hours for 2017/2018 was in excess of 8000 over target, which is the equivalent to 6.6 officers

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5. Commitments, milestones and indicators (linking to Corporate Plan)

5.1 Priority 1 - Supporting a successful economy

| Aim 1.1 | | To help local people develop skills and take advantage of opportunities to succeed and to extend that success to every community in the County Borough | | | | | |
|----------------|---|--|---------------------|----------------|----------------------------|----------------------------|--|
| Ref. | Success Indicator Description | Indicator Type | Responsible officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
| DOPS 36 | The number of new Apprentices employed across the organisation | Local, O, CPA, CP | Head of Service | N/A | 15 | 17 | We aim to see a 10% increase in apprentice opportunities |
| DOPS 38 | Percentage of children living in households where no one is working | Local, O, CPA, CP | Head of Service | 19.4 (Dec2015) | To reduce the 16-17 figure | To reduce the 17-18 figure | This is a population indicator, hence not suitable to set a specific target. Data for this indicator is recorded 2 – 3 years in arrears. |

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| Commitment 1.1.1 | Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages. | Those who can help us / partners: <ul style="list-style-type: none"> The Cardiff Capital Regional Skills and Employment Board; Cardiff Capital Regional LAs; Bridgend Public Services Board partners | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 1.1.1.1 To facilitate an increase in opportunities for apprenticeships across PSB partners and improve skill levels. | | N/A | Group Manager, CPPT | March 19 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|----------------------|---|----------------|--|----------------|----------------|----------------|---|
| DOPS 37 | The number of apprentices in the Directorate | Local, CPA | Director OAPS | 6 | 3 | 10 | To support the corporate plan target and see an increase in apprenticeship opportunities |
| DCO 16.3 (ii) | The number of people involved with Communities for Work, Communities for Work Plus and legacy funded projects (currently subject to defined delivery areas) | Local ,O, CPA | Head of Performance & Partnership Services | 469 | >366 | >366 | The target for 2018-19 remains the same in recognition that the only ongoing project will be Communities for Work as the other projects are being implemented in the year |

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|--|--|--|----------------------------|-----------------------------|
| Commitment 1.1.3 | Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities. | Those who can help us / partners: <ul style="list-style-type: none"> • Welsh Government, • BAVO, • Communities, • Department for Work and Pensions, • Third Sector | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Implement the new Communities for Work Plus and legacy funded projects | | N/A | Group Manager (Housing) | 31 st March 2019 |

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|---|--|--|----------------------------|-----------------------|
| Commitment 1.1.4 | Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children | Those who can help us / partners: <ul style="list-style-type: none"> • Welsh Government, • Third Sector, • Service Users | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| To work with the tackling poverty group to deliver the jointly-commissioned domestic abuse intervention and prevention service. | | Alignment of the Welsh Government Tackling Poverty Grants | Group Manager, CPPT | 31st March 2019 |

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5.2 Priority 2 - Helping people to be more self-reliant

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|----------------|---|
| Aim 2.2 | To reduce demand by investing in targeted early help and intervention programmes |
|----------------|---|

| Ref. | Success Indicator Description | Indicator type | Responsible Officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
|--------------------------|---|-------------------|------------------------------|----------------|----------------|----------------|---|
| New | The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome [data will be provided by FF service provider/s] | Local, O, CPA, CP | Head of Service | N/A | 60% | 70% | We aim to increase the success rate year on year. |
| DOPS 39 | The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation | Local, O, CPA | Head of Service | N/A | <14.07% | <12.85% | The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target. |
| PSR0 04 (PAM0 13) | The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority | PAM, V, CPA | Housing Strategy Team Leader | 2.2 | >7.86% | >7.86% | This National Indicator is a rewording of PSR004 (NSI) for 2017-18. This is a priority for the Council so the target remains the same |
| New PAM0 14 | Number of new homes created as a result of bringing empty properties back into use | PAM, V, CPA | Housing Strategy Team Leader | N/A | N/A | TBC | New Indicator. Target tbc – awaiting national guidance notes |

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| Commitment 2.2.4 | Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation | Those who can help us: <ul style="list-style-type: none"> Registered Social Landlords Private Rented Sector, Third Sector, Probation, Welsh Government | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 2.2.4.1 Explore, maximise and make best use of existing resources and services for young people and care leavers | | N/A | Supporting People Commissioning Manager | 31 st March 2019 |
| 2.2.4.2 Work with customer services to implement a process change to improve the way people apply for and receive advice and assistance in regards to their housing needs | | N/A | Group Manager | 31 st March 2019 |
| 2.2.4.3 Review the process for the allocation of properties through the Common Housing Register in order to improve the efficiency and effectiveness of the service | | N/A | Group Manager | 31 st March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|--------------------------|---|----------------|---|----------------|----------------|----------------|---|
| DOPS 15 (PAM01 2) | The percentage of applicants who were prevented from becoming homeless as a proportion of all applicants threatened with homelessness | PAM, O, CPA | Housing Solutions Team Leader | 65.14% | >70.73% | >75.17% | Target set to improve on 2016-17 performance |
| DOPS 40 | The percentage of Supporting People Programme supported accommodation based units that have been void (empty) in the quarter | Local, V, CPA | Supporting People Commissioning Manager | N/A | <5% | <10% | 2018-19 target set in line with Supporting People Programme Welsh |

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|--|--|--|--|--|--|--|-----------------------------|
| | | | | | | | Government grant conditions |
|--|--|--|--|--|--|--|-----------------------------|

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|---|--|---|------------------------------|---------------------------------|--|
| Commitment 2.2.5 | Work with owners of empty properties to turn empty properties into homes to help ease the housing shortage | Those who can help us: <ul style="list-style-type: none"> • Property owners • Private Rented Sector, • Welsh Government | | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target | |
| 2.2.5.1 Carry out a survey of owners of empty properties to establish why properties are empty and what help owners would like to bring the property back into use. | | N/A | Housing Strategy Team Leader | 30 th June 2018 | |
| 2.2.5.2 Develop an Empty Property Strategy that sets the direction and priorities of the work required to bring empty properties back into use. | | N/A | Housing Strategy Team Leader | 30 th September 2018 | |

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|--|--|---|----------------------------|-----------------------|--|
| Commitment 2.2.6 | Increase the engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families | Those who can help us: <ul style="list-style-type: none"> • Welsh Government; • Families First Services providers; • PSB partners | | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target | |
| Monitor the implementation of the JAFF and TAF contract to successful completion | | N/A | Group Manager, CPPT | On-going | |

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|--|--|---|----------------------------|---------------------------|
| Commitment 2.2.7 | By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after. | Those who can help us: <ul style="list-style-type: none"> • Welsh Government; • Families First Services providers; • PSB partners | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Monitor implementation of the commissioned Families First disability support programme | | N/A | Group Manager, CPPT | 31 st March 19 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------|--|----------------|---------------------|----------------|----------------|------------------------------------|---|
| New | Percentage of families with a disabled child completing a support programme report an improvement in family resilience | Local, O, CPA | Group Manager, CPPT | N/A | N/A | Set baseline (New 2018/19 Measure) | Percentage target to be assigned as soon as sufficient baseline data becomes available. |

| Aim 2.3 | | To support Carers in maintaining their roles | | | | | |
|---------|---|--|---------------------------------------|----------------|----------------|----------------|---|
| Ref. | Success Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
| DOPS41 | The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home | Local, O, CPA, CP | Sustainable Renewal Team Leader (HSG) | n/a | >75% | >75% | Percentage target to be assigned as soon as sufficient baseline data becomes available. |

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|---|--|---|---------------------------------|----------------------------|-----------------------|--|--|
| Commitment 2.3.1 | Work with partners and schools to support carers by providing the right information, advice and assistance where relevant. | Those who can help us: <ul style="list-style-type: none"> • Welsh Government; • Families First Services providers; • PSB partners | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| 2.3.1.1 Monitor the commissioned Families First Young Careers programme | | | N/A | Group Manager, CPPT | March 2019 | | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|-----|--|----------------|---------------------|----------------|----------------|------------------------------------|--|
| New | Percentage of families with a disabled child completing a support programme report an improvement in family resilience | O | Group Manager, CPPT | N/A | N/A | Set baseline (New 2018/19 Measure) | Target to be assigned as soon as sufficient baseline data becomes available. |

5.3 Priority 3 – Smarter use of resources

| Aim 3.1 | | To achieve the budget reductions identified in the Medium Term Financial Strategy | | | | | |
|-----------|--|---|---------------------|----------------|----------------|----------------|---|
| Ref. | Success Indicator Description | Indicator type | Responsible Officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
| DLR6.1.1v | Value of budget reductions achieved (OaPs) | Local, v, CPA, | Director OAPS | £985k | £535k | £848k | Budget reductions planned to achieve all savings required |

| Commitment 3.1.1 | Implement the planned budget reductions identified in the 2018-19 budget. | Those who can help us: | | |
|------------------|---|--------------------------|---------------------|----------------|
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.1.1.1 | To meet our budget savings target for 2018/19 of 848k | N/A | Director OAPS | March 2019 |

| Aim 3.2 | | To improve the efficiency of and access to services by redesigning our systems and processes | | | | | |
|-------------------|--|--|--|----------------|----------------|----------------|---|
| Ref. | Success Indicator Description | Indicator type | Responsible Officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
| DOPS49 (FIN3.2.2) | Number of services that are available to the public online | Local, O, CPA, CP | Head of Performance & Partnership Services | 0 | 6 | 2 | Delivering a service via the digital transformation programme |

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| Commitment 3.2.1 | Continue our digital transformation program to increase number of citizens using the online system to manage their council tax and housing benefit accounts and to deliver financial savings | Those who can help us: <ul style="list-style-type: none"> • Service Users, • Service Providers (contractors) | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.2.1.1 Deliver the website to internal stakeholders March 18 with go live April 18 | | Digital transformation | Head of Performance and Partnership Services, | April 18 |

| | | | | |
|--|--|--|----------------------------|-----------------------|
| Commitment 3.2.2 | Automate most common internal processes to reduce transaction costs and streamline processes | Those who can help us: Service users | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.2.2.1 Implement new functionality in iTrent to automate HR processes | | Digital Transformation | HR & OD Manager | March 2019 |
| 3.2.2.2 Improve employees' access to pay slips by sending to personal email accounts | | N/A | HR & OD Manager | March 2019 |
| 3.2.2.3 Ensure all Heads of Service and Group Managers have access to the electronic job descriptions via SharePoint | | N/A | HR & OD Manager | March 2019 |
| 3.2.2.4 Explore opportunities of introducing self-serve stations within contact centre | | N/A | Customer Services Manager | March 2019 |

| Aim 3.4 | | To develop the culture and skills required to meet the needs of a changing organisation | | | | | |
|------------------------|--|---|---------------------|----------------|----------------|----------------------|---|
| Ref. | Success Indicator Description | Indicator type | Responsible Officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
| DOPS5 | The number of managers receiving training to improve their people management skills (including absence management) | Local, O, CPA, CP | HR & OD Manager | 235 | 200 | 150 | Based on anticipated level of training required given that these course have been available for a number of years and significant numbers of employees have been trained. |
| CHR002 (PAM001) | The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence | Local, O, CPA, CP | HR & OD Manager | 10.7 | 8.5 | 8.5 | Target retained at the current level is challenging against current performance |
| DRE6.6.4i | Percentage of employees completing e-learning modules | Local, O, CPA, CP | HR & OD Manager | 59% | 45% | 45% | The target is based on the anticipated number of employees required to complete mandatory training modules. |
| DOPS4 | The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) | Local, O, CPA, CP | HR & OD Manager | 31,762 | 37,593 | 65,100 (provisional) | Our target is for a 5% annual growth. The final target will be based upon our actual number of interactions, which will be known at the end of 2017-18. |

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|-------------------------|---|---|----------------------------|-----------------------|
| Commitment 3.4.1 | Support managers to lead staff through organisational change | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.4.1.1 | Provide project and programme management technical support and expertise to enable managers to meet the transformational change needs | All transformational projects and non-transformational high-risk projects | Group Manager, CPPT | On-going |
| 3.4.1.2 | Provide and evaluate leadership training to managers | N/A | HR & OD Manager | March 2019 |
| 3.4.1.3 | Deliver managing pressure and maintaining performance training | N/A | HR & OD Manager | March 2019 |

| | | | | |
|-------------------------|---|---------------------------------|----------------------------|-----------------------|
| Commitment 3.4.2 | Provide the learning and development opportunities for staff to meet future service needs | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| 3.4.2.1 | Work with the Council's Organisational Development department to implement and improve if needed the project management e-learning module | All transformational programmes | Group Manager, CPPT | On-going |
| 3.4.2.2 | Continue to provide Welsh language training to employees | N/A | HR & OD Manager | March 2019 |
| 3.4.2.3 | Implement year 2 of the skills strategy (relating to the development of a bilingual workforce) | N/A | HR & OD Manager | March 2019 |
| 3.4.2.4 | Review the need for Equality Impact Assessment and Equalities training | N/A | HR & OD Manager | March 2019 |
| 3.4.2.5 | Promote the range of funded training opportunities available to maximise skills of the workforce (linked to induction and appraisal) | N/A | HR & OD Manager | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|--------------|--|----------------|---------------------|----------------|---------------------------|-----------------|------------------------------------|
| DOPS6 | Number of employees receiving training to improve Welsh Language skills | Local, C, CPA | HR & OD Manager | 295 | 75 | 75 | Target set to maintain performance |
| New | Number of employees accessing funded training programmes to gain qualifications and improve skills | Local. | HR & OD Manager | N/A | New Indicator for 2018-19 | To set baseline | Aims to meet future service needs. |

| | | | | | | | |
|-------------------------|---|-------------------------------|---------------------------------|----------------------------|-----------------------|--|--|
| Commitment 3.4.3 | Improve and promoting mechanisms that increase responses to consultations | Those who can help us: | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| N/A | | | | | | | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------------|--|----------------|---|----------------|----------------|----------------|--|
| DOPS4 | Increase the number of interactions from citizens on the corporate social media accounts (Facebook and Twitter) | | Communications Marketing and Engagement Manager | 11.3% | 5% increase | 5% increase | Target based on strong part year performance in 2016-17. |
| DRE 6.7.6 | Develop targeted marketing/techniques to help improve representation on the Citizen's Panel with the aim of increasing engagement with the following groups : those responding electronically, Welsh | Local, O, CPA | Communications Marketing and Engagement Manager | 19.8% | 10% increase | 5% increase | Target set to improve performance |

| | | | | | | | |
|-----------------------|--|---------------|---------------------------|-----|-----|-----------------|---|
| | speakers, younger people (16-24), disabled groups and underrepresented wards | | | | | | |
| DRE 6.7.5 | Percentage of citizens surveyed who said that their individual access requirements are met when contacting the council via Customer Service Centre | Local, O, CPA | Customer Services Manager | 75% | 75% | 75% | Target set to maintain performance |
| DRE 6.7.4 (ii) | Citizens' Panel: percentage rating service very good or fairly good: Customer Service Centre | Local, O, CPA | Customer Services Manager | 78% | 7% | 78% | Target set to maintain performance of 2016/17 |
| DRE 6.7.4 (i) | Citizens' Panel: percentage rating service fairly good or very good: Phone | Local, O, CPA | Customer Services Manager | 76% | 75% | 78% | Target set to maintain performance of 2016/17 |
| New | Percentage of first call resolutions | Local, O, CPA | Customer Services Manager | N/A | N/A | To set baseline | Target set to maintain performance |
| New | Percentage of contact: telephone (English and Welsh) | Local, O, CPA | Customer Services Manager | N/A | N/A | To set baseline | Target set to maintain performance |
| New | Percentage of contact: face to face (English and Welsh) | Local, O, CPA | Customer Services Manager | N/A | N/A | To set baseline | Target set to maintain performance |
| New | Percentage of contact: email (English and Welsh) | Local, O, CPA | Customer Services Manager | N/A | N/A | To set baseline | Target set to maintain performance |
| New | Citizens' Panel - percentage of people rating service very good or fairly good: phone, face to face and social media | Local, O, CPA | Customer Services Manager | N/A | N/A | To set baseline | Target set to maintain performance |
| New | Citizens' Panel - Percentage of citizens surveyed who said that their individual access requirements are met when contacting the council via Customer Service Centre (phone or face to face) | Local, O, CPA | Customer Services Manager | N/A | N/A | To set baseline | Target set to maintain performance |

| Aim 3.5 | | To make the most of our spend on goods and services | | | | | |
|--------------|---|---|---------------------|----------------|----------------|----------------|--|
| Ref. | Success Indicator Description | Indicator type | Responsible Officer | 2016-17 Actual | 2018-19 Target | 2018-19 Target | Rationale for target |
| DOPS7 | Percentage of tenders above EU threshold compliant with the Public Contract Regulations 2015 that are compliant | Local, , C, CPA, CP | Director OAPS | 100% | 100% | 100% | Less than 100% compliance would risk reduced efficiency. |

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|---|--|-------------------------------|---------------------------------|----------------------------|-----------------------|--|--|
| Commitment 3.5.1 | Review procurement processes and procedures to ensure best value is achieved through eProcurement and utilising national and regional arrangements | Those who can help us: | | | | | |
| Milestones | | | Transformation Programme | Responsible Officer | 2018-19 Target | | |
| 3.5.1.1 To commission provider contracts for the Families First Programme in line with BCBC's procedures and WGs' programme guidelines to ensure best value for money for 2018-19 | | | N/A | Group Manager, CPPT | April 2018 | | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|----------------|---|----------------|---------------------|----------------|----------------|----------------|---|
| DOPS 44 | Percentage of contracts awarded in line with programme guidelines and on time | Local | Group Manager, CPPT | N/A | 100% | 100% | The highest service standard we aim to maintain |

6. Other directorate priorities and performance measures

| | | | | |
|-------------------|---|---------------------------------|----------------------------|-----------------------|
| Commitment | All Directorate - Workplace Health, Safety & Welfare and staff performance management | Those who can help us: | | |
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| N/A | | | | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|----------------|---|----------------|-------------------------|----------------|----------------|----------------|--|
| DOPS 18 | Number of days lost per FTE through industrial injury (OAPS) | Local, C, CPA | Corporate Director OAPS | 0.0016 | 0.003 | tbc | Targets set by Corporate H&S based on previous years outturn |
| DOPS 19 | Number of industrial injury incidences (OAPS) | Local, C, CPA | Corporate Director OAPS | 1 | 1 | tbc | Targets set by Corporate H&S based on previous years outturn |
| DOPS 20 | Percentage of staff performance appraisals completed in the appraisal year (OaPS) | Local, P, CPA | Corporate Director OAPS | 89% | 80% | 80% | Target set to maintain performance (accounts for maternity leave and long term absence, in practice 100% of available staff) |

| Commitment | To meet the requirements of the Performance management Framework | Those who can help us: | | |
|---|--|---------------------------------|---|--|
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| To review and publish Corporate Plan for 2019-20 to meet statutory and regulatory requirements | | N/A | CIT Officers | Plan published by 31 March 2019 |
| To provide support and tools to assist the development of directorate business plans for 2019-20 | | N/A | CIT Officers | Business plans completed by 31 March 2019 |
| To ensure the Corporate and Business Planning process for 2019-20 is completed on time | | N/A | CIT Officers | 31 March 2019 |
| To produce and publish Council's Annual Report 2017-18 to meet statutory and regulatory requirements | | N/A | CIT Officers | Report Published by 31 October 2018 |
| To co-ordinate internal and external audits and inspections and monitor implementation of any recommendations/proposals for improvement, including setting up and updating monitoring systems | | N/A | CIT Officers | On-going |
| To further develop the Council's Performance Management System to meet changing needs | | N/A | Information and Systems Support Officer | On-going |
| To produce quarterly CPA reports on the Council's performance on time | | N/A | CIT Officer | All dates tbc |
| To improve CPA for 2018-19, including <ul style="list-style-type: none"> • Developing programme • Improving templates • Updating Performance Management System | | N/A | CIT Officer | June 2018 for the programme; October 2018 for the template and system |

| | | | |
|--|-----|---|---|
| To coordinate and produce the Council's Annual Governance Statement 2017-18 in accordance with the CIPFA Delivering Good Governance in Local Government Framework (2016 edition) | N/A | CIT Officers | April 2018 |
| To coordinate national PI returns in accordance with national deadlines | | CIT Officers | No PI qualified |
| To provide research and intelligence to support council and partnership working and decision making, incl. <ul style="list-style-type: none"> • baseline data for WBFGA indicators, • national survey data • deprivation data • baseline data new national indicators • ad hoc research | N/A | CIT/Information and Systems Support Officer | March 2019 |
| To support the PSB in developing well-being objectives and well-being plan | N/A | Partnership Coordinator/Well-being Planning Officer | March 2019 |
| To work with partners and local communities to further develop the well-being assessment in accordance with the Well-being of Future Generations (Wales) 2015 Act and accompanying guidance | N/A | Partnership Coordinator/Well-being Planning Officer | Local Well-being Assessment updated by March 2019 |
| Work with partners to produce and publish a local well-being plan for the PSB in accordance with the Well-being of Future Generations (Wales) 2015 Act and accompanying guidance | N/A | Partnership Coordinator/Well-being Planning Officer | April 2018 |
| Work with partners to co-ordinate the development of delivery/action plans for each of the well-being objectives in the well-being plan | N/A | Partnership Coordinator/Well-being Planning Officer | September 2018 |
| Work with partners to develop a monitoring and evaluation system to measure progress of the wellbeing objectives | N/A | Partnership Coordinator/Well-being Planning Officer | September 2018 |

| | | | |
|--|-----|---|---|
| Work with PSB members to provide twice yearly reports to the PSB Scrutiny Panel | N/A | Partnership Coordinator/Well-being Planning Officer | |
| Continue to develop and implement a communication strategy for the corporate transformation programme | N/A | Senior Project and Programme Officer | Twice a year progress report to be published on Bridgendors |
| Undertake annual review of PP guidance, tools and methodology | N/A | Senior Project and Programme Officer | By Sep 2018 |
| Commission the required Families First services in line with local needs and priorities | N/A | Families First Coordinator | By April 2018 |
| To work with commissioned programme providers to ensure that Families First programmes are delivered in accordance with contracts and achieving outcomes for service users | N/A | Families First Coordinator | 31 March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------|--|----------------|---------------------------|----------------|------------------|----------------|---|
| New | Number of performance indicators that are qualified by external auditors | Local | CIT Officers (JG) | N/A | 0 | TBC | This is a new indicator for 2017-18. We don't have baseline data to help set a target for the year |
| New | Percentage of internal and external clients reporting satisfaction with quality of support provided by the CPPT Team | Local | Group Manager, CPPT (All) | N/A | Baseline setting | TBC | This is a new indicator for 2017-18. We don't have baseline data to help set a target for the year. |

| | | | | | | | |
|----------------|---|---------------|--|-----|-----|-----|---|
| DOPS 35 | Number of statutory responsibilities undertaken by the Corporate Performance, Partnerships and Projects Team that fail to meet statutory requirements | Local, O, CPA | Group Manager, CPPT | 0 | 0 | TBC | Low is good. We aim to achieve the best result for the Council. |
| PAM 002 | Percentage of people that agree their local council provides high quality services | PAM, O, CPA | Corporate performance and Transformation Manager | N/A | 42% | TBC | New Indicator. Target tbc – awaiting national guidance notes |

| Commitment | To provide a legal service to the authority, meeting changes and challenges | Those who can help us: | | |
|---|---|---------------------------------|----------------------------|-----------------------|
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Maintain Lexcel quality standard accreditation | | N/A | Legal Group Manager | January 2019 |
| Continue to support corporate projects including school modernisation, capital disposal programme and waste disposal contract services | | N/A | Legal Group Manager | March 2019 - ongoing |
| Carry out restructure of Legal, Democratic and Procurement | | N/A | Legal Group Manager | March 2019 |
| Complete the transfer of all remaining paper legal files to electronic files | | N/A | Legal Group Manager | March 2019 |
| Implement new GDPR legislation | | N/A | Legal Group Manager | March 2019 |
| Monitor the corporate contracts register to ensure compliance and opportunities to aggregate spend. Category Specialists regularly review the CCR and highlight areas of spend within their category for opportunities to collaborate, utilise existing frameworks or aggregate devolved spend across the authority when re-tendering Checks are conducted with cabinet and committee for tenders that have been received by them that have not had contact with procurement. Also the introduction of the pre-tender form captures spend and is then uploaded onto the CCR for an accurate analysis of spend | | N/A | Legal Group Manager | March 2019 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|----------------|---|----------------|------------------------------|----------------|----------------|----------------|--|
| DOPS 17 | The total number of formal committee meetings made available to the public using webcasts | Local, O, CPA | Group Manager Legal Services | 10 | 10 | 10 | Target set to maintain performance |
| DOPS 24 | The percentage of minutes submitted for approval to the next meeting of the Committee/Panel | Local, P, CPA | Group Manager Legal Services | 93.38% | 90% | 90% | Target set to maintain performance (Takes account of extraordinary meetings) |
| DOPS 30 | The average number of chargeable hours per FTE fee-earner in the legal service department | Local, C, CPA | Group Manager Legal Services | 1420.8 | 1200 | 1200 | 100 hours (chargeable) per month |
| DOPS 31 | Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent | Local, O, CPA | Group Manager Legal Services | 100% | 95% | 95% | Target set to maintain high standards accepting additional pressure in chargeable hours. |
| DOPS 32 | Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors framework | Local, V, CPA | Group Manager Legal Services | 60.35% | 30% | 30% | To be 30% cheaper than comparable external service |

| Commitment | ICT department | Those who can help us: | | |
|--|----------------|--------------------------|---------------------|----------------|
| Milestones | | Transformation Programme | Responsible Officer | 2018-19 Target |
| Relocate primary BCBC Datacentre | | N/A | Group Manager ICT | August 2018 |
| Replacement of core Storage Area Network | | N/A | Data and Network | March 2018 |

| | | | |
|-------------------------------|-----|------------------------------------|------------|
| | | Services Manager | |
| Desktop replacement programme | N/A | Support and Digital Office Manager | June 2018 |
| Laptop replacement programme | N/A | Support and Digital Office Manager | March 2018 |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|--------------------|---|----------------|--|----------------|----------------|----------------|--|
| DOPS 33 | Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good | Local, O, CPA | Head of Performance & Partnership Services | 95.55% | 90% | 90% | Target set to maintain performance accepting workforce planning recruitment in process |
| DOPS 34 (a) | Availability of voice and data network (%) | Local, P, CPA | Head of Performance & Partnership Services | 100% | 99.99% | 99.99% | Target set to maintain performance |
| DOPS 34 (b) | Availability of storage area network (core computing) (%) | Local, P, CPA | Head of Performance & Partnership Services | 100% | 99.90% | 99.90% | Target set to maintain performance |
| DOPS 34 (c) | Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%) | Local, P, CPA | Head of Performance & Partnership Services | 99.91% | 99.90% | 99.90% | Target set to maintain performance |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------|--|----------------|---------------------------|----------------|----------------|----------------|---|
| New | Percentage of Productivity (Customer Services) | Local, O | Customer Services Manager | N/A | N/A | Set baseline | Percentage target to be assigned as soon as sufficient baseline data becomes available. |

| Commitment | I Business Support targets | Those who can help us: | | |
|--|----------------------------|------------------------|---|--|
| Milestones | Transformation Programme | Responsible Officer | 2018-19 Target | |
| Support the Corporate Landlord section with business support, including the E Tendering through the BRAVO platform | N/A | Business Manager | Meeting our client's needs | |
| Support the Lexcel quality standard reaccreditation | N/A | Business Manager | Successful external reaccreditation in Jan 19 | |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|--------------------|--|----------------|--------------------------|----------------|----------------|----------------|------------------------------------|
| DOPS 25 (a) | Percentage of births registered within 42 days | Local, P, CPA | Superintendent Registrar | 98.47% | 99% | 99% | Target set to maintain performance |

| | | | | | | | |
|--------------------|---|---------------|--------------------------|--------|-----|-----|------------------------------------|
| DOPS 25 (b) | Percentage of still-births registered within 42 days | Local, P, CPA | Superintendent Registrar | 100% | 98% | 98% | Target set to maintain performance |
| DOPS 26 | Percentage of customers registering a birth or death seen within 30 mins of arrival | Local, P, CPA | Superintendent Registrar | 100% | 90% | 90% | Target set to maintain performance |
| DOPS27 | Percentage of customers offered an appointment regarding marriage/civil partnership within 5 days | Local, O, CPA | Superintendent Registrar | 100% | 95% | 95% | Target set to maintain performance |
| DOPS28 | Percentage of applications dealt with within 5 days of receipt | Local, P, CPA | Superintendent Registrar | 100% | 95% | 95% | Target set to maintain performance |
| DOPS29 | Percentage of satisfied customers (Registrars Service) | Local, O, CPA | Superintendent Registrar | 99.49% | 95% | 95% | Target set to maintain performance |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|------------------------|---|-----------------------|---------------------------------|-----------------------|-----------------------|-----------------------|--|
| PSR002 (PAM015) | The average number of calendar days taken to deliver a Disabled Facilities Grant | PAM, O, CPA | Sustainable renewal Team Leader | 242.41 | <208 | <208 | The target has been set with the objective of sustaining performance |
| PSR009 (a) | The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people | Local, O, CPA | Sustainable renewal Team Leader | 421.18 | <379 | <400 | The target has been set with the objective of sustaining performance accepting restructure |

| | | | | | | | |
|-------------------|--|---------------|---------------------------------|--------|------|------|--|
| | | | | | | | underway. |
| PSR009 (b) | The average number of calendar days taken to deliver a Disabled Facilities Grant for: Adults | Local, O, CPA | Sustainable renewal Team Leader | 225.16 | <199 | <199 | The target has been set with the objective of sustaining performance |

| Ref | Performance Indicator Description | Indicator Type | Responsible Officer | 2016-17 Actual | 2017-18 Target | 2018-19 Target | Rationale for Target |
|-------------------------|---|----------------|---------------------|----------------|----------------|----------------|--|
| PPN/009 (PAM023) | The percentage of food establishments which are 'broadly compliant' with food hygiene standards | PAM, O, CPA | SRS | 94.69 | 94 | 94 | Target set in line with previous performance outcome |
| | | | | | | | |

7. Key Directorate Risks (15+ residual risks)

Below is a summary of key risks only, including pertinent corporate risks. For more information about corporate risks, please refer to the Corporate Risk Register.

| Ref | Risk Description | Risk Type (corporate, strategic, H&S, operational, reputational; financial, etc.) | Potential Impact | Risk Score | Mitigation Action | Risk Owner | Residual Risk Score |
|-----|--|---|---|---|---|---|--|
| | Staff turn-over and difficulty in recruiting skilled project and performance officers to fill vacant posts | Operational/reputational | Put service at risks | 20 | Alignment of service functions to improve capacity; create a multi-skilled workforce; improve recruitment strategy | Group Manager | 16 |
| | An unfunded NJC pay claim: | Corporate | The unplanned use of reserves to bridge the funding gap or unplanned cuts to services which could put vulnerable people at risk. (Further information can be found in the Corporate risk register) | Likelihood – 4 Impact -4 Total - 16 | The Council will continue to manage its resources very carefully, in accordance with MTFs principles, and make difficult spending decisions. (Further information can be found in the Corporate risk register) | Corporate Director Operational & Partnership Services Head of Finance | Likelihood – 4 Impact – 4 Total - 16 |

| | | | | | | | |
|--|-----------------------------|-----------|---|--|---|--|--|
| | The impact of homelessness: | Corporate | If homelessness increases due to the economic climate, ongoing austerity and welfare reform then there will be greater dependence on the Council to provide accommodation for residents at a time when the service itself is coming under increasing pressure because of its reliance on grant funding which is now subject to greater uncertainty. (Further information can be found in the Corporate risk register) | Likelihood - 5 Impact - 3 Total - 15 | The Housing (Wales) Act gives the Council a strategic role in the functioning of the local housing market. The Council has developed a strategy for the period 2016-18. (Further information can be found in the Corporate risk register) | Corporate Director Operational and Partnership Services | Likelihood - 5 Impact - 3 Total - 15 |
|--|-----------------------------|-----------|---|--|---|--|--|

8. Key and Glossary

A – Key

Risk Matrix

Residual points 15 and above to be considered high risk

| | Impact | | | |
|------------|--------|----|----|----|
| Likelihood | 6 | 12 | 18 | 24 |
| | 5 | 10 | 15 | 20 |
| | 4 | 8 | 12 | 16 |
| | 3 | 6 | 9 | 12 |
| | 2 | 4 | 6 | 8 |
| | 1 | 2 | 3 | 4 |

Key to Indicators:

- V Value for Money
- O Service user outcome
- P internal processes
- C Organisational capacity
- CP Corporate Plan Indicator
- L Local Indicator
- PAM Public Accountability Measure
- N National Indicator
- CPA Corporate Performance Assessment indicator

B – Glossary

Chargeable Time - Time spent on operational work which can be charged to a client department in a zero based budget setting

CMB – Corporate Management Board

Corporate Priorities - Those set out in the Corporate Plan

CPPT Manager – Corporate Performance, Partnership and Transformation Manager

DMT - Department Management Team

GRO – General Register Office

HoSPP – Head of Service, Performance and Partnerships

HR and OD – Human Resources and Organisational Development

Lexcel – Law Society’s legal practice quality standard for excellence in practice management and client care

MTFS – Medium Term Financial Strategy

NSI – National Strategic Indicator

Non Chargeable time: - administrative work which cannot be recharged

OaPS – Operational and Partnership Services

RSL – Registered Social Landlord

SRS – Shared Regulatory Services

WAO – Wales Audit Office

WG – Welsh Government

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SUBJECT CORPORATE OVERVIEW & SCRUTINY COMMITTEE

29 MARCH 2018

REPORT OF THE CORPORATE DIRECTOR – SOCIAL SERVICES AND WELLBEING

SOCIAL SERVICES AND WELLBEING FUTURE SERVICE DELIVERY PLAN

1.0 Purpose of Report

- 1.1 To share with the Committee, the Social Services and Wellbeing Future Service Delivery Plan.

2.0 Connection to Corporate Plan

- 2.1 This report links to the following improvement priorities in the Corporate Plan:

- Helping people to be more self-reliant;
- Smarter use of resources.

Plus the following document:

- Medium Term Financial Strategy (MTFS).

3.0 Background

- 3.1 After Education, the largest area of Council spend is on social care. This includes social care for children and for adults who are vulnerable or at risk. Within the Directorate there is a strong focus on social care as a professional discipline and by the two areas working more closely together it helps to identify efficiency savings. The Directorate also has a team, formally the Sport, Play and Active Wellbeing, who focus on the development of new approaches to better support prevention, early intervention and wellbeing approaches.
- 3.2 There is a strong link between children's social care and early help and intervention services. Although these two services are located within different Directorates there are mechanisms in place to ensure close working and appropriate and proportionate responses to families and children in need. There are also clear pathways for step up and step down and close cross Directorate monitoring in place. This also supports the Corporate Priority of 'helping people be more self-reliant'.
- 3.3 Over the past four years the Council has reduced the budget by over £12 million in social care and wellbeing. This has been achieved by 'doing things differently', that is remodelling, reconfiguring, restructuring and developing new ways of working and new service delivery models. The strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence. This needs to be achieved within existing budget and taking account of the current overspend of £2.2m

3.4 The Social Services and Wellbeing net budget for 2018/19 is £67m.

4.0 Current Situation/Proposal

4.1 Attached at **Appendix 1** is the Future Service Delivery Plan (“the Plan”), however, it should be noted that the Plan is an evolving document, and the planned actions and targets within it may potentially be subject to change.

4.2 The purpose of this document is to set out the Directorate’s response to meeting this financial challenge – and is made up of two sections:

- **Section A** – highlighting work completed and MTFS savings achieved to date, and MTFS shortfalls
- **Section B** –Delivery Plan, setting out the planned actions to be undertaken in order to make the required MTFS savings and maximise income opportunities by March 2019

4.3 The content of the Plan primarily focuses on the Social Services budget, but it should be noted that further work is also being done to progress potential opportunities within the ‘Prevention & Wellbeing’ service area – who have already significantly contributed to the MTFS savings targets that have been achieved in recent years i.e. MTFS savings of over £400k being achieved in 2017/18 through reviewing and implementing new models of delivery for partnership contracts.

4.4 This is a high level plan and the detail of each proposal will be contained in project plans that sit under the main MTFS proposal.

4.5 There remains a shortfall of £237k for which additional planned actions are being developed and these are identified in the Plan.

4.6 A Corporate Governance Board has been established to monitor and review the Directorate’s Plan. The Board will be chaired by the Chief Executive and includes:

- The Corporate Director of Social Services and Wellbeing
- The Interim Head of Finance and S151 Officer
- Appropriate Finance Officers
- Head of Adult Social Care
- Head of Children’s Social Care
- Interim Director of Education and Early Help
- Social Services and Wellbeing Commissioning manager

4.7 It is recognised that the proposals for change often require cross Directorate collaboration and therefore other Officers will be called to attend or make themselves available as required.

4.8 The Social Services and Wellbeing Directorate already has a range of governance processes in place and this includes a Re-modelling Programme Board for each service area, which oversees the transformation projects and makes the links between these and the MTFS. Each service area also has a bi-monthly Performance Management Board. Attached at **Appendix 2** is a table showing governance arrangements in the Directorate. The Programme Boards have been

subject to regular review; however, these will now be looked at again in light of the corporate oversight to ensure they are 'fit for purpose'.

Services to Older people

- 4.9 Members will note that the proposals within the new service delivery plan cover a range of services across adult social care and that it is difficult therefore to distinguish which relate to older people. The detailed plans that are being developed that will sit underneath the service delivery plan will give more detail on this however the areas that relate to management and administration, changes in workforce, residential and respite care and prevention and wellbeing will have an impact on budgets for older people.
- 4.10 The projected overspend in the quarter 3 Cabinet budget monitoring report is £200k against older persons services. However, at period 10, the projected overspend has reduced to £70k. Also, Welsh Government have recently allocated winter pressure grant funding to local authorities which will mean older persons services will at least break even by year end.

Looked After Children

- 4.11 The projected overspend in the quarter 3 Cabinet budget monitoring report is £1.049m against looked after children services. This is mainly due to children being placed in out of county placements. Out of county placements can cost up to £460k per annum per placement.
- 4.12 MTFS budget reductions have resulted in the budget being reduced by around £1 million over the last three years, including a reduction of £260,000 in 2017-18. However, compared to the outturn position in 2016-17 of £1.4 million over spend before drawdown of earmarked reserves, the current financial projection represents a significant improvement, which reflects the service's strategy to place more children into more cost effective placements.
- 4.13 High cost independent fostering placements have actually reduced from an average of 90 in 2016/17 to an average of 75 this year (2017/18). These placements cost an average £47k per placement per annum. As a consequence the average number of in-house fostering placements has increased from an average of 208 in 2016/17 to 217 this year (2017/18) at a much reduced average annual cost per placement of £18k. This cost saving evidences the services strategy to place children in more cost effective placements.

5.0 Effect upon Policy Framework and Procedure Rules

- 5.1 There is no impact on the policy framework and procedure rules. Any future services requiring commissioning as a result of this proposal will be undertaken in line with Contract Procedure Rules requirements.

6.0 Equality Impact Assessment

- 6.1 When targeted consultation has been completed and the model has been finalised, and officers are in a better position to know which service users and staff could be

affected by the proposed model, an EIA screening (and a full EIA if necessary) will be undertaken, to assess the potential impact on service users and staff.

6.2 Appropriate consultation will be arranged ensuring that relevant policies are applied throughout the process.

7.0 Financial Implications

7.1 These are contained in the Future Service Delivery Plan at Appendix 1.

8.0 Recommendation

8.1 The Overview and Scrutiny Committee is requested to provide views on the information contained in this report.

Susan Cooper

Corporate Director – Social Services and Wellbeing
March 2018

9.0 Contact Officer

Susan Cooper, Corporate Director Social Services and Wellbeing
susan.cooper@bridgend.gov.uk

10.0 Background documents

None

Introduction

Over the past four years the Social Services and Wellbeing budget has reduced by over £12 million. This has been achieved by ‘doing things differently’, that is remodelling, reconfiguring, restructuring and developing new ways of working and new service delivery models.

The directorate’s strategy for the next few years is to manage demand and to continue to introduce new ways of working in order to lessen dependency and enable people to maximise their independence.

This needs to be achieved within existing budget – for which there is an existing overspend position in the region of £2million.

The purpose of this document is to set out the directorate’s response to meeting this financial challenge – and is made up of three sections:

- **Section A** – highlighting work completed and MTFS savings achieved to date, and MTFS shortfalls
- **Section B** –Delivery Plan, setting out progress against the planned actions to be undertaken in order to make the required MTFS savings and maximise income opportunities by March 2019

The content of this document and the Delivery Plan primarily focuses on the Social Services budget, but it should be noted that further work is also being done to progress potential opportunities within the ‘Prevention & Wellbeing’ service area – who have already significantly contributed to the MTFS savings targets that have been achieved in recent years.

i.e. MTFS savings of over £400k being achieved in 2017/18 through reviewing and implementing new models of delivery for our partnership contracts.

Section A – Work completed and MTFS savings made to date

- Progress the Social Services and Wellbeing Directorate has made over the last 4 years against MTFS savings targets is shown below:

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | TOTAL |
|----------------|---------|---------|---------|---------|----------------|
| MTFS Target | 3,500k | 3,534k | 2,984k | 2,244k | 12,262k |
| MTFS Achieved | 3,500k | 3,534k | 2,301k | 1,029k | 10,364k |
| MTFS Shortfall | 0 | 0 | 683k | 1,215k | 1,898k |

- MTFS savings targets forecast to be fully achieved by the directorate during 2017/18 are shown below:

| 2017/18 | | | |
|----------------------|---|-------------|-----------------|
| MTFS ref | MTFS Proposal | MTFS Saving | Amount achieved |
| ASC 3 | Link work on the new assessment framework to new national eligibility criteria as part of Social Services and Wellbeing Act | 150k | 150k |
| ASC 7 | Re-provision and remodelling of Shared Lives | 50k | 50k |
| ASC 9 | Review Continuing Health Care (CHC)-eligible cases to secure appropriate contribution to packages of care | 100k | 100k |
| SSW4 | New models of service delivery within AWEN cultural trust | 101k | 101k |
| ASC 12 | Continued efficiencies within LD Day Services | 120k | 120k |
| HL2 | Review Healthy Living Partnership Contract | 308k | 308k |
| 2017/18 TOTAL | | | 829k |

In addition to the £829k fully achieved, £200k has been partially achieved against ASC 17 (Reduction in Residential & Respite) – against a target of £414k

The Delivery Plan to address MTFS shortfalls in 2016/17 & 2017/18 – as reflected in the budget overspend in 2017/18 – is provided in Section B

Section B – Delivery Plan

| Original MTFS ref | Original MTFS Proposal | Saving Target | Saving achieved | Saving shortfall | Reason not achieved to date | Revised MTFS proposal (inc. planned Action Ref) | Saving Target | Actions and Dates | Status | RAG Status (Risks/ Issues) | Savings achieved |
|-------------------|---|---------------|-----------------|------------------|---|--|-----------------------|--|-------------|----------------------------|------------------|
| ASC 6 2016/17 | Management, Admin/Training | 76k | 50k | 26k | Service have been unable to reduce staffing to the rate required to achieve this saving | 001 Management and Admin | 203k (full year) | <ul style="list-style-type: none"> Review all structures Date: March 2019 | In progress | | |
| ASC 23 2016/17 | Changes in Workforce | 100k | 0 | 100k | | | | | | | |
| ASC 10 2017/18 | Develop income stream at Glyn Cynffig | 73k | 0 | 73k | Limited opportunities to market placements with other LA's | 002 Glyn Cynffig – proposed new model of service | Included in 001 above | <ul style="list-style-type: none"> Explore options with RSL's, health and other partners for an alternative delivery model Date: March 2019 | Not started | | |
| ASC 17 2017/18 | Managed Service Reductions Residential & Respite Care | 414k | 200k | 214k | Revised in light of new financial plan for SS | 003 Outcome Focussed Assessments and Reviews | 350k potential | <ul style="list-style-type: none"> Further develop new approaches in terms of strength based and person centred approach to support the Act This will progress through the year via the transformation team with the Changing the Culture board monitoring the financial impact of the new ways of working. Date: March 2019 | In progress | | |

| Original MTFS ref | Original MTFS Proposal | Saving Target | Saving achieved | Saving shortfall | Reason not achieved to date | Revised MTFS proposal (inc. planned Action Ref) | Saving Target | Actions and Dates | Status | RAG Status (Risks/Issues) | Savings achieved |
|-------------------|---|---------------|-----------------|------------------|---|---|---------------|--|-------------|---------------------------|------------------|
| | | | | | | 004 LD Supported Living | 78k in year | <ul style="list-style-type: none"> Review BCBC accommodation services Date: March 2019 | In progress | | |
| ASC 19 2016/17 | Develop a new Delivery Model for Bridgend Resource Centre | 108k | 8k | 100k | Unable to agree a model that was viable and acceptable across all the corporate directorates | 005 Develop a new Delivery Model for Bridgend Resource Centre | TBC | <ul style="list-style-type: none"> Commissioned an external review which produced options for the future. Summary paper to be presented to the governance group and/or CMB in March 18 Date: September 2018 | Start up | | |
| SSW1 2017/18 | Impact of the Prevention and Wellbeing agenda | 668k | 0 | 668k | Difficult to quantify against savings as, in essence, the changes have demonstrated cost avoidance. Demographics and increase in complex needs of individuals has made the target difficult to meet | 006 Telecare (Service has been recommissioned-transfer between providers is taking place17/18 | 91K 18/19 | <ul style="list-style-type: none"> Implement the recommissioned telecare prices Date April 2018 Review opportunities to explore income generation Date: Sept 2018 Longer term - Review fairer charging arrangements | In progress | | |

| Original MTFS ref | Original MTFS Proposal | Saving Target | Saving achieved | Saving shortfall | Reason not achieved to date | Revised MTFS proposal (inc. planned Action Ref) | Saving Target | Actions and Dates | Status | RAG Status (Risks/Issues) | Savings achieved |
|-------------------|------------------------|---------------|-----------------|------------------|--|---|---------------------------------|--|-------------|---------------------------|------------------|
| | | | | | average IFA numbers & costs are reducing | | | Bridgend young people but also sell places elsewhere = potential income Date: March 2019 | | | |
| | | | | | | 010 Fostering Services | 136k based on 4% cost reduction | <ul style="list-style-type: none"> Undertake a review of existing systems, processes and structures, with the aim of increasing internal fostering provision Date: Sept 2018 | In progress | | |
| N/A | N/A | N/A | N/A | N/A | N/A | 011 Fairer Charging – legislative changes | 203k | <ul style="list-style-type: none"> Implement impact of maximum charge increasing from £70-£80 per week, in line with legislation Date: From April 2018 | Not started | | |

| Original MTFS ref | Original MTFS Proposal | Saving Target | Saving achieved | Saving shortfall | Reason not achieved to date | Revised MTFS proposal (inc. planned Action Ref) | Saving Target | Actions and Dates | Status | RAG Status (Risks/Issues) | Savings achieved |
|-------------------|------------------------|---------------|-----------------|------------------|-----------------------------|--|---------------|---|-------------|---------------------------|------------------|
| N/A | N/A | N/A | N/A | N/A | N/A | 012 Income stream Mental Health | 60k | <ul style="list-style-type: none"> Review current process for management of CHC and S117, at both a strategic and operational level Date: Sept 2018 | In progress | | |
| N/A | N/A | N/A | N/A | N/A | N/A | 013 Financial policy for university support packages | 60k | <ul style="list-style-type: none"> Support care leavers to attend university and access appropriate funding Date: Sept 2018 | In progress | | |
| N/A | N/A | N/A | N/A | N/A | N/A | 014 Direct Payments | TBC | <ul style="list-style-type: none"> Review completed Strategy and ,operational policies and procedures in place by June2018 Potential opportunities for changing service delivery thereby creating savings are being determined Date: TBC | In progress | | |

| Original MTFS ref | Original MTFS Proposal | Saving Target | Saving achieved | Saving shortfall | Reason not achieved to date | Revised MTFS proposal (inc. planned Action Ref) | Saving Target | Actions and Dates | Status | RAG Status (Risks/Issues) | Savings achieved |
|-------------------|------------------------|---------------|-----------------|------------------|-----------------------------|---|-----------------------------|---|--------|---------------------------|------------------|
| N/A | N/A | N/A | N/A | N/A | N/A | 015 Charging for Services | TBC | <ul style="list-style-type: none"> Explore potential re existing charges for services can be uplifted. i.e. Charges to other LAs who use BCBC services Date TBC | | | |
| N/A | N/A | N/A | N/A | N/A | N/A | 016 Localised Day services | Poss 50k (full year effect) | <ul style="list-style-type: none"> Review and potential restructure is being undertaken Explore longer term opportunities in respect of potentially progressing with an alternative delivery model for day opportunities Date - TBC | | | |
| TOTAL | | 2,256 | 358 | 1,898 | | | 1,661 | | | | |

Please note: The Plan is an evolving document, and the planned actions and targets may potentially be subject to change.

Social Services and Wellbeing Directorate

Governance Arrangements

| Arrangement | Chair and key attendees | Standard agenda items | Frequency |
|---|---|---|------------|
| Senior Management Team | Corporate Director, 2xHos, Business Manager plus Finance and Commissioning Managers when relevant | Corporate matters Budget Safeguarding HR matters Service issues Forward Plan | Weekly |
| Adult Social Care and Wellbeing Group Managers meeting | Head of ASC, Group Managers across the services, Finance manager when relevant or monthly? | Budget HR matters Service issues H & S Forward Plan | Weekly |
| Children's Social Care Management Team meeting | Head of Children's Social Care, Group Managers across the services, Finance Manager when relevant or monthly? | Budget HR matters Service issues H&S Forward Plan | Weekly |
| Adult Social Care and Wellbeing Performance Meeting Children's Social Care Performance Meeting | Corporate Director, relevant Head of Service, GMs across the service, other service managers, HR, Finance Manager | Budget PIs Sickness HR matters H&S Audit reports Regulation and inspections Complaints information | Bi monthly |
| Remodelling Adult Social Care Board Remodelling Children's Social Care Board | Corporate Director, relevant Head of Service, GMs across the service, other service managers, HR, Finance Manager | Service User story Highlight reports on all projects MTFS tracker | Bi monthly |
| Extended Managers Meeting | Corporate Director, HoS, GMs and 30 other managers across the service | Corporate, National and local updates Service user story Budget Current issues | 3 per year |
| In addition to the above, a range of project boards, workstreams and sub-groups are in place which feed into the above governance arrangements. | | | |

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By virtue of paragraph(s) 16 of Part 4 of Schedule 12A of the Local Government Act 1972.

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