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Bridgend County Borough Council



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dewis iaith.*

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



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: Friday, 23 March 2018

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held in the Council Chamber, Civic Offices Angel Street Bridgend CF31 4WB on **Thursday, 29 March 2018 at 09:30.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 26
To receive for approval the minutes of 14/12/17 and 25/01/18
4. Forward Work Programme Update 27 - 54
5. Directorate Business Plans 2018-19 55 - 248
Invitees

All Members of Cabinet and the Corporate Management Board
Yuan Shen, Group Manager, Corporate Performance, Partnerships and Transformation
6. Social Services and Wellbeing Future Service Delivery Plan 249 - 262
Invitees

Cllr PJ White, Cabinet Member - Social Services and Early Help;
Susan Cooper, Corporate Director - Social Services and Wellbeing;
Darren Mephram, Chief Executive;
Gill Lewis, Interim Head of Finance
7. Urgent Items
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person

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presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

8. Exclusion of the Public

The Report relating to the following item is not for publication as it contains exempt information as defined in Paragraph 16 of Part 4, and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

If following the application of the public interest test the Committee resolves pursuant to the Act to consider this item in private, the public will be excluded from the meeting during such consideration.

9. Access to Information

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Invitee

Andrew Jolley, Corporate Director - Operational and Partnership Services

Yours faithfully

P A Jolley

Corporate Director Operational and Partnership Services

Councillors:

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

Councillors

D Patel
RL Penhale-Thomas
B Sedgebeer
RMI Shaw
CE Smith
JC Spanswick

Councillors

T Thomas
CA Webster
HM Williams
RE Young

Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 14 DECEMBER 2017

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD IN COMMITTEE ROOMS 2/3 - CIVIC OFFICES ANGEL STREET BRIDGEND CF31
4WB ON THURSDAY, 14 DECEMBER 2017 AT 09:30

Present

Councillor CA Green – Chairperson

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

Apologies for Absence

RL Penhale-Thomas

Officers:

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

Invitees:

Cllr HJ David	Leader
Cllr D Patel	Cabinet Member Wellbeing & Future Generations
Cllr CE Smith	Cabinet Member Education & Regeneration
Cllr PJ White	Cabinet Social Services & Early Help
Cllr HM Williams	Deputy Leader
Cllr RE Young	Cabinet Member Communities
Susan Cooper	Corporate Director Social Services & Wellbeing
Lindsay Harvey	Corporate Director Education and Family Support
Randal Hemingway	Head of Finance & Section 151 Officer
Andrew Jolley	Corporate Director Operational & Partnership Services
Rachel Keepins	Democratic Services Officer - Scrutiny
Darren Mepham	Chief Executive
Mark Shephard	Corporate Director - Communities

28. DECLARATIONS OF INTEREST

None.

29. OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME (FWP) 2017-18

The Corporate Director Operational and Partnership Services submitted a report, the purpose of which, was to present:

- a) The items due to be considered at the Committee's meeting on 25 January 2018, and seek confirmation of the information required for the subsequent scheduled meeting dated 21 February 2018;
- b) A list of responses to comments, recommendations and requests for additional information from the previous meeting of the Committee;
- c) A list of potential Forward Work Programme items for formal prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

Attached to the report were comments/conclusions (including those still outstanding) on topics considered at the last scheduled meeting (Appendix A); the Corporate Overview and Scrutiny Committee FWP, including the items scheduled for the next two meetings (Appendix B), and the Subject O&S Committees (SOSC's) FWP, which includes the topics prioritised and agreed by the Corporate O&S Committee for the next set of SOSC's in Table 1, as well as a list of proposed future topics at Table 2 (Appendix C).

Arising from consideration of the report, and discussions that ensued on this, it was

RESOLVED: (1) Members discussed the Corporate Overview and Scrutiny Forward Work Programme and agreed the following:

- Members approved the feedback from the previous meeting of the Committee and noted the list of responses provided.
- In relation to the scheduled City Deal item, Members request to invite the Chair of the City Deal Group to the meeting and further ask that the report request detail what is Bridgend aiming to get out of the deal and when.

(2) Members discussed the Subject Overview and Scrutiny Committees Forward Work Programme and agreed the following:

- Regarding the Empty Housing item, Members request that a breakdown of service provision for empty properties be provided including contracts that we sub-let out.
- Regarding the Prevention and Wellbeing and Local Community Co-ordination item, Members question what input is provided by AMBU and what is provided by Bridgend Council.

(3) Members prioritised and delegated the following to the Subject Overview and Scrutiny Committees:

Date of Meeting	Committee	Subject
7 March 2018	2	Dementia Care
12 March 2018	1	School Modernisation Band B
21 March 2018	3	Empty Housing
16 April 2018	1	Early Help and Social Care
17 April 2018	2	Prevention and Wellbeing and Local Community Co-ordination

30. **BUDGET MONITORING 2017-18 - QUARTER 2 FORECAST**

The Head of Finance submitted a report, the purpose of which, was to provide Committee with an update on the Council's financial position as at 30 September 2017.

The Scrutiny Officer outlined the report, and explained that each Director would be invited into the meeting together with the appropriate Cabinet Member, in order to respond to any questions Members may have in respect of the service area they are responsible for. The Head of Finance and S151 Officer would be present during the whole duration of the meeting, to answer any questions of a financial nature she added.

The Chairperson then firstly invited to the meeting the Interim Corporate Director Education and Family Support together with the Cabinet Member for Education and Regeneration.

The Interim Corporate Director Education and Family Support outlined the financial position for his Directorate for the above period, following which Members went straight into questions.

A Member noted that there were no budget reductions planned for schools this coming year, but that the report reflected a projected deficit for schools. She asked if this would have any effect on staff reductions.

The Interim Corporate Director Education and Family Support advised that he was not aware of any planned compulsory redundancies planned for teachers, but staff changes would continue ie through teaching staff moving on and not being replaced, and/or cases of voluntary redundancy/early retirement.

A Member asked what action was being taken, to ensure that schools Business Plans were becoming more efficient.

The Interim Corporate Director Education and Family Support advised that it was now incumbent for all schools to provide robust debit recovery plans as part of their Business Plan, and this was reviewed on a monthly basis, in order to ensure that the schools expenditure was within budget over a continuous rolling programme. Discussions also took place on Business Plans and schools finances, with the schools governing body. He added that staff on different Contracts at any given school did affect the schools budget, and this was a further reason for its budget to be regularly monitored.

Referring to page 23 of the report and the paragraph headed Schools' Delegated Budgets, a Member noted that a considerable number of schools were projecting a deficit balance at year end, with a projected overall deficit balance amounting to £1.234m. She asked how/when it was planned that this deficit would be clawed back.

The Interim Corporate Director Education and Family Support, advised that this deficit would look to be made up by all schools in deficit as soon as was possible, without affecting the quality of education being provided for pupils at the school. If the deficit was considerably large, then the deficit would look to be cleared within a three year period (or at worse within a five year period).

A Member asked if schools were equipped with the necessary expertise to manage proposed cuts, as they would experience a 1.5% budget cut for each of the next two years. He asked if they were well prepared for this situation.

The Interim Corporate Director Education and Family Support advised that his Directorate including schools, were well supported by the Council's Finance team through the schools governing body and the headteacher/assistant headteacher. All schools also had business managers who dealt with the schools finances. Training for staff at schools was also given through the established Central South Consortium and Governor Improvement Groups and Networks. These three bodies in particular, gave schools support and advised on 'best practice' that should be deployed. He acknowledged that there were further challenging times ahead, projection planning was being prepared by all schools in order to meet these challenges.

A Member noted that there were still a considerable number of vacancies on some school governing bodies, and she asked if this would compromise the level of support required at that particular school.

The Interim Corporate Director Education and Family Support acknowledged this, but added that all such vacancies were promoted actively with schools with a view to recruiting further school governors where required. Governors with experience in

Education or Finance were also sought after, as these people were well equipped in dealing with future challenges, ie affecting the schools budget and its effective operation. It was not always easily however to fill all such vacancies, as there had to be sufficient level of interest from individuals and the right time of person applying.

A Member asked for a breakdown of the budget cuts facing schools in the next few years, if this was fully known.

The Head of Finance and S151 Officer confirmed that for the financial year 2018-19, there was no budget reduction planned for schools as part of the Council's budget proposals. For 2019-20 onward, a budget reduction of 1% was planned, with a 1.5% proposed cut being imposed on all local authorities in Wales by Welsh Government.

With regard to budget deficits for schools moving forward, including their recovery plans, a Member asked if there was any allocation in the Council's Reserves to support those schools who were struggling long term from a financial perspective.

The Head of Finance and S151 Officer advised that though the projected deficit for school budgets as detailed in the report was projected at £1.234m for year end, this total would be less than that by that time. This was due to the fact that deficits would to a degree be negated, by schools Contingency Funds for school improvements etc, which from year to year usually had a surplus at year end.

A Member asked if any consideration had been given to altering catchment areas for schools, primarily in order to cater for children who will reside within new large housing developments planned for the northern side of Bridgend.

The Interim Corporate Director Education and Family Support confirmed that school catchment areas had been static now for some 15 years or so. There were a number of difficulties that needed to be encountered when changing catchment areas, such as school transport requirements that were subject to statutory guidance, parental preference and other issues governed by the Schools Model Code. These issues were complex to manage, and therefore that was the reason why catchment areas were maintained, unless it was deemed absolutely necessary to change the boundaries of these at any given location.

As this concluded debate on that part of the report relating to Education, Family Support and Schools, the Invitees left the meeting.

The Chairperson then welcomed to the meeting the Corporate Director Social Services and Wellbeing and the Cabinet Member for Social Services and Early Help.

Following the Corporate Director Social Services and Wellbeing giving a brief introduction to that part of the report relevant to her Directorate, the Chairperson invited questions from Members.

A Member referred to page 24 of the report and the table that showed the Directorate's net budget for 2017-18 (£64.809m), with current projections indicating an over spend of £1.937m for year end.

In relation to the areas of Adult Social Care – Other Services (variance 179.9%) and Mental Health – Supported & Other Accommodation (variance 136.2%) he asked why the variance in these areas was so significantly high.

The Head of Finance and S151 Officer advised that purely from a financial perspective, the percentages shown in this section of the table, related to net budgets in those areas where services of the Directorate generated income.

The Corporate Director Social Services and Wellbeing advised that it the overspend related to previous years savings not being met and historical overspends on the LAC. The demand on services provided by the Directorate was also considerable and therefore savings made were in the context of a demand led service. Transformation projects underway were also taking longer than anticipated to make the level of savings required.

She added that when children with complex conditions reached adulthood the budget did not transfer across into adult social care. There was a number of high cost out of county placements in CS.

The Corporate Director Social Services and Wellbeing, added that there were remodelling plans in place that had taken time to develop new models and approaches to delivery but these were now moving into implementation would make a positive impact on the budget.

She added that there was an increase in the numbers of children, young people and adults with complex conditions requiring support and that this was likely to continue into the future.

A Member felt that year on year the Social Services and Wellbeing Directorate failed to reach its target of savings as earmarked in the Council's Medium Term Financial Strategy (MTFS). He acknowledged that all Directorates were facing budget cuts and that this was difficult for them to keep maintaining the provision of key services. However, year on year he was aware that this Directorate in particular, was not achieving the savings aligned to it. He felt that in view of this, there was a case emerging for every line of the Directorates budget lines to be individually scrutinised.

The Cabinet Member for Social Services and Early Help whilst considering the Member's views, advised that the Social Services and Wellbeing Directorate compared very well with other local authorities in Wales in the support of children, and the financial commitment (i.e. cost per person) it gave on terms of this.

He added that there was a similar scenario in terms of the support for Adult Social Care, where BCBC compared favourably to its neighbouring authorities when it came to expenditure in this area on a population ratio.

A Member supported the Cabinet Member for Social Services and Early Help, adding that the Council had to adopt a very cautious approach when protecting the most vulnerable in society, as it was incumbent upon it do so by legislation.

A Member asked the Invitees, what had been done differently in terms of the support of adults and young people, with at the same time, looking to make savings that the Directorate were required to make under the MTFS.

The Corporate Director Social Services and Wellbeing advised that over the past couple of years, the Directorate had changed significantly in the way it delivered its services and that trend was continuing. There had been a shift in culture in order to achieve this, and allowed for different conversations at the point of contact with the directorate and a strengths based approach which encouraged and supported people to be more independent rather than the previous 'dependency' model of working. The re-ablement model was free for 6 weeks, and this had resulted in 60% of people not needing

ongoing support from the Social Services Directorate. There had also been a change in the way assessments are carried out resulting in a change to the type of care package provided. There had also been considerable changes in the way day services for people with learning disabilities was delivered. 3,500 people were receiving a Telecare package, and Bridgend were recognised as a leading authority in this area across Wales. In order to recoup further savings in the future however there would be difficult decisions for Members.

The Cabinet Member for Social Services and Early help, added that a considerable amount of work had been developed also in the area of Care in the Community, and that he hoped Members would note that there had been an improvement in sickness absence within the Directorate during Quarter 2.

A Member reiterated what another Member had previously said, and that all Directorates of the Council should keep in budget. He asked if timelines for paying back of the overspend incurred last year by the Directorate, had been too aspirational, in that more time was needed before this was cleared.

The Corporate Director Social Services and Wellbeing confirmed that the original MTFs proposals had been too ambitious in terms of the timescale for delivery. A revised Financial Plan was in the process of being developed by Officers that would be shared with BREP. She recognised that this was still ambitious but that the directorate would continue to focus on the required savings whilst ensuring that citizens continued to be supported and safeguarded. Some levels of expenditure were reliant on other Directorates, for example, Early Help and Support Services.

A Member felt that benchmarking exercises should continue with other Authorities both to see the trends regarding numbers of LAC, and through joined up thinking, ways of how these could be reduced. All local authorities in Wales he considered needed to approach Welsh Government on a collective basis, in order to try and obtain some much needed funding to cover the costs associated with this, as it was a heavy financial burden for Council's to bear.

The Corporate Director Social Services and Wellbeing advised that the Cabinet Secretary for Finance had been approached regarding the above, and had set up a National Group to look at the costs borne by local authorities in the support of LAC, and the Directorate were also looking at ways to alleviate this with its Western Bay partners.

The Cabinet Member for Social Services and Early Help added that some support in this area could be alleviated by an increase in Foster Carers.

As this concluded debate on this item, insofar as it related to the Social Services and Wellbeing Directorate, The Chairperson thanked the Invitees for their attendance.

She then invited the Corporate Director Communities and the Cabinet Member Communities into the meeting, to discuss that part of the report that related to the Communities Directorate.

After an introduction to the report given by the Corporate Director Communities, the Chairperson invited questions from Members.

A Member asked when the review of Car Parking would be completed and subsequently implemented.

The Corporate Director Communities advised that this ongoing, and was due to be completed by the end of the financial year. The situation regarding the review not yet

having been completed, had been complicated by the fact that Welsh Government had introduced funding for free car parking arrangements for local authorities to implement in certain car parks that came under their jurisdiction.

A Member was fully aware that the Communities Directorate provided a considerable amount of public facing services, and that there had been delays experienced due to staffing reductions implemented as part of the MTFs, in the provision of some of these frontline services. She asked if in the next budget round there were plans to shrink the Directorates workforce even more, and what affect the streamlining of staff had had on staff that remained within the Directorate.

The Corporate Director Communities advised that nearly all of the services that were provided by his Directorate were public facing in their nature, and this was reflected by the fact that over 80% of Member Referrals were made to the Communities Directorate. This had sometimes proved a problem in managing all referrals in a timely manner, as the staffing complement, particularly back-office staff within his administration/business support sections had reduced quite significantly in recent years due to the extent of cuts his Directorate had been required to make, and these staff dealt in the first instance, with the likes of complaints and referrals. Sickness levels within the Directorate had improved recently overall, however, some members of the Street Cleaning staff had been on long term sickness absence and this had proven to be a problem in the efficient delivery of this service. He and his Management team were looking at leaner ways of effective working, possibly supported by more efficient systems to compensate for the reduced levels of staffing experienced in recent years.

The Cabinet Member Communities advised that the year on year budget cuts were starting to 'bite' in the Directorate, and that in some areas, were starting to become more and more visible to the public also, for example reduced street cleaning. A lot of the services the Directorate provided were now becoming more reactive than proactive.

A Member commended the Communities Directorate for continually making its budget cuts year on year, and he wished to point out that one or two other Directorates needed to come in budget rather than have overspends year on year. The income for Fleet Services was reduced last year, and there had unfortunately been an £150k overspend in this service due to changes in the overall fleet requirement of the Council.

The Corporate Director Communities supplemented this, by advising Members that Fleet Services was presently being reviewed, with a view to integrating the service more with South Wales Police, and making changes to the way it was structured to ensure greater productivity and efficiency.

A Member felt it would be advantageous if some of the services provided by the Directorate could be taken over or supported by Town/Community Councils, such as grass cutting, litter picking etc.

The Corporate Director Communities advised that this was something that could be considered more moving forward, though assistance had been provided by some of the larger Town/Community Councils to the local authority on smaller initiatives such as providing dog litter bins. He felt that it may be an idea if smaller Town/Community Councils could federate in order to provide increased support to the Council, particularly neighbouring Town/Community Councils whose wards adjoined each other's. The Community Asset Transfer programme was being reviewed, and Clubs and other Associations had been pursued to take more of an active role in the maintenance of Club changing room facilities, though some were reluctant to take over such facilities some of which were in a poor state of repair.

A Member suggested that it may be a good idea if the Council looked to secure County Borough wide Contracts, such as for grass cutting arrangements.

A Member advised that Town and Community Council's precepts had to be set and submitted by no later than 5 January each year, so BCBC needed to link in with them in advance of this date, if they required support in any areas of services they provided.

The Head of Finance and S151 Officer advised that this would not be easy to achieve, given that the Council determined its Medium Term Financial Strategy each year after this date.

A Member felt that BCBC needed to forge stronger links with Town and Community Councils if they required assistance along the lines expressed above, in order to ascertain what level of support was required, and in what areas.

A Member reiterated what was alluded to earlier in debate, that Town/Community Councils could, where appropriate, group together with a view to jointly supporting certain Council led Projects.

The Corporate Director Communities advised Members that he was aware of a Welsh Government white paper, which advised that greater expectations were expected from Town/Community Councils in support of their wards moving forward.

The Chairperson then thanked the Corporate Director Communities and the Cabinet Member Communities for attending and contributing to the meeting.

The Chief Executive, Cabinet Member Wellbeing and Future Generations and the Corporate Director Operational and Partnership Services, then joined the meeting.

The Corporate Director Operational and Partnership Services advised by way of introduction, that he had always attempted to prepare to meet his projected budget cuts, a year in advance of when they were to be implemented.

It was difficult for him to achieve the level of cuts required, as unlike certain other Directorates; he could only really cut staff as he had no other assets. For further details of the net budget for the Operational and Partnership Services Directorate was outlined on page 28/29 of the report.

A Member asked if austerity had changed the way members of staff in his Directorate had undertaken their duties.

The Corporate Director Operational and Partnership Services advised that he had been employed within the Authority since 2003, and that the recession had established itself within the last 7 or 8 years.

Within this time there had been some collaborative working including within legal teams from a number of neighbouring authorities, and whilst this had been successful for a number of years, it now no longer was. However, the Shared Regulatory Service collaboration between Cardiff City, Vale of Glamorgan and BCBC's continued to go from strength to strength, as did the collaboration of the CCTV unit. Due to staff cutbacks experienced since austerity, normally through employees leaving the organisation and their post not being filled, staff had been flexible to expand their role where required, including having appropriate training in order to successfully achieve this.

A Member referred to page 29 of the report and reference to underspends associated with software licences. She queried this, as it was illegal to use various ICT systems without these type of licences.

The Corporate Director Operational and Partnership Services advised that some of the ICT services were being planned to be rationalised as was identified in the report, and he assured the Member that there was nothing illegal taking place with regard to software licences.

He added that in order to reduce pressure on staff, more Apprentices were being recruited within the Authority, and particularly in ICT and this had help realise the savings earmarked for this Directorate.

A Member asked if the position regarding staff retention was proving a problem in the OPS Directorate.

The Corporate Director Operational and Partnership Services, confirmed that as the workforce was shrinking this reduced opportunity for a structured career for individuals in certain lines of work. Employees were therefore staying in the same job for longer, due to a lack of opportunity for progression both in this and neighbouring authorities. It was difficult presently to recruit Lawyers, and in order to negate this, the Legal Department were recruiting paralegal Officers and encouraging Trainee Lawyers to progress and become fully qualified so that they could progress within the Legal Department.

He was experiencing some difficulty he added in the recruitment and retainment of Procurement staff. He further added that local government was unfortunately not so highly regarded as a career job anymore as it used to be, and the freeze on cost of living pay rise for local government workers since the recession kicked in, had compounded this situation.

The Leader advised that he had been happy to hear that the pay freeze on the cost of living pay rise for local government workers had this year been lifted this year. He felt that this would assist in the recruitment and retainment of staff. He added that Cabinet and CMB were also looking at staff incentives such as the Brivilege card and Care Work packages etc.

The Corporate Director Operational and Partnership Services advised Members that he also employed a time recording system for all staff, and he was able to ascertain from this any excessive hours certain staff may be putting in, indicating that increased support may be required in that particular Section.

A Member noting the debate regarding austerity and the pressure this was putting on the workforce collectively speaking asked the Chief Executive what lead he was giving to Directors in order that they and the Authority may meet the challenges that undoubtedly lie ahead.

The Chief Executive confirmed that the Leader worked closely with his Cabinet and he worked in a similar way with his Directors, in order to get the right balance within the Authority, so as to meet challenges the Authority were facing. He also discouraged Officers and teams to work in isolation, as closely sharing information corporately, reflected the Council's mission which was to adopt a 'One Council' approach in terms of expediting its business.

A Member felt that it was essential that each Directorate of the Council met its budget allocation for the year under the MTFs, and that a change in culture was required, whereby Directorates should be held accountable if they over spent.

The Chief Executive acknowledged this point, but added that the Authority was obliged to meet its statutory services, including more notably, protecting the most vulnerable in society through areas such as Social Services and Children's Services. Packages for care for these people in society was often expensive and difficult to control, though there would be a bigger cost to the reputation of the Council if anything went awry in these key service areas.

The Leader reiterated the above, adding that all Members were corporate parents, and that it had a legal responsibility to ensure that the very young and the elderly should be well looked after by the local authority. Powys Council were presently in special measures, and BCBC had been in a similar position previously, with regard to Adult Services. Compromising the safety of the most vulnerable was not an option he added, notwithstanding the fact that all Directorates of the Council needed to try and meet the budget that had been aligned to it.

The Leader added that the management structure of the Authority was also going to be looked at to see if savings could be made more from the top down than perhaps vice versa.

A Member felt that Bridgend seemingly were always in the top quartile when it came to the number of Looked After Children (LAC) it was responsible for. He felt that due to the expense local authorities had to go to in order to support the number of LAC it had to, and due to the fact that there was no real control over the number of these at any one time, Welsh Government should be approached perhaps collectively by neighbouring authorities to ask for a solution to the situation.

The Leader advised that this course of action was being pursued including a request for extra funding, in an effort to alleviate the past, current and anticipated ongoing situation. There were currently 395 LAC in Bridgend he added, and this number was fairly stable at the moment. Ways were being looked at to reduce this number and the cost of placements he added. Work had also been carried out which had resulted in there now being 15% less older people in residential care than there had been 5 years ago, the Leader further added. Both Social Services and Childrens Services were demand led and this was the financial issue that local authorities were faced with. The Council were alleviating the problem to a degree, such as looking at methods that would allow people to be more independent than was previous the case.

As this concluded the debate on this item, the Committee thanked the remaining Invitees for their attendance, following which they retired from the meeting.

Conclusions:

Education and Family Support

1. In relation to the possible future 1% budget efficiency saving for schools, the Committee queried whether schools were making suitable preparations now to try and minimise the impact on the schools and their staff and recommend that they focus on income generation through hiring out their facilities out of school hours.

Additional Information:

- The Committee have asked to receive a list of the schools that are at full capacity whilst also in deficit.

Social Services

1. Due to the increasing numbers of Looked After Children being an issue across Wales, the Committee questioned whether there was any leadership emerging from Welsh Government on this subject, or any working group established to explore this national concern.

Additional Information:

- Members requested to receive detail on any management restructures which have equated to monetary savings over the past few years.

Communities

1. The Committee acknowledged the need for Town and Community Councils (TCCs) to collaborate more, but that this was difficult to take further as identifying a common purpose amongst themselves was challenging with individual capabilities, needs and priorities being very different. It is recommended that in order to maximise the potential of TCCs and for them to work more effectively together and with the Local Authority, the subject is raised with the TCC Forum for discussion for them to take back to their individual TCCs.
2. It is also recommended that a proposal be put to the TCC Forum for more regular meetings to ensure momentum and consistent monitoring of any future collaborative work.

31. MEDIUM TERM FINANCIAL STRATEGY 2018-19 TO 2021-22

The Section 151 Officer submitted a report, the purpose of which was to present the Committee with the draft medium Term Financial Strategy 2018-19 to 2021-22, which set out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The Strategy included a financial forecast for 2018-22, and a detailed draft revenue budget for 2018-19.

The Head of Finance and S151 Officer referred to the Appendices that supported the report, where savings were identified for the Resources Directorate. He advised that in particular, he was looking to obtain extra income from cases of housing benefit and bad debt recovery, where good progress had been made recently in bringing in oncome for this.

The Corporate Director Operational and Partnership Services referred to Appendix B to the report, and made the following comments on budget cuts that had been identified in his Directorate in certain areas as follows:-

OPS1 – Directorate wide restructure – Staffing restructures will result in reduced capacity within teams. This saving was currently on hold, pending the Chief Executive looking to implement changes at Senior Management level.

OPS2 – Reduction of procurement training budget – Savings required for year 2018-19 identified by section re-structure and the introduction of two trainee members of staff

OPS3 – Efficiencies from Shared Regulatory Service – Savings proposals earmarked for this service area to be considered next week by the Shared Regulatory Services Joint Committee

The Corporate Director Operational and Partnership Services added that savings earmarked for the divisions of Housing, ICT and Performance, had already been found for the next financial year.

Conclusions:

Members commended the Corporate Director Operational and Partnership Services for his clear strategic vision and future planning for budget cuts.

32. **URGENT ITEMS**

None.

The meeting closed at 13:36

**MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD IN COMMITTEE ROOMS 2/3 - CIVIC OFFICES ANGEL STREET BRIDGEND CF31
4WB ON THURSDAY, 25 JANUARY 2018 AT 09:30**

Present

Councillor CA Green – Chairperson

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

Apologies for Absence

M Jones

Officers:

Sarah Daniel	Democratic Services Officer - Scrutiny
Mark Galvin	Senior Democratic Services Officer - Committees

Invitees:

Cllr HJ David	Leader
Cllr D Patel	Cabinet Member Wellbeing & Future Generations
Cllr CE Smith	Cabinet Member Education & Regeneration
Cllr PJ White	Cabinet Social Services & Early Help
Cllr HM Williams	Deputy Leader
Cllr RE Young	Cabinet Member Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Susan Cooper	Corporate Director - Social Services & Wellbeing
Susan Cooper	Corporate Director - Social Services & Wellbeing
Susan Cooper	Corporate Director - Social Services & Wellbeing
Lindsay Harvey	Corporate Director Education and Family Support
Andrew Jolley	Corporate Director Operational & Partnership Services
Gill Lewis	Interim Head of Finance and Section 151 Officer
Darren Mephram	Chief Executive
Mark Shephard	Corporate Director - Communities

34. DECLARATIONS OF INTEREST

None.

35. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of the Corporate Overview and Scrutiny Committee dated 15 November 2017, be approved as a true and accurate record.

36. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer submitted a report together with attached Appendices A, B and C on the above.

In relation to the feedback from the Committee's meeting on 15 November 2017 on the subject of Digital Transformation, Members expressed disappointment over the lack of appetite to collaborate with other local authorities. The Committee commented that this did not correspond with what the Wellbeing and Future Generations Act was encouraging, in terms of driving forward collaboration, and in their view, there could be other local authorities, who are already ahead of BCBC in terms of services and technology which it could benefit from by engaging with them, instead of starting from scratch.

The Committee also wished to chase-up the report request regarding Waste in relation to the Committee receiving the un-redacted contract for waste.

Corporate Overview and Scrutiny FWP

The Committee agreed to move the Community Safety Partnership item in March in order to receive the Social Services Q1 financial plan. Members further agreed that for their April meeting they would either receive City Deal, if a second meeting was required on this item, or if not, the item on Community safety Partnership.

Subject Overview and Scrutiny FWPs

In relation to the Subject Overview and Scrutiny Committee forward work programmes the Committee agreed the new items put forward by the Subject OVS Committees of the 'Remodelling Fostering Project' and 'School Transport' with an agreement that both would be fleshed out more at future meetings.

The Committee also agreed the following priority items as provisional for meetings from 19 April 2018 onwards, dates for which to be confirmed at the Annual meeting of Council:

19 April 2018 – SOSC 3 - Emergency Housing
SOSC 1 – Budgetary Impacts of Parc Prison
SOSC 2 – ALN Reform
SOSC 3 – Waste

RESOLVED: That the report be noted and accepted, subject to the recommendations outlined above.

37. CORPORATE PLAN 2018-2022

The Chairperson welcomed the Invitees into the meeting and the Leader gave an introduction to the report.

The Chairperson following this invited questions to the Invitees from Members.

A Member noted from page 32 of the report, that the Cardiff City Deal would generate around 25,000 extra jobs across the region. He asked how many of these would there be in the Bridgend County Borough.

The Leader advised that this number was not known at this time, but he wished to point out that it would mean that people from Bridgend would have the luxury of trying for more jobs created in other areas covered by the City Deal, such as in Cardiff and Newport, as well as the Bridgend area. It would therefore give people more choice to work out of the area as well as in it, and there would be different types of jobs to suit the different skill set of individuals. He was aware from statistical information available, that presently most of the jobs in Cardiff were occupied by employees who lived outside the city and its surrounding area, rather than within it. The City Deal would therefore encourage a more mobile workforce than that which currently exists.

The Member followed-up by stating that Bridgend required further work carried out on its infrastructure.

The Leader agreed, adding that this was being focused upon, and having met recently with local transport providers, it was established that Bridgend was the fastest growing region outside the city of Cardiff.

A Member referred to page 32 of the report and to the Key Programmes, and the Successful Economy Programme. Though there were key regeneration and local development schemes mentioned in this section of the report, these schemes related more to the past tense, ie the Rhiw Car Park development. He felt this area of the report should include new such initiatives proposed. He also felt that Bridgend did not look that appealing to visitors when they were travelling into the County Borough along routes such as the M4 corridor, and that some work was required to the environment in order to improve this.

The Cabinet Member Education and Regeneration stated that he thought that the County Borough of Bridgend compared well with others to visitors when they travelled into it from various other places. Work was ongoing through various projects and external funding, not only in the shape of the Rhiw Car Park development, but also by converting vacant space over shops to provide much needed Social Housing and Affordable Accommodation including in the heart of town centres. There were also projects in the valleys through the Valleys Taskforce, and to pursue funding for transformative projects such as the redevelopment of Maesteg Town Hall. There were a number of different projects proposed he added.

The Cabinet Member Communities added that the report was looking at both the past and the future in terms of projects, and that the Nolton Street development that was ongoing was building on and connected to the success of the Rhiw development.

A Member referred to page 32 of the report and bullet point 1 on that page, the aim '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. There was no explanation he felt however, to say how this would be achieved. He felt that the Corporate Plan going forward, should have more explanation in it confirming what income the Council has lost since austerity, and how it is still delivering services despite the recession. He stated that the public needed to be educated more on this, so that they had a level of understanding as to why some services previously provided had reduced or even were no longer being delivered. She added that whilst there was much reference in the document to the towns of Bridgend, Maesteg and Porthcawl, there was little or no mention of Pencoed which was the 4th town in the County Borough. She felt that this was something that needed addressing in the Plan.

The Corporate Director Operational and Partnership Services confirmed that the style of the Corporate Plan had been changed so that it was more 'punchy' as had been directed by the Welsh Audit Office, who had previously been critical of the Council's previous versions which they felt were too long and therefore not user friendly in terms of the public reading these.

The Chief Executive supplemented this by confirming that there was more detail in the various Directorate Business Plans from which the Corporate Plan had been derived, and these were available for Members to view if they so wished. He felt that perhaps the introductory section of the Corporate Plan could be altered slightly to explain more about austerity and the impact this has had on the local authority, and that now its workforce

was much reduced from that of previous, which in turn, had resulted in a reduction in the services it now provided.

Members generally agreed with this, adding that an explanatory note should be provided in the document advising what the Council has achieved; how it achieved these things, and what was intended to be delivered moving forward in the face of continuing reduced resources.

A Member added to this, by stating that the document should also have a section advising the public of the challenges of legislation and the impact this has had on Council resources, for example the Welsh Language Act requirements.

The Leader recognised the sentiments of Members, and although the Corporate Plan would be a document made available to the public, he was sceptical regarding the number of people who would who this, and felt that it would be useful to note the number of website hits made in due course by the public viewing this. He noted the comments made regarding the town of Pencoed being given a higher profile in the Plan, including its achievements, and felt that the document could be adjusted to reflect investment taking place County Borough wide, as opposed to just concentrating on our towns only.

The Cabinet Member Education and Regeneration added also, that the towns of Bridgend, Porthcawl and Maesteg were mentioned more than other areas of the Borough in the Corporate Plan, but this was largely due to the fact that these locations were where most of the investment was being committed to through joint working with major partners.

The Cabinet Member Wellbeing and Future Generations felt that it was pleasing to see that there was reference to the valleys and more deprived areas of the County Borough, as opposed to just towns.

A Member noted that there were some references in the document to acronyms, and she felt that the public would not necessarily understand what these mean. An example of this was reference to NEETS on page 34 of the document. The Invitees agreed that this was not user friendly, and that slight adjustments would be made to the document to put in full names where required, rather than abbreviations.

A Member referred to page 34 of the document and the Success Indicator detailing the percentage of all care leavers who are in education, training or employment at a) 12 months, and b) 24 months after leaving care. She noted that the Actual figure for 2016-17 was a) 45.2%, and b) 50%. The target for 2017-18 was however 70% (for a) and b)) and the same for 2018-19. She asked if this target was realistic and if it could be sustained given the financial restraints the local authority were still continuing to face.

The Corporate Director Social Services and Wellbeing advised that she would re-look at this particular performance indicator and make the necessary adjustment if this was considered necessary in order to give a more realistic and achievable target.

A Member referred to page 35 of the report and the Success Indicator of 'the percentage of 16 – 64 year olds without qualifications'. She welcomed this Indicator and looked forward to receiving details regarding it in due course. She felt that it would also be useful if Members could in conjunction with this, also have any statistical information on the number of people in the County Borough who are still employed after 65 years of age (ie retirement age).

A Member referred to page 35 of the report, and the Success Indicator in respect of the percentage of pupils achieving 3 x A*- A grades at A level. He noted that the Actual

target for this for 2016-17 had been 5.7%, and that the target for 2017-18 was 10%, only for this to reduce to 5.8% for 2018-19. He failed to understand why this target was set high for the current year and then low for the year after.

The Interim Corporate Director Education and Family Support, advised that his Department were endeavouring to set aspirational but realistic targets. He agreed however to take this away and re-look at the target percentages for this particular Indicator.

A Member asked for further explanation to be provided on page 35 of the Plan, with regard to what the percentage means in relation to the gap in educational attainment for pupils aged 15 plus who are entitled to free school meals, as opposed to those who are not.

Another Member noted from this Success Indicator and the Rationale for target, that the target would be set by the Central South Consortium, but would not be available until early in 2018. She asked when in 2018 would this information be available.

The Interim Corporate Director Education and Family Support confirmed that this information would be available in January/February of this year.

A Member referred to page 36 of the report and the Success Indicator in respect of the total annual expenditure spent by tourists. The Target for 2018-19 was set at a 2% increase on the 2017-18 Year End actual spend. He made the point however, that if inflation increased by more than 2% then this increase would be less than was estimated.

The Leader agreed with the above, and therefore advised that this target could be revisited.

The Corporate Director Communities advised that challenging targets were required to be put in place, however, CCTV footage had revealed that the footfall figure for the town of Porthcawl, which was one of the main tourist areas of the County Borough, so therefore the estimated target for this Indicator had been set as the status quo, rather than being more aspirational.

A Member pointed out however, that footfall into/out of town centres etc, was measured by cameras and the data derived from this was not the most accurate.

The Corporate Director Communities agreed with this ie that footfall measured this way was not necessarily an accurate measure on the number of visitors visiting a particular place, however, the anticipated expenditure formula shown in the report would be more accurate.

The Cabinet Member Education and Regeneration added that the data used here would allow for reasonable comparisons to be made year on year.

A Member once more referring to page 36 of the report, and the data for both the number of business start-ups and the number of active businesses, was only estimating a very small increase in terms of the target for 2018-19 when compared to 2016-17. He also asked why the data for year 2017-18 was not yet available.

The Corporate Director Communities advised that targets were being set here, whilst trying to gauge the extent of details of information that as yet was unavailable. This was a relatively new indicator he added, and the data for both these Success Indicators would be inserted in the Corporate Plan for the year 2017-18, when it was known.

A Member felt that it would be useful, if upon request, Members could have sight of the Tourism Strategy, and she felt that the data for this should include retail developments like McCarthur Glen, as well as the more tourist areas such as Porthcawl. She noted though that there was only one member of staff supporting the area of Tourism in BCBC, so she felt that it would be difficult to support growth and enterprise in this area without an adequate staffing compliment to do so.

The Corporate Director Communities advised that he was sure that McCarthur Glen Retail Park was included in the Strategy though he would check this and come back to the Member outside of the meeting.

In terms of the compliment of staff supporting tourism in his Directorate, he confirmed that the support of this work area and the Tourism Strategy, was inputted to by other Officers in his Directorate, as well as by other regional and collaborative methods, in order that the deficit of staff with expertise in tourism in the Authority could be supplemented by other means. The Council were looking to invest in prime local areas, such as Porthcawl (eg Jennings Building).

The Leader added that Officers not just in the Communities Directorate but throughout all of the Council, were working hard to secure grant funding where available, and this was crucial in order to attract the public to places where tourism was being developed within the County Borough.

The Chief Executive added that some priorities contained in the Corporate Plan overlapped with others. He further added that the Authority also recognised that there was a strong and active drive for tourism from the private sector, as opposed to just a BCBC approach. The private sector tended to deal with the smaller projects, while BCBC took on some of the larger ones.

A Member pointed out that the report explained that the Council had given grants for Business Starters, and she felt that the report should detail who these were given to, ie the names of the small businesses, together with the amounts of these grants.

A Member added that there were a considerable number of businesses situate throughout the County Borough, and she asked the Invitees if Members could have a breakdown of where these were located.

The Leader advised that this information could be made available for Committee Members.

A Member noted that an aim and objective of the Corporate Plan was to create successful town centres that had vitality, and he noted that there was little or no reference in the Plan to the Bridgend Indoor Market. He felt that something was required to help boost trade in that market, particularly given that a number of stalls situate within there had now closed and had not been replaced by other traders.

The Corporate Director Communities advised that the finer detail of the Bridgend Indoor Market was included in Directorate Business Plans. He added that there was a considerable amount of work ongoing with the market's traders, with a view to ensuring that this shopping facility remains sustainable.

A Member referred to page 37 of the report, and noted that whilst there was mention of vacant properties in the three other towns within the County Borough, there was no mention of Pencoed in this context. She mentioned this, as there were little or no vacant properties situate in the location of Pencoed, which was something that should be noted.

A Member referring to page 38 of the Corporate Plan, was looking forward to see introduced, the new model of Residential Care being proposed for children.

A Member referred to page 39 of the Plan, and the aim to give people more choice and control over what support they receive by providing early access to advice and information. She noted that there was no explanation given as to how it was intended to achieve this however.

A Member referred to the bottom bullet point on this page, ie 'to enable community groups and the third sector to have more voice and control over community assets.' He commended what the Council were trying to do here. He felt that this should be linked to the Success Indicator on page 42 of the report, regarding the number of Council owned assets transferred to the community for running, and considered that the target of 2 for 2018/19 was not challenging or aspirational enough.

A Member referred to page 40 of the Corporate Plan, and the Success Indicator regarding the number of people who have been diverted from mainstream services to help them remain independent for as long as possible. She asked if this Indicator was in respect of individuals with learning disabilities only.

The Corporate Director Social Services and Wellbeing confirmed that this was not the case, and that it related solely to individuals subject to the receipt of Adult Social Care.

The Leader added that performance information with regard to people with Learning Disabilities and Mental Health issues had been an Indicator that had been targeted, and as a result of this, was an area that had been a big success.

A Member noted from page 41 of the report that the Success Indicator of ensuring that private sector dwellings vacant for more than 6 months, become occupied as soon after as is possible, was not that aspirational given that the target for both 2017-18 and 2018-19 was 7.86%. He felt that this should be set higher for the latter of these years.

The Leader confirmed that he agreed with this, and would discuss this issue with Officers with a view to increasing this target for 2018-19.

A Member referred to page 41 of the Corporate Plan and the percentage of homeless or potentially homeless people, for whom the local authority has a legal responsibility to secure suitable accommodation. He noticed that the Indicator for this was reduced for 2018-19, compared to what it was for 2017-18, due to funding being reduced by Welsh Government. He thought however, that the Council had a legal responsibility to try and ensure where possible, such individuals were provided with accommodation as opposed to being out on the streets.

The Corporate Director Operational and Partnership Services, advised that whilst the Council had a statutory obligation to meet with regards to homeless people, this did not extend to having to accommodate everyone who was classed as being homeless. He added that the target for future years was reducing, due to Welsh Government funding not only reducing, but also eventually coming to an end.

A Member asked if there was any information available to confirm how many homeless people the Council had secured accommodation for in 2017-18, to which the Corporate Director Operational and Partnership Services replied that he would obtain this information, and share it with the Member outside of the meeting.

A Member referred to page 42 of the Plan and the Indicator regarding the percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year. She asked how many had taken this up.

The Corporate Director Social Services and Wellbeing confirmed that she would find out this information, and in turn, forward it onto the Member accordingly.

With regard to the Indicator on page 46 of the Corporate Plan regarding the percentage of employees completing e-learning modules, the target for this was 45% for years 2017-18 and 2018-19. She asked if this should be 100%, as some of these courses were mandatory.

The Corporate Director Operational and Partnership Services advised that not all such courses were mandatory and this was why the targets shown had been set at quite a fair bit below 100%, ie being the actual percentage of courses completed by employees overall. It was estimated that this would be a similar percentage number for the next target period.

A Member noted from page 46 of the report, that the number of interactions from citizens on the Corporate Social Media accounts (Facebook and Twitter) as Actual 2016-17 was 11.3%, and she asked if this was 11.3% of 100%.

The Cabinet Member for Wellbeing and Future Generations confirmed this was the case.

A Member referred to page 46 of the report and the number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence, had been 10.7 for 2016-17 with a reduction in target for both 2017-18 and 2018-19 of 8.5. He felt that the latter years target should be more aspirational, and less than 8.5%.

The Corporate Director Operational and Partnership Services advised that 8.5 days was a very aspirational target in its own right, and that it would be difficult to realistically reduce this further. He added that the target had been reduced from 10.7 days to 8.5, due to more effective methods being put in place in order to better support employees when they return to work after a period of sickness absence, as well as through tightening further the provisions of the Council's current Sickness Absence Policy.

The Chief Executive further added that 8.5 days was unlikely to be achieved, however, as the Corporate Plan was a public document, the Council needed to reflect that it was an aspirational target, notwithstanding the fact 8.5 days of sickness absence in a 12 month period per member of staff comprising the workforce, was in all probability likely to be exceeded to overall. This was partly due to a minority of staff experiencing periods of long term sickness absence, which then increased the average overall.

The Cabinet Member Social Services and Early Help advised that the Chief Executive and Directors were challenged every quarter through Corporate Improvement Assessment (CPA) meetings, to try and reduce the sickness absence levels in their Directorates, especially as the Council were continuing to function overall with a reduced staffing compliment.

The Leader added that Scrutiny Chairpersons had been invited to the next CPA meeting, so they could examine the topic of sickness absence within the Authority in more detail first hand.

The Corporate Director Operational and Partnership Services concluded debate on this item by advising that BCBC were improving in terms of sickness absence statistics, when compared to other local authorities on an all Wales basis.

The Chairperson thanked the Invitees for their attendance and responding to questions from Members, following which they retired from the meeting, other than the Leader, Deputy Leader and the Section 151 Officer who remained for the next item on the Agenda.

Conclusions:

Subsequent to the Committee's consideration of the report and draft Corporate Plan Members made the following comments for amendment and inclusion:

- 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;
- 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;
- 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;
- All acronyms to be expanded upon to assist with public understanding;
- 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;
- 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;
- 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;

- That clarification be provided within the plan over what the percentage refers to in relation to the gap in educational attachment between pupils 15+ entitled to free school meals and those who are not;
- 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;
- 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;
- 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;
- 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;
- That some detail be provided as to where these business start-ups and active businesses are in the county borough;
- 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';
- 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;
- 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;
- 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;
- 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;
- That the actual figure for budget reductions achieved for 2016-17 be provided within the plan;
- 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;
- 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.

Further Information

The Committee requested that they receive the Tourism strategy for information.

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.

How much social interaction with citizens on the corporate social media is instigated by the Authority rather than by the citizens themselves.

What the actual figure is for 17-18 in relation to sickness absence for the Authority.

Comments for future Scrutiny Committee

City Deal

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.

38. **MEDIUM TERM FINANCIAL STRATEGY 2018-19 TO 2021-22 AND DRAFT BUDGET CONSULTATION PROCESS**

The Scrutiny Officer presented a report, the purpose of which, was to present the Committee with, a) the final report of the Budget Research and Evaluation Panel (BREP) attached at Appendix A to the report, and b) the responses from each of the Subject Overview and Scrutiny Committees in relation to Cabinet's draft budget proposals, attached to the report at Appendix B.

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 meeting of BREP to be convened, to both review and 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 the relevant Corporate Directors. The Leader agreed with the proposals, and offered to invite BREP in on the MTFS proposals, at an early stage next financial year.

RECOMMENDED: That Committee agreed to present the findings and recommendations of BREP and the Subject Overview and Scrutiny Committees to Cabinet, whilst at the same time, separating out the relevant Budget recommendations.

39. **URGENT ITEMS**

None.

The meeting closed at 12:40

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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	

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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>

<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>

<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>

<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>

<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>

<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>

<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>

<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>

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>

<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>

<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	

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	

<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

	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	

	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>		

<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>	

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>						

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?

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

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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.

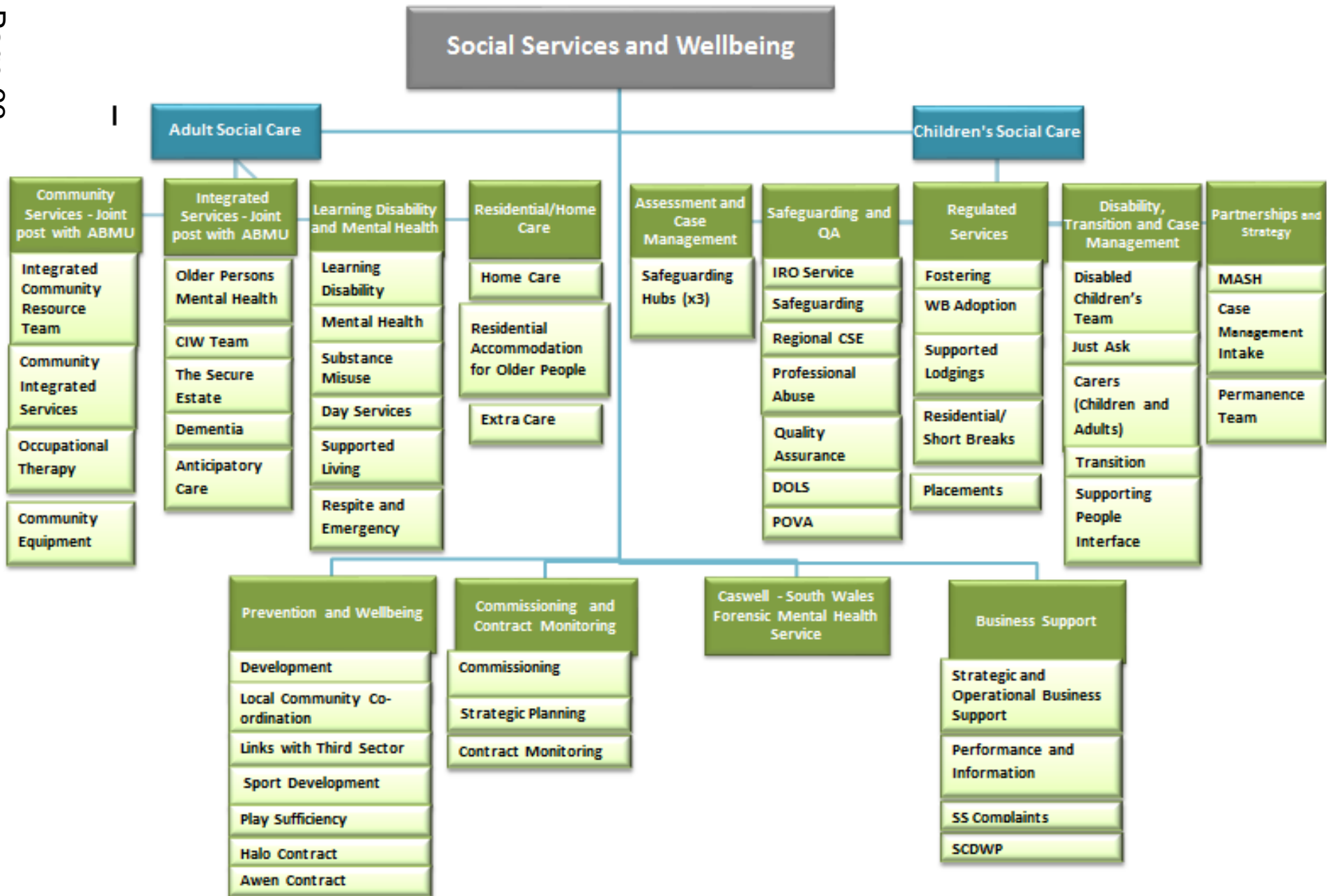
For each directorate priority the action plan details what actions will be taken and how success will be measured. Corporate risks are detailed in the appendix.

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

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.

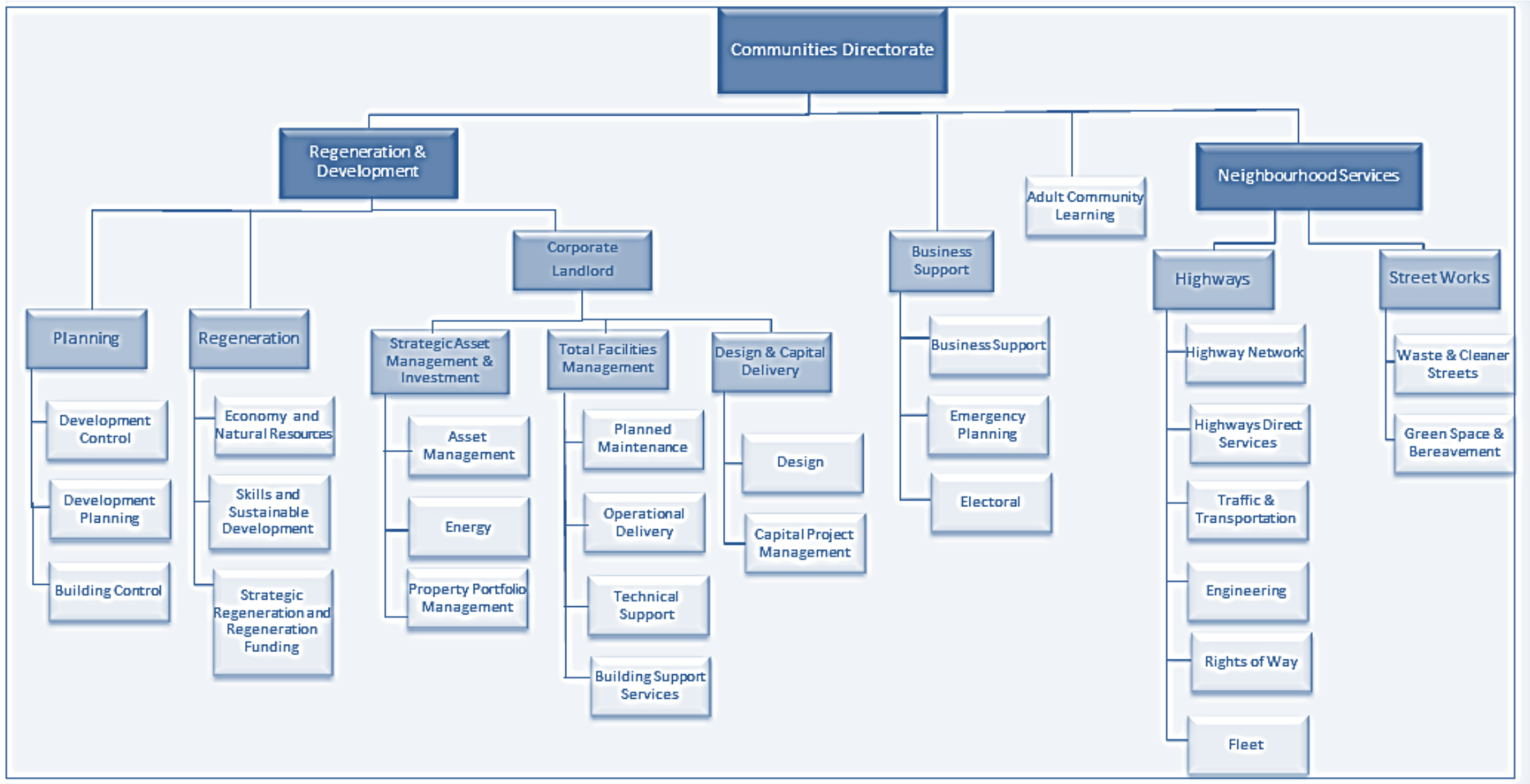
The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



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

	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

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

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

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.

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.

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

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

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

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

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
	Develop and progress the Bridgend Town Heat scheme; business case	Successful Economy	Team Leader Sustainable
			March 2019

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

	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

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

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.

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.

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	2018-19 Target
Implement the planned 18-19 budget reductions for Regeneration, Development & Corporate Landlord services		MTFS	Head of Service Regeneration & Development	March 2019
Implement the planned 18-19 budget reductions for Neighbourhood services		MTFS	Head of Neighbourhood Services	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.

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

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

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

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

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

							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							
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

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

Commitment 3.4.2	Provide the learning and development opportunities for staff to meet future service needs (COMMUNITIES)	Those who can help us / partners: <ul style="list-style-type: none"> 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

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.

	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.

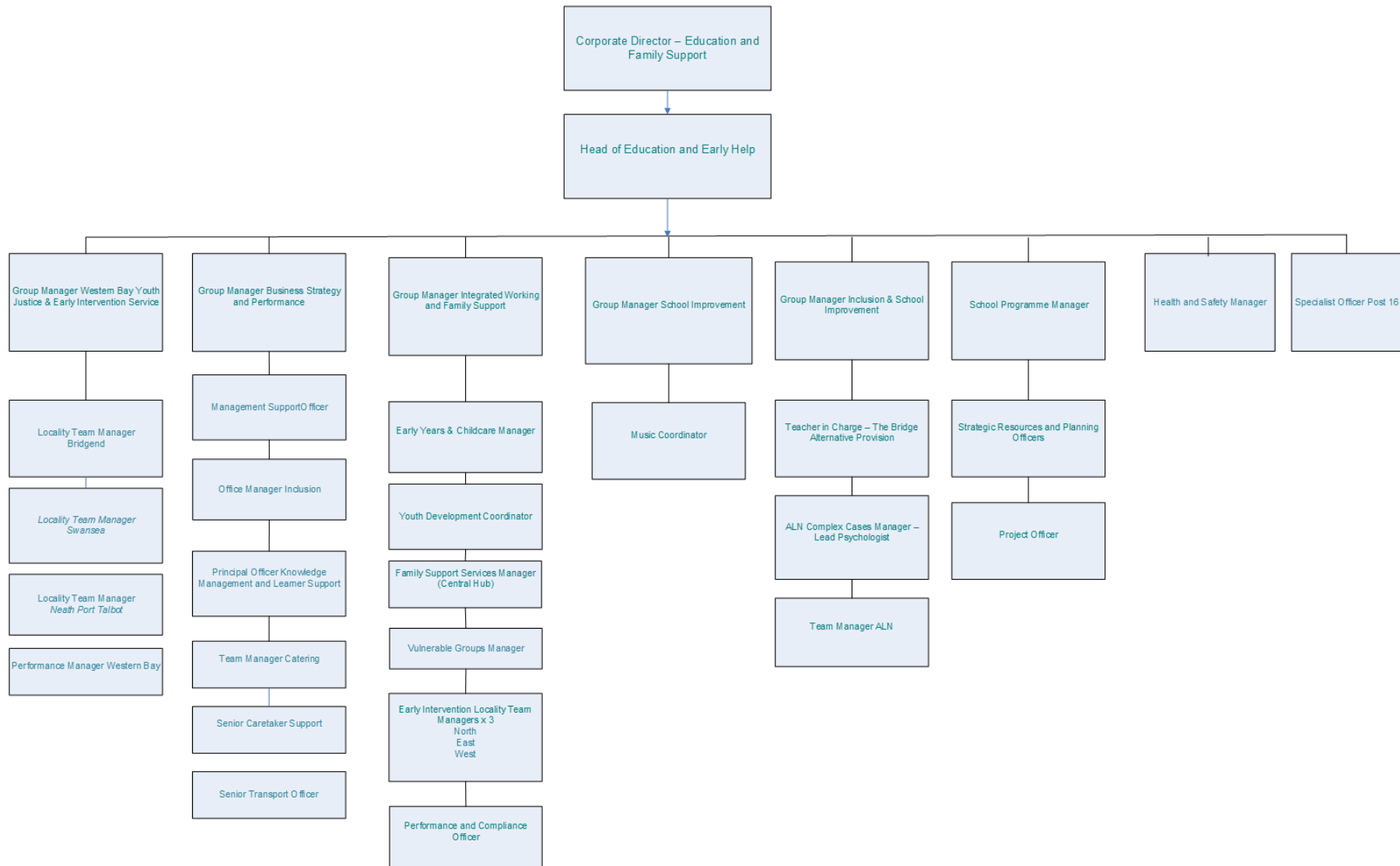
For each Directorate priority, the action plan details what actions will be taken and how success will be measured. Corporate risks are also detailed.

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%.
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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

								(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

	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

	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

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			
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

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

								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.

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)		
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)						
3.1.1	DIRECTORATE COMMITMENT					Those who can help us (Partners)		
	Implement the planned budget reductions identified in the 2018-2019 budget					<ul style="list-style-type: none"> The public 		
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		
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

								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						
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

	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.

	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

	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

								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
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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	<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</p>	<p>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</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>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.</p> <p>The Social Services and Wellbeing (Wales) Act 2014</p>	<p>Corporate Director</p> <p>Social Services and Wellbeing</p> <p>Corporate Director</p> <p>Education</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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.

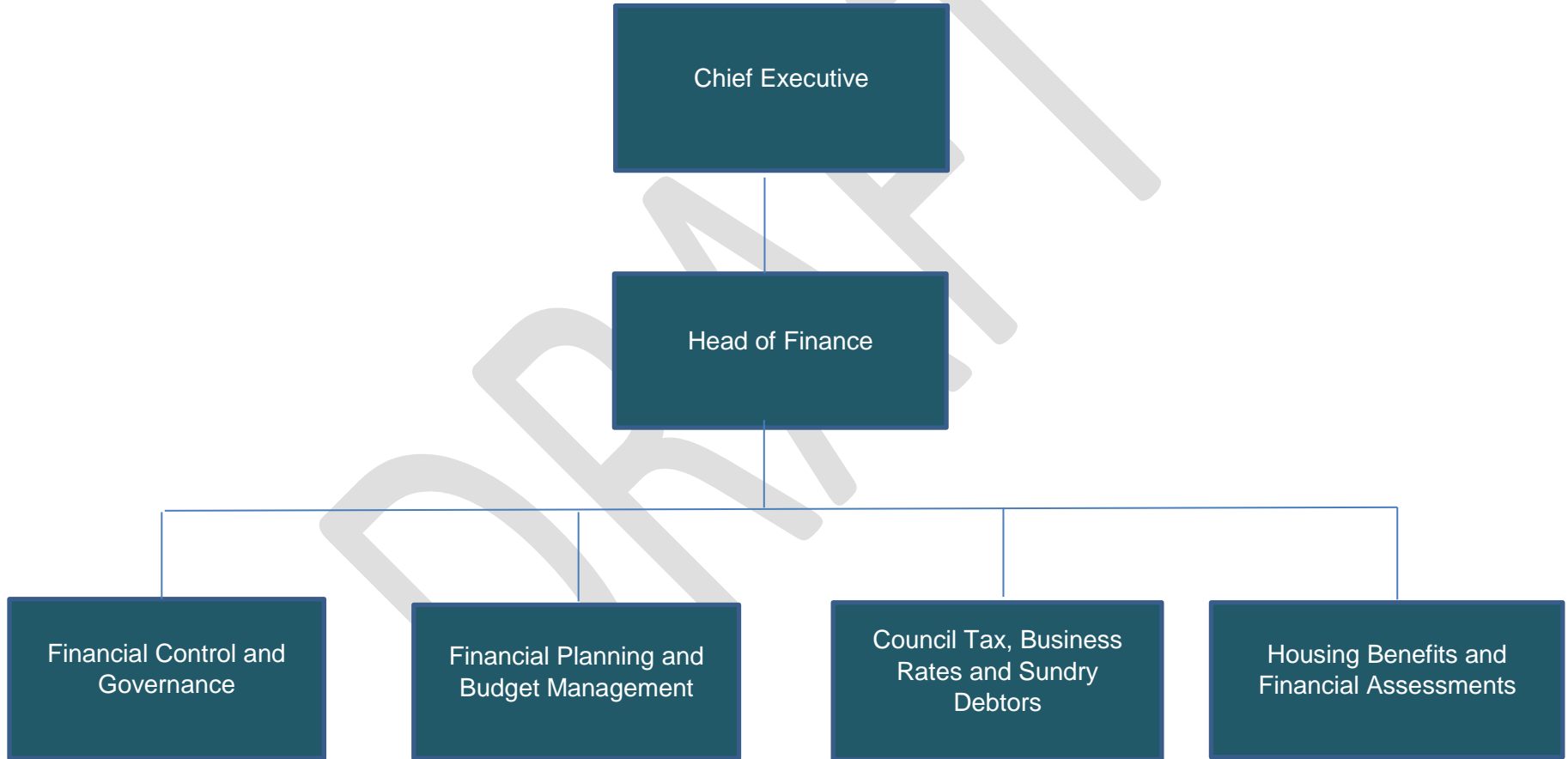
The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



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			
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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 , its delivery of a more agile workforce, disposal of surplus assets and bringing together its asset management and building maintenance functions. 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

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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.

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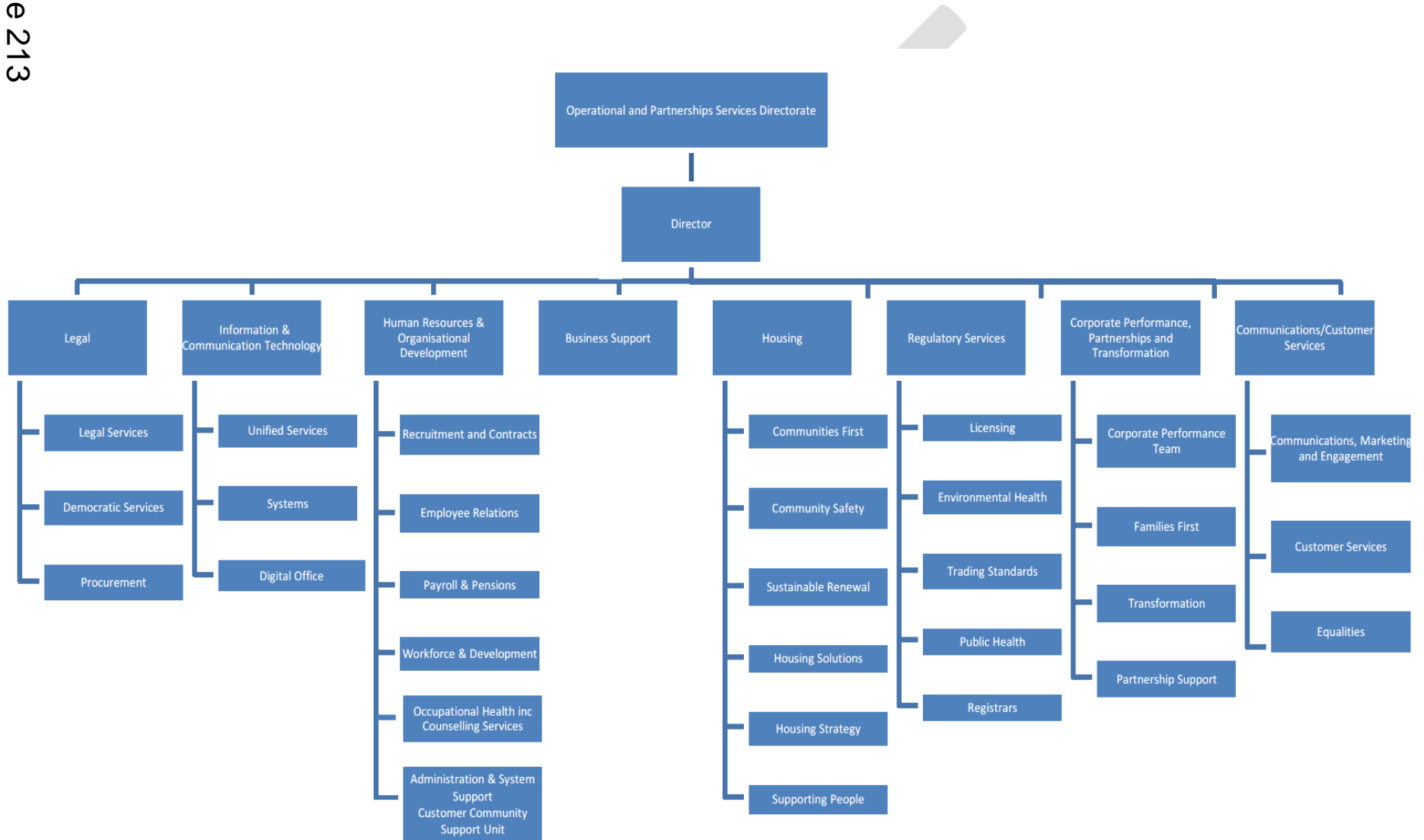
The diagram below shows the link between the long-term outcomes the Council wants to achieve for citizens and this business plan:



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.

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

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)	<i>31st March 2019</i>

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

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

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

							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	

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	

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.

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

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.

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.

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 Bridgenders
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
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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.

Document is Restricted

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