

# Public Document Pack

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

### Bridgend County Borough Council



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

*Rydym yn croesawu gohebiaeth yn Gymraeg.  
Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

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**Cyfarwyddiaeth y Prif Weithredwr / Chief  
Executive's Directorate**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 19 July 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 **Wednesday, 25 July 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 - 10  
To receive for approval the minutes of 18/06/2018.
4. Forward Work Programme Update 11 - 24
5. City Deal 25 - 78  
**Invitees**  
  
Councillor HJ David - Leader  
Councillor HM Williams - Deputy Leader  
Darren Mephram, Chief Executive  
Gill Lewis, Interim Head of Finance  
Cllr Andrew Morgan, Chair of Cardiff Capital Region City Deal
6. Financial Performance 2017-18 79 - 106  
**Invitees**  
  
All Members of Cabinet and the Corporate Management Board
7. Council's Performance against its Commitments for 2017-18 107 - 196
8. Urgent Items

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To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

**K Watson**

Head of Legal and Regulatory Services

Councillors:

JPD Blundell

N Clarke

J Gebbie

T Giffard

Councillors

CA Green

M Jones

RL Penhale-Thomas

B Sedgebeer

Councillors

RMI Shaw

JC Spanswick

T Thomas

CA Webster

# Agenda Item 3

## CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 18 JUNE 2018

### MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON MONDAY, 18 JUNE 2018 AT 09:30

#### Present

Councillor CA Green – Chairperson

JPD Blundell	T Giffard	M Jones	RL Penhale-Thomas
RMI Shaw	JC Spanswick	T Thomas	CA Webster

#### Apologies for Absence

N Clarke and J Gebbie

#### Officers:

Gail Jewell	Democratic Services Officer - Scrutiny
Andrew Rees	Senior Democratic Services Officer - Committees

#### Invitees:

Judith Brooks	Group Manager Business Support
Susan Cooper	Corporate Director - Social Services & Wellbeing
Jackie Davies	Head of Adult Social Care
Laura Kinsey	Head of Children's Social Care

#### 61. NOMINATION OF CHAIRPERSON

RESOLVED: That Councillor CA Green be elected as Chairperson of the Corporate Overview and Scrutiny Committee for the Municipal Year.

#### 62. DECLARATIONS OF INTEREST

The following Declarations of Interest were made:

Councillor RMI Shaw declared a personal interest in agenda item 6 – Nomination to the Public Service Board Overview and Scrutiny Panel as a member of the South Wales Fire and Rescue Service Authority.

Councillor JC Spanswick declared a personal interest in agenda item 10 – Social Services Annual Report 2017/18 as his wife is employed in the Homecare service.

#### 63. APPROVAL OF MINUTES

RESOLVED: That the Minutes of the meetings of the Corporate Overview and Scrutiny Committee of 21 February, 29 March and 30 April 2018 be approved as a true and accurate record.

#### 64. CORPORATE PARENTING CHAMPION NOMINATION REPORT

RESOLVED: That Councillor CA Webster was nominated as the Corporate Parenting Champion to represent the Committee at meetings of the Corporate Parenting Cabinet Committee.

65. NOMINATION TO THE PUBLIC SERVICE BOARD OVERVIEW AND SCRUTINY PANEL

RESOLVED: That the following Members were nominated to sit on the Public Service Board Overview and Scrutiny Panel:

Councillor RMI Shaw  
Councillor JC Spanswick  
Councillor T Thomas

66. CARDIFF CAPITAL REGION CITY DEAL - JOINT OVERVIEW AND SCRUTINY COMMITTEE

The Scrutiny Officer presented a report which sought to establish a Joint Overview and Scrutiny Committee for the Cardiff Capital Region City Deal (CCRD). She stated that the CCRD Joint Cabinet at its meeting on 20 November 2017 considered a report which detailed proposals for the establishment of a Joint Overview and Scrutiny Committee. It was subsequently determined that this authority would be the Host Authority.

The Committee was apprised of the background and information on the proposal together with the draft Terms of Reference. A report containing details of the proposal would be considered by each of the participating authorities' appropriate scrutiny committee prior to it being endorsed by Council in accordance with Statutory Guidance, issued under the Local Government (Wales) Measure 2011.

The Committee considered there needs to be proper scrutiny and accountability in place and the Committee was concerned that it had been presented with very little information as to how the Joint Overview and Scrutiny Committee will operate. The Committee also questioned the decision making process for the City Deal project and that the decisions made by the Joint Cabinet must stand scrutiny. The Committee gave support in principle to the establishment of a Joint Overview and Scrutiny Committee, but considered that it would like to receive further information on the meeting arrangements and for clarification of its powers to call-in decisions and refer matters back to the Joint Cabinet, prior to nominating a Member to Council to represent the authority on the CCRD Joint Overview and Scrutiny Committee. The Committee also considered that it required information as to whether there would be pre-decision scrutiny and whether the Joint Overview and Scrutiny would be able to examine spending decisions on the project.

**Conclusions**

The Committee support in principle the establishment of a JOSCD for CCRCD, although request clarification on the following prior to Council on 18 July 2018 where the Committee will be asked to nominate a Member to represent the Authority:

- What powers would the JOSCD employ – would the Committee undertake any pre decision items?
- What responsibility would the nominated person hold?

Members also specified that two meetings a year would not allow effective Scrutiny of the CCRCD and relayed their concerns in relation to the report confirming that there would be limited Scrutiny in the first year, as Members are conscious that decisions are already being made.



67. SCRUTINY ANNUAL RECOMMENDATIONS MONITORING 2017 - 18

The Scrutiny Officer presented the recommendations of this Committee, the Subject Overview and Scrutiny Committees and the Budget Research and Evaluation Panel for 2017-18. The annual monitoring of all recommendations made by scrutiny will detail the items that have been raised and discussed throughout the year and provide an opportunity for Members to determine which topics they wish to revisit or those which remain a concern to provide a foundation for setting the 2018-19 Forward Work Programme.

The Committee was requested to review the outcomes and impacts which Scrutiny has made during the previous year.

The Committee requested that in future years each Committee only receives the recommendations relevant to their own Committee. The Committee was satisfied with the format and timeliness as to how requests for further information are responded to.

The Committee requested that as part of the review of the referrals process that the level of dissatisfaction in the way services are delivered is considered as the Committee wished to see greater visibility in the Corporate Plan to address levels of dissatisfaction in service delivery and whether there are common themes in order to improve service delivery. The Committee considered that the Service and Performance Update reports which are reported to the Democratic Services Committee could be shared with this Committee.

The Committee considered that it wished to see the Waste Contract revisited as part of the Forward Work Programme.

**Conclusions**

The Committee recommend that when presenting future recommendations and their responses, that they be allocated and portrayed to the relevant Committee and any comments are then collated and fed back to the Corporate Committee.

Following a discussion in relation to Member Referrals, the Committee recommend that a comprehensive evaluation of all referrals be undertaken. Members confirmed that this would highlight common themes of dissatisfaction and provide key topics that should be considered by Scrutiny.

68. OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2018-19

The Scrutiny Officer reported on the items to be considered at the next meeting of the Committee on 25 July 2018 and sought confirmation of the information required for the subsequent meeting to be held on 17 September 2018. The Committee was presented with responses to comments, recommendations and requests for additional information from the previous meeting of the Committee. The Committee was also presented with a list of potential Forward Work Programme items for prioritisation and allocation to each of the Subject Overview and Scrutiny Committees.

The Committee determined that for the City Deal item to be considered at the meeting on 27 July 2018 in addition to the Chief Executive being required to attend, Councillor Andrew Morgan, the Chairperson of the Cardiff Capital Region City Deal Joint Cabinet also be invited to attend. The Committee recognised the importance of making a distinction between this Committee's role in scrutinising City Deal from a Bridgend perspective with that of what will be the role of the CCRD Joint Overview and Scrutiny Committee to scrutinise the project across the region.

The Committee determined that it wish to scrutinise Waste Services at its meeting on 26 September.

The Committee also determined that an item on Ethical Procurement and Contracts be allocated to Subject Overview and Scrutiny Committee 3 on 17 September 2018 and that Group Manager Legal and Corporate Procurement Manager be invited to attend. The Committee at that meeting would like clarification of the role the Corporate Procurement Team has in ensuring compliance with contracts and whether this role is devolved to Departments for the monitoring of major contracts and whether financial penalties are imposed for non-performance by contractors.

The Committee allocated School Standards to Subject Overview and Scrutiny Committee 1 on 4 July 2018 and Plastic Free Bridgend County Borough to Subject Overview and Scrutiny Committee 3 on 23 July 2018.

### **Conclusions**

The Committee confirmed the following items for Corporate Overview and Scrutiny Committee Forward Work Programme:

- Members agreed to receive City Deal on 26 July 2018 and re-add Collaboration with Police to the Forward Work Programme for future consideration
- Members request to receive a report on Procurement and Contracts on 26 September 2018. The Committee ask that the report include:
  - What monitoring process is in place with contractors to ensure compliance?
  - Who is obligated to guarantee compliance?
  - How can public accountability be assured if information within a contract is restricted to Members?
  - Have any financial penalties been issued as a result of a breach of contract?
  - End dates for all major contracts.

Members requested that following officers be invited to attend the following for the Procurement and Contracts item:

- Rachel Jones, Corporate Procurement Manager
- Kelly Watson, Group Manager Legal
- Representative from Wellbeing Directorate
- Representative from Communities Directorate

The Committee confirmed the following items for the Subject Overview and Scrutiny Committee Forward Work Programme:

12 July 2018	SOSC 2	Safeguarding
23 July 2018	SOSC 3	Plastic Free Bridgend County Borough
5 September 2018	SOSC1	School Standards
6 September 2018	SOSC 2	ALN Reform
17 September 2018	SOSC 3	Waste
16 October 2018	SOSC 1	Advocacy

### 69. SOCIAL SERVICES ANNUAL REPORT 2017/18

The Corporate Director Social Services and Wellbeing presented the Director of Social Services' draft Annual Report for 2017/18 for comment and requested that the Committee note the judgements reached locally about social care services in Bridgend. The Annual Report is based on the Authority's self-assessment of the performance and delivery of social care services.

The Corporate Director Social Services and Wellbeing explained that the Care Inspectorate Wales (CIW) from October 2016, had changed the way they inspect children's and adult social services and following the implementation of the Social Services and Wellbeing (Wales) Act 2014, the CIW had developed a new framework which aims to ensure that authorities are inspected using the wellbeing outcomes of the Act. The aim of the Annual Report is to provide an overview of social care in the County Borough and is evidence based, with contributions made by staff and includes feedback from service users. She stated that the template for the report follows the six national quality standards for wellbeing.

The Corporate Director Social Services and Wellbeing informed the Committee that the priorities for improvement reflect the analysis of performance and addresses the challenging context of the Medium Term Financial Strategy with that of increasing demand for those in need.

The Committee requested details of the number of looked after children at present. The Head of Children's Social Care informed the Committee that the number of looked after children as at last week was 374 and is constantly changing. The trend overall shows a downward one which contrasts to the picture nationally where the numbers of looked after children are increasing. The Committee questioned how this compared with the picture in England and Scotland. The Head of Children's Social Care informed the Committee that there are similar issues in England to that experienced with looked after children in Wales with numbers increasing. She stated that the practice deployed in Scotland to reduce the number of looked after children could be considered.

The Committee questioned the reasons for the downward trend in the number of looked after children in the County Borough. The Head of Children's Social Care informed the Committee that the authority is working proactively with Early Help and families to prevent children from becoming looked after and arrangements for special guardianship orders are also in place. She stated that the Regulator is satisfied that the authority has the correct thresholds in place to keep children living safely with their families. The Corporate Director Social Services and Wellbeing confirmed that the most important element of reducing the number of looked after children is to do so safely and there is a whole system approach to do this.

The Committee questioned whether there are plans to bring looked after children who are in placements in England back so that they are cared for closer to home. The Head of Children's Social Care informed the Committee that there is a great deal being done to address this issue, namely, the residential remodelling project. She stated that some looked after children could not be cared for locally due to their specific needs. The authority is however extending its provision through the residential remodelling project. Approaches are routinely made to neighbouring local authorities to establish whether they have provision for this authority's looked after children, but they mostly experience similar shortages in provision as this authority. The Corporate Director Social Services and Wellbeing informed the Committee that looked after children is a major priority for the Directorate.

The Committee asked whether greater use of ICT systems could be made in the Directorate. The Corporate Director Social Services and Wellbeing informed the Committee that the WCCIS is now used by 13 local authorities in Wales and RCT and Merthyr Councils had now signed up as users. Further use of ICT is made to support service users of Telecare which enables them to live more independently. Staff in the Homecare service are equipped with tablet devices to enable them to access shift and rota patterns. Service users can make use of the Dewis portal to enable them to gather information that they need on the availability of social care services. The Corporate Director Social Services and Wellbeing informed the Committee that short-term services

were being piloted linked to the WCCIS system. She stated that she would include a paragraph in the Annual Report on the use of ICT.

The Committee referred to Quality Standard 5 and questioned whether courses are offered to service users to support them to develop and maintain healthy domestic, family and personal relationships or are there thresholds in place. The Head of Children's Social Care informed the Committee that children are offered a range of services and targeted campaigns are done. Children are encouraged to engage with activities and also have one to one support, with the Wellbeing service running a Get on Track programme and play schemes. Work had been commissioned to develop an app for looked after children and work placements are also offered. The Committee asked whether these services were also offered to looked after children who are in out of county placements. The Head of Children's Social Care informed the Committee that the service endeavoured to offer looked after children equality of opportunity if they are in out of county placements. Placement providers will signpost looked after children to opportunities that are available to them.

The Committee referred to the implementation of the Social Services and Wellbeing (Wales) Act 2014 and Wellbeing of Future Generations (Wales) Act 2015 and asked whether they impact on the budget and bring additional pressures to the service. The Corporate Director Social Services and Wellbeing informed the Committee that the Social Services and Wellbeing (Wales) Act 2014 had brought additional pressures but no additional funding had been made available by the Welsh Government for its implementation, apart from the availability of funding of ICF monies to be used across the region. She stated that the sustainability of services is important and the services delivered are demand-led. Services and their financial viability were being reviewed as part of the budget reduction proposals. The Cabinet Member Social Services and Early Help informed the Committee that a meeting would be taking place with the Cabinet Secretary on 16 July to discuss the use of the £100m transformation grant funding for health and social care. The Corporate Director Social Services and Wellbeing informed the Committee that a Parliamentary review had been concluded and that funding of £100m would be available to be spent across the region over 2 years. She stated that the challenge now is the realignment of the health board boundary to Cwm Taf, and the need for Bridgend to receive its fair share of that funding and which would bring about a whole systems change.

The Committee questioned the Corporate Director Social Services and Wellbeing on her thoughts on the realignment of the health boundary and plans to continue with the Western Bay region. The Corporate Director Social Services and Wellbeing commented that Bridgend has a very strong foothold in the Western Bay region and with the realignment of the health board boundary; it now needed to develop a strong foothold with Cwm Taf. Officers from Bridgend were now attending planning meetings with Cwm Taf Health Board and RCT and Merthyr Councils to take forward what is a new partnership for Bridgend. She stated that from the health service perspective it would involve a large scale transfer of staff under the TUPE arrangements. The Corporate Director Social Services and Wellbeing informed the Committee that Cwm Taf is an ambitious health board and she looked forward to the challenges the realignment of the health board boundaries would bring. The Cabinet Member Social Services and Early Help stated that the emphasis has to be to continue to work in partnership as a region, but this would now be with Cwm Taf. The Committee questioned the reason for the merger with Cwm Taf. The Cabinet Member Social Services and Early Help commented that the realignment of the health board was about realigning the region and were not related to the proposals for local government mergers.

The Committee welcomed the introduction of Local Community Coordinators into Bridgend and were keen to explore the tangible outcomes of from the referrals which

had been made. The Corporate Director Social Services and Wellbeing informed the Committee that Bridgend currently has 3 Local Community Coordinators and based in the valley communities. The Maesteg Local Community Coordinator was the first to be established and is based in a GP practice. The role of the Local Community Coordinator is to support people who experience social isolation and providing support within the community. The Head of Adult Social Care informed the Committee that the aim of this service is to make it sustainable and help prevent isolation. She stated that many friendships had been formed as a result of the work of the Local Community Coordinators and there were now examples of where people who had previously experienced isolation now volunteering with other groups. The Cabinet Member Social Services and Early Help commented that the work of the Local Community Coordinators had been crucial in developing relationships with hard to reach people and had proven very successful.

The Committee questioned whether Directorate had input into the consultation on subsidised bus services. The Corporate Director Social Services and Wellbeing commented that the Directorate did not have a great deal of input into the consultation.

A member of the Committee commented that Ynysawdre was hoping to become a dementia friendly community and asked whether there were ambitions for all communities to be dementia friendly county wide. The Corporate Director Social Services and Wellbeing commented that she would like to see all communities becoming dementia friendly.

The Committee referred to there being autism friendly communities. The Corporate Director Social Services and Wellbeing commented that the Council has access to an ASD Coordinator and with the move to Cwm Taf, there would be a need to see what continuing support would be available. The Head of Adult Social Care stated that consideration would need to be given as to how the Integrated Autism Team would be managed along with Cwm Taf.

### **Conclusions**

Members were pleased to note the improved figures presented in the report for the safe reduction in the number of looked after children, particularly as the decline was against the reported trend in other areas. Although Members recommend that the Directorate undertake research into what approaches are undertaken in Scotland to adopt best practice in early help and prevention.

The Committee note the lack of reference to 'smarter use of resources' within the report in way of technology and recommend that the document should highlight how ICT has assisted with social care processes and reductions to staffing roles.

The Committee questioned the impact of the Social Services and Wellbeing (Wales) Act 2014 and the Wellbeing of Future Generations (Wales) Act 2015 on budget in terms of compliance and recommend that the Directorate consider rewording the financial implications within the cover report to reflect the monetary pressures in relation to the aforementioned legislation.

The Committee were concerned that the Social Services Directorate were not invited to act on as a consultee for the Supported Bus Services, especially as reductions to some bus routes could affect residents health and wellbeing due to increased isolation, which could result in a surge in care packages required by Social Services. Therefore Members recommend that all Directorates are invited to respond to all consultations which would also assist with the One Council approach.

The Committee commend the ongoing work of the Local Community Co-ordinators (LCC's) in the Borough and are pleased that LCC's are referenced within the report, but Members recommend that more tangible outcomes are provided in the document as evidence of their efforts, such as tackling loneliness and isolation.

Members were pleased to note that the Directorate will continue to develop dementia friendly communities and that there is a plan in place to make increase the number of dementia friends across the county borough by training staff, elected Members, schools and colleges. Members recommend that the same emphasis is provided to creating Autism friendly communities.

70. URGENT ITEMS

There were no urgent items.

71. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following item of business as it contains exempt information as defined in Paragraphs 16 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.

This item was not subject to the public interest test for reasons of legal professional privilege and should therefore be considered in private. The public interest therefore did not apply in respect of this item

72. APPROVAL OF EXEMPT MINUTES

RESOLVED: That the exempt Minutes of the meeting of the Corporate Overview and Scrutiny Committee of 29 March 2018 be approved as a true and accurate record.

The meeting closed at 11:55

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 JULY 2018

#### REPORT OF THE SOLICITOR TO THE COUNCIL AND MONITORING OFFICER

#### OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME 2018-19

#### 1. Purpose of Report.

##### 1.1 To present:

- a) the items due to be considered at the Committee's next meeting to be held on 26 September 2018 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 6 November 2018;
- 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 2018–2022 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 22 February 2018 and formally set out the improvement objectives that the Council will seek to implement between 2018 and 2022. 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 which are provisionally set to be held 26 September 2018 and 6 November 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. <sup>1</sup>

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



- 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.
- 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. Well-being of Future Generations (Wales) Act 2015 Assessment**

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

- Long-term - The approval of this report will assist in the Planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet
- Integration - The report supports all the wellbeing objectives
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service, Elected Members and members of the public
- Involvement - Advanced publication of the Forward Work Programme

ensures that the public and stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

## 8. Financial Implications.

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

## 9. Recommendation.

9.1 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 26 September 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 September and October contained within **Appendix C**;
- d) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programme.

DATE OF MEETING	COMMITTEE	SUBJECT
5 September 2018	SOSC 1	Schools Standards
6 September 2018	SOSC 2	ALN Reform
17 September 2018	SOSC 3	Waste Services
16 October 2018	SOSC 1	Advocacy
18 October 2018	SOSC 2	
22 October 2018	SOSC 3	

**Kelly Watson**  
**Solicitor to the Council and Monitoring Officer**

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Date of Meeting	Item	Members wished to make the following comments and conclusions:	Response/Comments
18-Jun-2018	Social Services Annual Report 2017/18	Members were pleased to note the improved figures presented in the report for the safe reduction in the number of looked after children, particularly as the decline was against the reported trend in other areas. Although Members recommend that the Directorate undertake research into what approaches are undertaken in Scotland to adopt best practice in early help and prevention.	The directorate will follow this up.
		The Committee note the lack of reference to 'smarter use of resources' within the report in way of technology and recommend that the document should highlight how ICT has assisted with social care processes and reductions to staffing roles.	Amendments made to the report which is going to Council on the 18th July.
		The Committee questioned the impact of the Social Services and Wellbeing (Wales) Act 2014 and the Wellbeing of Future Generations (Wales) Act 2015 on budget in terms of compliance and recommend that the Directorate consider rewording the financial implications within the cover report to reflect the monetary pressures in relation to the aforementioned legislation.	Have revised the report for Council 18th July 2018
		The Committee were concerned that the Social Services Directorate were not invited to act on as a consultee for the Supported Bus Services, especially as reductions to some bus routes could affect residents health and wellbeing due to increased isolation, which could result in a surge in care packages required by Social Services. Therefore Members recommend that all Directorates are invited to respond to all consultations which would also assist with the One Council approach.	the is a corporate response - scrutiny officers will want to respond to this.
		The Committee commend the ongoing work of the Local Community Co-ordinators (LCC's) in the Borough and are pleased that LCC's are referenced within the report, but Members recommend that more tangible outcomes are provided in the document as evidence of their efforts, such as tackling loneliness and isolation.	Complete - report updated
		Members were pleased to note that the Directorate will continue to develop dementia friendly communities and that there is a plan in place to make increase the number of dementia friends across the county borough by training staff, elected Members, schools and colleges. Members recommend that the same emphasis is provided to creating Autism friendly communities.	The Directorate will consider this for future action.

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## Corporate Overview and Scrutiny Forward Work Programme

Meeting Date	Item	Lead Scrutiny	Author	Further Information	Invitees
25 July 2018	2017-2018 Quarter 4 Financial Performance			To review financial performance for end of year 2017-18	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
25 July 2018	City Deal			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. Details on Housing Investment Fund Details on Skills for the Future Programme	Leader; Deputy Leader; Darren Mepham, Chief Executive; Mark Shephard, Corporate Director Communities; Gill Lewis, Interim Head of Finance; Cllr Andrew Morgan, Chair of City Deal Group.
25 July 2018	Quarterly Performance Report Q4 - Information			End of year performance report addressing how the Authority has met its corporate plan commitments, milestones and indicators - report for information along with verbal feedback from Scrutiny Chairs from CPA in order for the Committee to highlight any areas that need to be picked up on the FWP.	
26 September 2018	Procurement and Contracts			What monitoring process is in place with contractors to ensure compliance? Who is obligated to guarantee compliance? How can public accountability be assured if information within a contract is restricted to Members? Have any financial penalties been issued as a result of a breach of contract? End dates for all major contracts	Darren Mepham, Chief Executive; Rachel Jones, Corporate Procurement Manager; Kelly Watson, Group Manager Legal; Representative from Wellbeing Directorate; Representative from Communities Directorate.

*At future meeting when get feedback of business plans - need to establish how Members want to take forward future business plans - which sections etc*

## Items for the future

	Public Service Board			Updates from Public Service Board OVS Panel	
	Collaboration Work with the Police			Feedback from BREP on subject of Collaboration with the Police - The Panel highlighted the need to work more closely with the Police and therefore proposed that an item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered:  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 by the LA to inform all Members, members of the public, Inspectors and PCSOs; b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities; 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. d) The need for a joint plan between Police and the LA; 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; Update on valleys Task Force How are the LA benefiting from collaborative work - value for money and contribution to budget savings	Darren Mepham, Chief Executive; Mark Shephard, Corporate Director Communities; Cabinet Members TBC
	Collaboration with TCCs			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; How are the LA benefiting from collaborative work - value for money and contribution to budget savings	
	Collaboration - Internal and with Third Sector			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; Third Sector - eg. BAVO - how much do we provide to them and what do they do with it. How are the LA benefiting from collaborative work - value for money and contribution to budget savings	
	Digital Transformation			<i>Need to clarify</i> <i>Members request that this item be revisited 3 months after its initial launch to enable evidence to be provided in relation to uptake and feedback</i>	
	New Local Development plan			Links with schools and new housing developments  <i>Need to confirm with Corporate Director over if and when would be appropriate for scrutiny to receive, is there a public consultation taking place that Members can be involved with acting as consultees - as a pre-decision item.</i>	
	Corporate Landlord			<i>Item proposed by Corporate Director.</i> To provide information on the budget reduction proposals allocated to the implementation and roll-out of the Corporate Landlord model.	Cllr Richard Young, Cabinet Member – Communities; Mark Shephard, Corporate Director Communities;

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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	Suggested Invitees	Prioritised by Committees
Page 21	12-Jul-2018	SOSC2	<b>Safeguarding</b> To include Safeguarding activity in both Children and Adult Services. To also cover: <ul style="list-style-type: none"> <li>Regional Safeguarding Boards</li> <li>Bridgend Corporate Safeguarding Policy</li> <li>Child Sexual Exploitation (CSE)</li> <li>Deprivation of Liberty Standards (DOLS)</li> <li>Domestic Abuse</li> <li>Human Trafficking</li> <li>Modern Slavery</li> </ul> How the Police assist the LA in relation to safeguarding vulnerable adults and children.	Members stressed that this subject must be considered by Scrutiny on their FWP as it 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.		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; Terri Warrilow, Adult Safeguarding and Quality Manager; Representation from Police; Representation from Health.	
	12-Jul-2018	SOSC2	<b>Care Inspectorate Wales (CIW) Inspection of Children's Services.</b>	The Committee requested that they receive an <b>information report</b> detailing the progress of the plan and update Members whether or not the actions have addressed the issues raised by the Inspectorate.			
	23-Jul-2018	SOSC 3	<b>Greener Bridgend</b>	Following on from the notice of motion in which it proposed the authority to go plastic free and to encourage all organisations and individuals to follow as much as possible. Council Members wished to be informed of how Officers intend to work towards the following: If and when a review our own organisation will take place and plans to replace single use plastic items, encouraging the replacement of single use plastic items such as plastic straws, plastic coffee cups with biodegradable items in the workplace When will BCBC contact County Borough businesses to encourage them to replace single use plastic items, reduce unnecessary packaging and apply principles of sustainability within their everyday businesses. How we plan to promote 'Plastic free Bridgend' through social media and other appropriate marketing and communications methods. How do we support community initiatives to 'Keep Bridgend Tidy', including our beaches, parks and streets, and promote alternatives to throwing away materials, in keeping with principles of the circular economy and waste hierarchy. Include stats on what single use items BCBC currently uses and any plans for a replacement of these items. How we are working with Welsh Government Ministers on the measures, including guidance and legislation, can be introduced to reduce plastic waste across Wales, in keeping with the principles previously outlined.	To work towards Bridgend becoming a plastic free town. For the Committee to be informed of proposals in working towards this.		Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities;
05-Sep-2018	SOSC1	<b>School Standards</b>	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: <ul style="list-style-type: none"> <li>School Categorisation information;</li> <li>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;</li> <li>Information on Bridgend's ranking for Key Stage 4 based on the latest results;</li> <li>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;</li> <li>Information that the Consortium has gathered through drilling down into each schools' performance to determine what challenges schools face;</li> <li>Further detail of the performance of those with ALN attending the PRU or Heronsbridge School as Members felt this was not incorporated into the report to a great degree;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures;</li> <li>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;</li> <li>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;</li> <li>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.</li> </ul>			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	

Item 4

Page 22	06-Sep-2018	SOSC2	<b>ALN Reform</b>	<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 -	COSC agreed with comments from Officers and will await further timing advice (March 2018)	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
	17-Sep-2018	SOSC3	<b>Waste Services</b>	<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>		<i>Clarification needed on item - for COSC to determine Director has suggested September/October</i>	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
	16-Oct-2018	SOSC1	<b>Advocacy</b>	<p>Advocacy for Children and Adults:</p> <ul style="list-style-type: none"> <li>• The outcome from the Advocacy Pilot Scheme</li> <li>• The current system</li> <li>• Social Services &amp; Wellbeing Act</li> <li>• Regional Children Services advocacy</li> <li>• Adult Services – Golden Thread Project</li> </ul>		Corporate Director proposed September 2018	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care; Richard Thomas, Strategic Planning and Commissioning Officer.

For prioritisation

Item		Rationale for prioritisation	Proposed date	Suggested invitees	
<b>Review of Fostering Project</b>	Further project as part of the Remodelling Children's Social Services  - 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	COSC have proposed that this item be considered by a future SOSC 1 for continuity purposes	Corporate Director proposed October 2018	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.	
<b>Parks and Playing Fields</b>	To be updated by MS		Corporate Director proposed Nov 2018	Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities;	
<b>Direct Payment Scheme</b>	Details on the revised policy including how the legislation has affected it. How Direct Payments are delivered. What support has been provided to service users since the launch of the new scheme. How was the scheme launched to service users.	Corporate Director has proposed this as a potential item	Corporate Director proposed November	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
<b>CIW investigation into LAC</b>	The Committee requested that the outcome of the CIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.		Self assessment and action plan due at end of year.		
<b>Remodelling Children's Residential Services Project</b>	SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.		Corporate Director proposed early 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
<b>CAMHS</b>	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.  Update on work being undertaken throughout Wales looking at causes of mental health: 'Working Together for Mental Health'.  To include an update on how we are getting on moving into Cwm Taf.		Corporate Director proposed early 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;	
<b>Empty Properties</b>	SOSC 3 requested that this item continue on FWP - reasons and purpose to be confirmed			Darren Mepham, Chief Executive	
<b>Home to School Transport</b>	To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings: 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. 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. 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 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? Further proposed that Communities be invited to add to report and attend meeting to update Committee on safe routes assessment to determine what work has been undertaken since funding was allocated to this over a year ago.	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		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. Mark Shephard, Corporate Director Communities;	

<b>Communication and Engagement</b>	Is corporate communications meeting the needs of the various departments within the organisation to effectively communicate with residents Current data of engagement Are current KPIs an effective measurement in a fast changing digital world How do we engage with corporate communications with the digitally excluded			Darren Mepham, Chief Executive Corporate Communications Representative Cllr Dhanisha Patel, Cabinet Member Future generations and Wellbeing
<b>Revised CAT Process</b>	What is the latest with the CAT process? How has it been streamlined since it last came to Scrutiny back in January 2018 How many CATs have now been processed and completed? How has the position improved What are the plans for CAT going forward How many CAT applications have been received altogether? How many have been progressed? How many have withdrawn and for what reasons? List of CAT 1 priorities and what is the plan for these?			Mark Shephard, Corporate Director - Communities; Cllr Richard Young, Cabinet Member - Communities;
<b>Supporting People Programme Grant</b>	Full breakdown of the various services currently supported through this grant within BCBC (inc. the various financial detail) along with how this may have changed over recent years. The number of individuals supported through the grant and in what way. How are decisions made about where to spend the grant and how much in specific areas How effective is the grant support that is provided across a variety of sectors within BCBC, and to ensure that the grant is being targeted at the services most in need.	Improved outcomes in line with the agreed objectives of the grant. Improved support for those in need of emergency housing and support		Susan Cooper Corporate Director Social Services and Wellbeing Cllr Phil White Cabinet Member Social Services and Wellbeing Wellbeing directorate Housing Darren Mepham, Martin Morgans? Lynne Berry? Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing
<b>Member and School Engagement Panel - Annual Report</b>	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel			

**The following items for briefing sessions or pre-Council briefing**

<b>Item</b>	<b>Specific Information to request</b>
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: • Regional Annual Plan • Bridgend Social Services Commissioning Strategy
Cwm Taf Regional Working	Update on situation and way forward with Regional Working with Cwm Taf? How will we undertake 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

25 JULY 2018

#### REPORT OF THE CHIEF EXECUTIVE

#### CITY DEAL

##### 1. Purpose of report

1.1 The committee has requested that a report be submitted to their meeting on the subject of the Cardiff Capital Region City Deal (CCRCD). Specifically the committee has requested information on the following:

- 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 financial input ?)
- Is there a business plan that members can see ?
- What projects have been identified so far ?

##### 2. Connection to corporate improvement objectives/other corporate priorities

2.1 The City Deal is identified within the Council's corporate plan as making a significant contribution to the Council priority of Supporting a Successful Economy.

##### 3. Background

###### Business plan and City Deal Overview

3.1 The Council approved the City Deal business plan at its meeting on 28<sup>th</sup> March 2018. The business plan was tabled at that meeting, was available to all members and is a public document. It is appended to this report for information.

3.2 The business plan gives an overview of the City Deal and the priorities for investment (as distinct from projects).

3.3 In summary the City Deal Investment fund has been prioritised to support:

- The development of strategic sites across the region to attract new and retain existing businesses
- The development of a skilled workforce and tackling unemployment
- Creating an innovation district and increasing entrepreneurial activity and innovation
- Improving connectivity within the region and globally (including augmenting the Welsh Government's Metro scheme)
- Providing the right physical space and environment to support growth
- A wider investment fund to support the administration of the deal and the compound semiconductor investment (an agreed priority between the UK government and the ten authorities and a condition of the deal)

3.4 These are detailed further in the attached business plan. The remaining questions relating to “what will Bridgend gain” is unpicked below.

3.5 The City deal is not a grant programme against which a series of bids or projects are drawn. It is very deliberately and specifically a growth deal between the ten councils of South East Wales and the UK government treasury. This is one of a number of deals across the UK between groups of local authorities and the Treasury all of which are constituted slightly differently. The main difference in our deal are:

- we are operating in a devolved administration and therefore the Welsh Government are also partners in this deal; and
- we have very different governance arrangements to most English deals in that there has been no regional mayor created and there is no Local Economic Partnership in place – the structure in England that provides for business to take a leading role alongside local government.

3.6 Subsequent to our deal being signed, a deal with the Swansea region has been created. This is different again in that a fixed number of specific programmes were entered into that constitute the deal. In our case the deal is more of a devolution of funding and responsibility to allocate that funding to the region. The key features of our deal are therefore:

- UK treasury have committed to devolve £375m to the Cardiff Capital City Region over a 20 year period
- In return they have required the 10 authorities to:
  - create a bespoke governance model that allows for decision to be taken over how that sum is invested (the joint regional cabinet)
  - deliver measureable economic uplift across the region over that period as measured through 5 year gateway reviews – each of which are required to unlock the next tranche of UK funding that collectively make up the £375m
  - create bespoke arrangements for allowing the business community to influence and develop the strategy alongside the local authorities (The regional economic partnership)
  - commit to contribute £120m to the fund to augment the money from UK treasury. This element is funded by the ten council in proportion to population thus Bridgend with 9.4% of the region’s population is contributing 9.4% of the sum and 9.4% of the financing costs.
- The Welsh Government have a role in transferring the money from UK treasury to the ten authorities. However they have also contributed finances to the deal. In practice Welsh Government money is earmarked exclusively for the metro project and as such has different governance arrangements.

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

##### **Benefits to Bridgend**

4.1 So far the only investment made by the partnership has been in the Compound Semi-Conductor (CSC) facility. This involves a loan of £38.5m to a special purpose vehicle (a legal entity which has representation from all ten authorities) over 2 years. This loan is to be repaid over 11 years and the repayment recycled back through the wider investment fund. These loan repayments will potentially increase

the funds gross resources from £495m to £533.5m. This itself is a good model as to how we see the fund operating as a series of investments rather than a traditional grant.

4.2 The benefits expected from the semi compound conductor investment are regional and not possible to isolate to any specific council area. The investment is supporting the creation of a centre of excellence for compound semi-conductors and is aligned to a previous investment by Welsh Government and Cardiff University at the same location. However we are anticipating that our investment will :

- Create the environment for the successful development of a CSC cluster that could generate 4,000-5,000 jobs;
- Directly create and safeguard over 2,400 well paid jobs in the region;
- Provide a positive ratio of £1 public funding to £9.90 of private sector investment.
- Creation of 4000 - 5000 jobs across the region
- Significant inward investment to the region from private sector investors

4.3 No other investments have been agreed by the City Deal pending more detailed work on the necessary assurance framework to allow for the proper levels of due diligence to be applied to our investment choices. However, the regional cabinet has given an in- principle commitment to the following programmes of investment:

- A metro central development – supporting the necessary enhancements to Cardiff Central that are required to enable a wider metro system with appropriate capacity to support economic growth
- A regional Housing Investment Fund to unlock developments that have previously stalled, bring in external funding and stimulate the SME building sector.
- A digital strategy which includes development of transatlantic link, regional fibre network, regional wifi and open data
- A regional skills programme which includes elements such as graduate internship, greater access to apprenticeships, schools engagement, regional SME support and a skills investment fund.

4.4 Each of these programme will have benefits across the region rather than being focused specifically on any one community or council area. That means that we would expect to see benefits arise within Bridgend in each of these instances – for example through the creation of the housing investment fund, investmnets in skills or investments that support the development of industry and associated growth in productivity and high value jobs.

4.5 The majority of the investment decisions have yet to be made however the purpose of the business plan is to establish the framework against which those investments will be prioritised. Again many of these are expected to benefit across the region as a whole. However it is reasonable to see how this county might expect to see further investments making a visible impact here through the business plan. For example:

- Bridgend is identified as a "strategic hub" within the business plan. Specifically as one of a number of locations in transition to accommodate high value added activity, renewed resident population or university expansion.

- Valleys and rural towns in the region are recognised within the spatial prioritisation as increasingly important centres for local services, amenities and foundational or leisure and tourism economies.
- The M4 corridor is specifically identified (within the regional economic assessment that informs the business plan) as a strategic area to focus growth
- Renewable energy is an emerging theme identified within the business plan. Bridgend is well placed to build on existing investments made by this council and develop further through the City Deal – for example in supporting the development of renewable energy sector in this area
- Urban renewal and regeneration is another emerging theme for City Deal – recognising that the revitalisation of existing urban and town centre locations has an important role to play in meeting our regional objectives
- The importance of the visitor economy is recognised in the plan with reference to Porthcawl and the regions strong outdoor adventure offer. The business plan highlights the potential for appropriate investment to extend the regions offer or complement through investments in hospitality or accommodation.

### **Closing remarks**

- 4.6 It is reasonable for Bridgend Council to consider and keep track of the benefits for residents. However it is important to recognise that the majority of city deal investment decisions have yet to be taken and therefore it is premature to expect to see those benefits flowing. As this report highlights, many benefits are expected to be diffuse throughout the region and it may be difficult to specify a geographic area to which those benefits fall.
- 4.7 The city deal needs to be sure that it is both keeping an eye on the benefits as they are felt locally but also needs to ensure that these do aggregate up to significant regional benefit as measured by economic indicators Gross Value Added. These will be the measures used by the treasury to determine whether the deal is being successful and whether the treasury funding will continue to flow at each 5 year gateway review. Alongside this there has been a long standing commitment to ensure that economic growth is inclusive and that benefits are felt across the region – advancing prospects in areas of relatively high deprivation as well as areas of relative prosperity. Empirical measures of this are also important to the gateway assessments.
- 4.8 Finally the regional cabinet is mindful of the need to avoid the City Deal investment fund becoming a source of funding that merely replaces existing funding streams from Welsh Government and to an as yet unknown extent – European funding.

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

- 5.1 There is no impact upon the policy framework and procedure rules of the Authority.

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

- 6.1 A Well-being and Equalities Assessment has been undertaken and demonstrates that the detail contained in the draft JWA Business Plan demonstrates compliance with the well-being 5 ways of working, supports the well-being goals and identifies that the City Deal is expected to have a positive impact on all groups and people with protected characteristics.



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

7.1 The proposal supports the Well-being of Future Generations Act in the following ways:

- The well-being goal of a prosperous Wales' through the efficient use of resources and developing skills and employment opportunities, and
- The sustainable development principle of 'collaboration' through working with others to help achieve common objectives.

## **8. Financial implications**

8.1 The Council's contribution to the CCRC is £11.328 million (9.4% of the overall Local Authority Partnership capital funding requirement). A recurrent budget pressure of £598,000 was included within the MTFS in 2017-18 to fund the Council's contribution. Council agreed a revised profile for the capital programme and financing at its meeting on the 28 March 2018.

## **9. Recommendation**

9.1 It is recommended that the Committee note the Report.

**Darren Mepham**  
**Chief Executive**  
**July 2018**

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## **Background documents**

Cardiff Capital region City Deal Strategic f375 Business Plan

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**CCR City Deal  
Strategic Business Plan  
Wider Investment Fund**

Our Vision:

# A Prosperous Capital City-Region for Wales.





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# Chair's Foreword

The Cardiff Capital Region City Deal is a unique programme of collaborative working which will enable economic change, improved digital and physical connectivity, improved skills and educational opportunities, and regeneration across the region.

It is an investment in its people, and aims to bring fairness and opportunities for all, no matter where they live in the region.

It builds on the region's proud heritage, the beauty of our natural landscape, and the vibrancy of our rich cultural and social life.

It will enrich lives in other ways too, reforming our public services, provide new affordable homes, improve family life, and create a workforce which can adapt to the changing needs of the 21st Century.

To do this, the City Deal partners will work together, with a shared vision of a prosperous Capital City-Region for Wales, forging a clear global identity and strong reputation as a City-Region for trade, innovation, and quality of life.

By attracting new investment and growing more successful businesses, by improving our connectivity, by developing our skills and education, we will restore the capital region to its historical role as the “engine room” of the Welsh economy.

**Councillor Andrew Morgan**  
Chair, Cardiff Capital Region City Deal







**“It is an investment in its people, and aims to bring fairness and opportunities for all, no matter where they live in the region.”**



# 01. Executive Summary

In compliance with the Joint Working Agreement this 5 year City Deal Strategic Business Plan:

- sets out our current understanding of what is required to achieve our long-term objectives;
- details required actions and outcomes, only some of which will benefit from Wider Investment funding;
- includes details of how the Wider Investment Fund will be used, over the next 5 years, to act as a catalyst to drive these actions forward;
- forms the basis of a more detailed regional strategic economic growth plan and strategy.

We cannot achieve our regional objectives by means of the City Deal funding alone.

However, used wisely to support, encourage and enable regionally significant schemes it will act as a catalyst to:

- drive economic momentum by leverage of wider investments;
- accelerate the process of change;
- attract interest and generate enthusiasm; and
- take advantage of the entrepreneurial talents that abound in our region.

The City Deal is a long-term programme and no one can, with confidence, predict what changes will occur over the next 20 years.

When considering the current pace of innovation in areas such as artificial intelligence, drones, driverless vehicles, 3-D printing, robotics, and automation, the future infrastructure and skills needs of the region is changing radically.

We must therefore ensure our policies, plans and programmes are flexible and sufficiently dynamic to not only cope with change but to act as a catalyst to drive positive change in the region.

The Regional Cabinet, working with partners, who will advise on changes in technology, investments and future markets, will regularly review both the regional economic growth plan and strategy and the use of the Wider Investment Fund to ensure that they continue to accurately reflect and encourage the economic needs and aspirations of the region.





British Airways Maintenance Cardiff, St Athan



Sony UK Technology Centre, Bridgend

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## The Next 5 Years

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### Investment

We have made our first investment, in the Compound Semi-conductor Project, which will generate over £380m of private sector investment and deliver 500 highly skilled jobs, and potentially cultivate an innovation cluster creating a further 2,000 Jobs.

### Emerging Opportunities

The Regional Cabinet are proactively pursuing further investment opportunities to assist in meeting our key targets. Those currently identified for development in the next 5 years are:

- **Skills for the Future**  
A regional programme of interventions to provide school engagement, support for businesses and a skills investment fund to deliver over 10,000 additional apprenticeships, graduate internships and upskilled employees. See Section 5 for details.
- **Innovation Portfolio**  
A regional Innovation Portfolio with the aim of developing industry ‘clusters’, new space for innovative start-ups, and incentives to attracting high-tech firms to the region. The first project of this portfolio is currently being implemented, the Compound Semi-conductor Project,

and further development work is being undertaken to optimise this investment and explore other opportunities. See Section 6 for details.

### Metro Plus

Enhancing the potential benefits of the Metro to the region by introducing a programme of complementary transport investments. The initial focus is the development of a Central Transport Interchange ‘Metro Central’ with a key element being the modernisation of Cardiff Central Station. See Section 7 for details.

### Digital Portfolio

A portfolio of digital intervention which seeks to create a digital vision, brand and identity for the region as a ‘smart’ city region able to attract private sector partnership. It would also ensure that digital opportunities are built into other regional schemes and projects. See Section 7 for details.

### Housing Investment Fund

A proposal to establish a fund to support housing growth across the region with a focus on former industrial sites in the Valleys areas and across all tenures to support both economic and social objectives. See Section 8 for details.





## Strategic Sites

A proposed programme to introduce a balanced portfolio of sites with varied characteristics to be a catalyst to attract new and retain existing businesses.

The focus will be to support the regions existing prime market, of Cardiff and the M4 corridor, and expand it to include a mix of opportunity in the Heads of the Valleys corridor, the coastal belt, towns and rural areas.

These 'emerging' opportunities are in varying stages of development and will be rigidly assessed in accordance with the Assurance Framework to establish if they are able to deliver the outputs and outcomes necessary to make them eligible for City Deal funding support.

It is anticipated that further proposals will 'emerge' over the next 5 years and no matter how they are promoted they will comply with the following investment criteria:

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### All investments will be required to:

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- Support our Strategic Objectives
- Comply with the Assurance Framework
- Secure regional economic benefits
- Contribute to the high level aims of 25,000 new jobs and £4bn of private sector investment
- Demonstrate Value for Money



# 02. The Strategic Context

<sup>1</sup> Growth & Competitiveness Commission Report Review and Recommendations Page 22.

<sup>2</sup> Cardiff Capital Region “Powering the Welsh Economy”

## Our Vision

“A Prosperous Capital City-Region for Wales” - a decision making centre, a global gateway for capital, trade, and visitors, a knowledge hub and a major population centre and business cluster for Wales<sup>1</sup>

## Our Regional Strategic Objectives

- 1. Prosperity and Opportunity** - Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy
- 2. Inclusion and Equality** - A vibrant and sustainable economy which contributes to the well-being and quality of life of the people and communities in the region now and in the future
- 3. Identity, Culture, Community and Sustainability** - Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life

## Strategic Themes



### Skills & Employment

Developing a Skilled Workforce and Tackling Unemployment



### Connecting the Region

Improving Connectivity Globally, Regionally and Locally



### Innovation

Creating an Innovation District and Increasing Entrepreneurial Activity and Innovation



### Regeneration & Infrastructure

Providing the right physical place and environment to support growth

## Measuring Success

Job Creation, Private Sector Leverage, Employment and Skill levels, Productivity levels, GVA



Top: Redhouse Cymru, Merthyr Tydfil

Bottom: Springboard Innovation Centre, Cwmbran

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**To achieve our vision, we must be:<sup>2</sup>**

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**Ambitious**

Capitalise on our unique identity and our ability to power the Welsh economy. We are a proud Capital City Region in the United Kingdom which gives us a platform to think big.

**Collaborative**

To make the most of the opportunities our combined size gives us, we must all work together - public sector, private sector, education establishments and our communities – for the benefit of all.

**Well-connected**

Realising the potential of our excellent people through world class communications and transport – regionally, nationally and internationally.

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**To achieve our vision, we must offer:**

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**A confidence and lifestyle**

Building on the Cardiff Capital Region's reputation as a great place to live, work and play. We are proud of our quality of life, our culture, and the natural beauty we have on our doorstep.

**Sustained success**

A Cardiff Capital Region that is successful economically, socially and environmentally and which benefits all our communities.

**An international and national stage**

Which attracts people and investment from global markets, as well as from other parts of the UK.

**“A decision making centre, a global gateway for capital, trade, and visitors, a knowledge hub and a major population centre and business cluster for Wales.”**

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## Our Regional Strategic Objectives:

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### 1. Prosperity and Opportunity

Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy

The quality of the economic environment of the region will play a crucial role in creating jobs by improving business performance, enhancing opportunity and encouraging innovation. We will nurture the economic environment by:

- providing the right infrastructure including connectivity by means of good transport links and high-speed broadband;
- encouraging a culture of innovation and entrepreneurship by providing the right skills, opportunities and support to engender a confidence to be creative;
- assisting the city region's labour market to be equipped with the skills that businesses need;
- improving public sector efficiency and effectiveness by new ways of working;
- supporting all businesses to become more productive, from small retail to large advanced manufacturers;
- enhancing the business climate for emerging sectors, enterprises and

innovation that can spawn new sources of jobs and incomes into the longer-term future, including creating business clusters where firms can network, share skills and spur each other to higher levels of performance;

- encourage and promote research and development and entrepreneurial enterprise.

### 2. Inclusion and Equality

A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future

A vibrant and inclusive economy supports a mix of economic activities and promotes economic security and resilience.

We will promote:

- assisting our urban centres to be vibrant;
- access to employment and economic opportunities;
- participation in the labour market for all members of society;
- access to a range of housing, including affordable;
- access to education and training, to develop skills;
- access to social and recreational opportunities.



### 3. Identity, Culture, Community and Sustainability

Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life.

For our region to gain attention and respect and effectively compete and attract businesses, tourists, investors, students, entrepreneurs, international sporting and cultural events it requires a clear, credible, appealing and distinctive identity. To promote this identity and reputation we will:

- assist our urban centres to be vibrant and vital with unique identities which all of the regions residents can use and be proud of;
- respect, protect and support our rural and natural environment and use it to promote economic and social outcomes;
- develop and promote our world-class cultural and recreational opportunities utilising the regions natural beauty and historic areas;
- provide a quality environment across the whole region including existing and new development that attracts businesses and talented people;
- demonstrate our commitment to a sustainable future and acknowledge our global responsibility; and
- work with political and commercial partners, at a national, regional and local level to coordinate the promotion of the region.



Penderyn Whisky Distillery, Aberdare

# 03. Our Approach

<sup>3</sup>Written statement by Ken Skates, Cabinet Secretary for Economy and Transport on 11th December 2017

Our Vision and Regional Strategic Objectives set out our aspirations and with our high-level aims, to create 25,000 new jobs and leverage £4bn private sector investment, establish the economic outcomes we are seeking to achieve when considering use of the Wider Investment Fund.

Our Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the future and ensure our approach and actions are responsible and meet our current needs without compromising the quality of life of future generations.

To focus our approach, support our Assessment Framework and ensure better decision-making, as stated in the Wider Investment Fund Assurance Framework, we will follow the five ways of working and sustainability principles, detailed in the Well-being of Future Generations (Wales) Act 2015, and reflect and support the well-being goals.





We have identified four Strategic Themes where we feel we can make the biggest difference and a real improvement to the well-being of people in the region and in so doing support our regional objectives, well-being goals and the twin goals, in the Welsh

Government’s ‘Prosperity for All: economic action plan’, of growing the economy and reducing inequality<sup>3</sup>.

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## City Deal Strategic Themes

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-  **Skills & Employment**
-  **Innovation**
-  **Connecting the Region**
-  **Regeneration and Infrastructure**

Identifying these themes provides a structure and method of developing proposals and schemes. However, the themes are indivisible, and all proposals will be expected to be cross-cutting and contribute, to differing degrees, to our objectives and the well-being goals.





St David's, Cardiff



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## Partnership and Engagement

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The City Region will only succeed with all stakeholders working together developing a consensus and shared vision of the way forward.

We are working closely with the Welsh Government and National Government, who are both signatories to the City Deal. We have also been instrumental in establishing stakeholder groups including the Cardiff Capital Region:

- **Skills and Employment Board**
  - representing a wide range of stakeholders, including businesses, higher and further education, local authorities and Welsh Government;
- **Regional Business Council** – providing a strong business voice;
- **Economic Growth Partnership** – bringing together partners to consider and advise on a sustainable economic growth strategy and investment decisions.

We are actively working with the Valleys Taskforce to ensure our aims, objectives and interventions not only align but also complement each other, taking advantage of their engagement processes, to maximise benefits to the region as a whole.

We are developing an effective working relationship with the Office of the Future

Generations Commissioner for Wales to ensure that opportunities to support the well-being goals are highlighted.

The City Region Economic Growth Strategy will go through a comprehensive engagement process and the promoters of all proposed interventions and schemes will be required to demonstrate effective engagement.



Ford Manufacturing, Bridgend

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## Regional Impact, Scheme Appraisal and Monitoring

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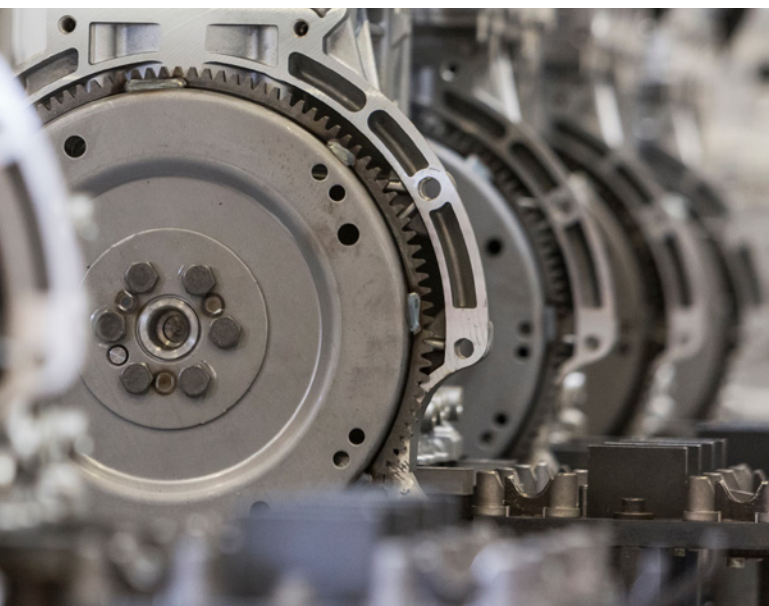
The City Deal Wider Investment Fund is intended to deliver sustainable economic development and growth across the region. This will be pursued by optimising the outcomes we can achieve within the constraints of the resources we have available. Prioritisation is therefore essential, and all proposed interventions must therefore clearly demonstrate a regional and collaborative approach and impact to ensure the effective use of resources.

All proposed schemes will be required to follow the same appraisal process as detailed in the Assurance Framework. Schemes will be assessed on their potential to contribute to our high-level aims and strategic objectives; demonstrate value for money, use of the five ways of working and how they contribute to the well-being goals. To be detailed in our Candidate Scheme Assessment Guidance.

We will regularly review our overall delivery programme and, where necessary, revise the Outcomes and Outputs detailed in the Assessment Guidance to ensure a balanced

programme of interventions which will meet all our strategic objectives.

The full allocation of HMT funding to the region is subject to successful completion of five-year gateway reviews, which will assess our ability to deliver regional economic growth and our strategic objectives. The first five-year gateway review final report is due in December 2020 with performance measured against delivery. Further reviews will be carried out at years 10, 15 and 20 and will be more focussed on outcomes.



**“The City Region will only succeed with all stakeholders working together developing a consensus and shared vision of the way forward.”**

## 04. Spatial Priorities

<sup>4</sup> Growth & Competitiveness Commission Report and Recommendations Page 38.

<sup>5</sup> Growth & Competitiveness Commission Report and Recommendations Page 39 Core Findings and Page 43 Recommendation 8 – Strategic Spatial Development.

<sup>6</sup> Having seen the work we are undertaking and assessed the benefits the Welsh Government have commissioned the Carnegie UK Trust to undertake a similar exercise for the whole of Wales.

The Growth & Competitiveness Commission (Commission) considered spatial development in the region and concluded<sup>4</sup>:

*“the Cardiff Capital Region is not homogeneous; it consists of diverse places each with distinctive histories, strengths, challenges and opportunities.”*

The Commission recommended<sup>5</sup>:

*“With differences in economic performance and outcomes across the city-region there is a clear need to ensure that the region is organised spatially in a way that maximises the benefits for residents.*

*The Cardiff Capital Region should develop a spatial perspective to complement its economic strategy... This spatial development perspective should act as a future growth map for the Capital Region and define the key roles and potential of:*

- *Cardiff and Newport as established hubs of business, commerce and institutions, each playing to their particular strengths;*
- *Cardiff Airport and the associated Enterprise Zones;*
- *The re-emerging towns such as Bridgend, Barry, Caerphilly and Pontypridd that are in transition to accommodating high value-added activity, renewed resident populations and university expansions; and*

— *The Valleys and rural towns which are becoming increasingly important centres for local services, amenities and the foundational economy, and are developing their roles in tourism and leisure.”*

We are working with the Local Government Data Unit (Wales) on a data platform to understand the role of our two cities and the individual towns within the region. This work will enable us to make more informed decisions on how we can tailor support for specific settlements and areas to allow them to better understand and achieve their potential and maximise the prosperity and well-being of the people who live in them<sup>6</sup>.

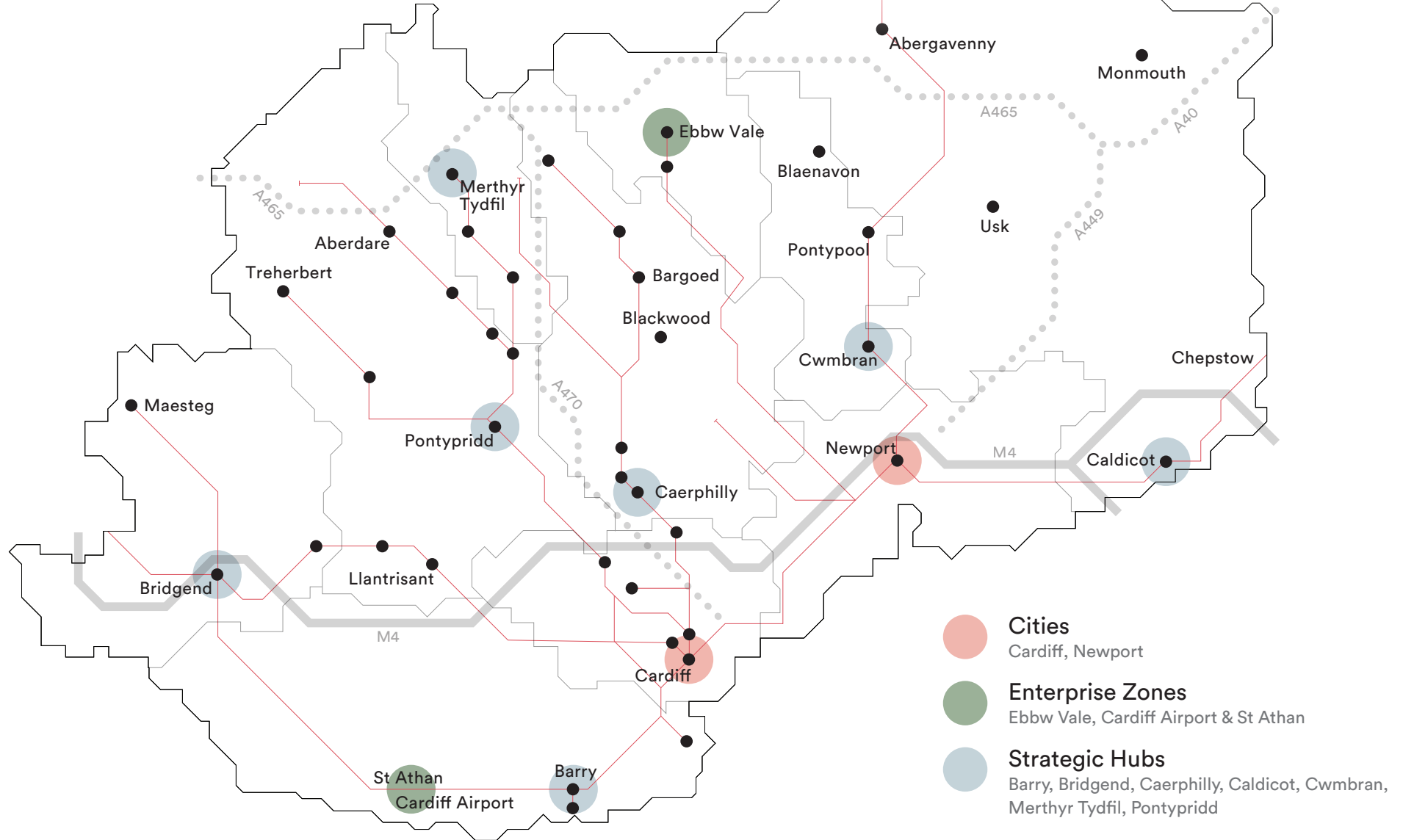
Preliminary findings from this work have highlighted that in addition to the two cities, a number of towns, referred to as re-emerging by the Commission, are playing a significant role in the region’s economy. These findings have been combined with the work on Strategic Hubs undertaken by the Valleys Task Force, inclusion of the regions Enterprise Zones, and the regeneration assessments undertaken by individual local authorities, in considering the Welsh Government’s Targeted Regeneration Investment Fund.

This initial spatial perspective, which will be reviewed and refined as part of the development of the Regional Growth Strategy, is detailed on the plan to the right.

# Strategic Hubs and Opportunity Areas

35 Miles Deep

55 Miles Wide



- Cities**  
Cardiff, Newport
- Enterprise Zones**  
Ebbw Vale, Cardiff Airport & St Athan
- Strategic Hubs**  
Barry, Bridgend, Caerphilly, Caldicot, Cwmbran, Merthyr Tydfil, Pontypridd

05.  
Developing a Skilled Workforce and Tackling Unemployment

Page 50

The Regional Cabinet are working in partnership with the Cardiff Capital Region Skills and Employment Board to develop the social and economic potential of the Cardiff Capital Region, supporting people and businesses to deliver a high performing and prosperous region that stimulates and supports inward investment.

To achieve this the Cardiff Capital Region needs to develop a demand-led skills system that is driven by the needs of industry and which delivers employment and skills support in response to infrastructure and other investments to achieve growth within the regional economy.

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### Regional Priorities for Employment & Skills

We are developing a regional, evidence based approach, which will focus on:

- Delivering employment and skills support for industry, infrastructure and other investments to enable growth
- Supporting industry through priority sectors to address skills gaps and shortages
- Developing higher level skills to future-proof the workforce
- Increasing the number and range of apprenticeships
- Improving industry engagement with education and marketing of career opportunities and pathways
- Developing a regional employability plan to get more people into work
- The co-design of the DWP Work and Health programme

**“...supporting people and businesses to deliver a high performing and prosperous region that stimulates and supports inward investment.”**





Top: The Royal Mint, Pontyclun

Bottom: DS Smith, Caerphilly

A programme of interventions is emerging, titled 'Skills for the Future', in response to evidence of regional demand plus examples of successful practice and currently includes:

- **Regional skills brokerage service** – a local authority led and therefore impartial service that works with businesses, projects and investments, in conjunction with economic development and business support services, to secure appropriate and relevant skills solutions through education, training and other providers. Connecting both employees and businesses to regional skills projects and programmes that invest in the upskilling of the existing workforce to support progression and improvements in productivity.
- **Schools engagement** – activities to encourage career choices that align with future demand whilst promoting parity of esteem between different pathways to help young people attain quality and sustained employment.
- **Access to apprenticeships including shared apprenticeships** – employer engagement to increase the number and range of apprenticeships available in the region and schools engagement to increase the number of young people choosing apprenticeship pathways. Delivered in conjunction with work based learning providers and extending access through shared apprenticeship

programmes, such as Y Prentis and Aspire, where appropriate.

- **Graduate internship programme** – employer engagement to increase the number of graduate opportunities available including placements and internships, delivered in conjunction with our Universities. To encourage greater graduate retention within the region and improve the skills utilisation of graduates by businesses to support improvements in innovation and productivity.
- **Regional SME support** – to encourage apprenticeship and graduate take up by SMEs there will be a financial incentive and provision of a human resource support service. In the immediate term the service will support SMEs to maximise use of the current Welsh Government apprenticeships subsidy.
- **Skills Investment Fund** – a co-investment fund for SMEs that supports the upskilling of existing employees to meet technical, specialist and higher level skills needs, that can be accessed in the absence of other sources of funding. A fund of last resort to support co-investment in business led development linked to the achievement of growth, productivity and performance improvements.

Implementation is proposed in phases commencing early stages beginning in **September 2018**.

06.  
Creating an Innovation  
District and Increasing  
Entrepreneurial  
Activity and Innovation

Page 52

Innovation is a dynamic driver of economic growth. It underpins the development and application of ideas and technologies that yield better or new goods and services for the marketplace. Innovation is directly linked to raising productivity. Relative to other regional and international economies, productivity is unacceptably low in the Cardiff Capital Region.

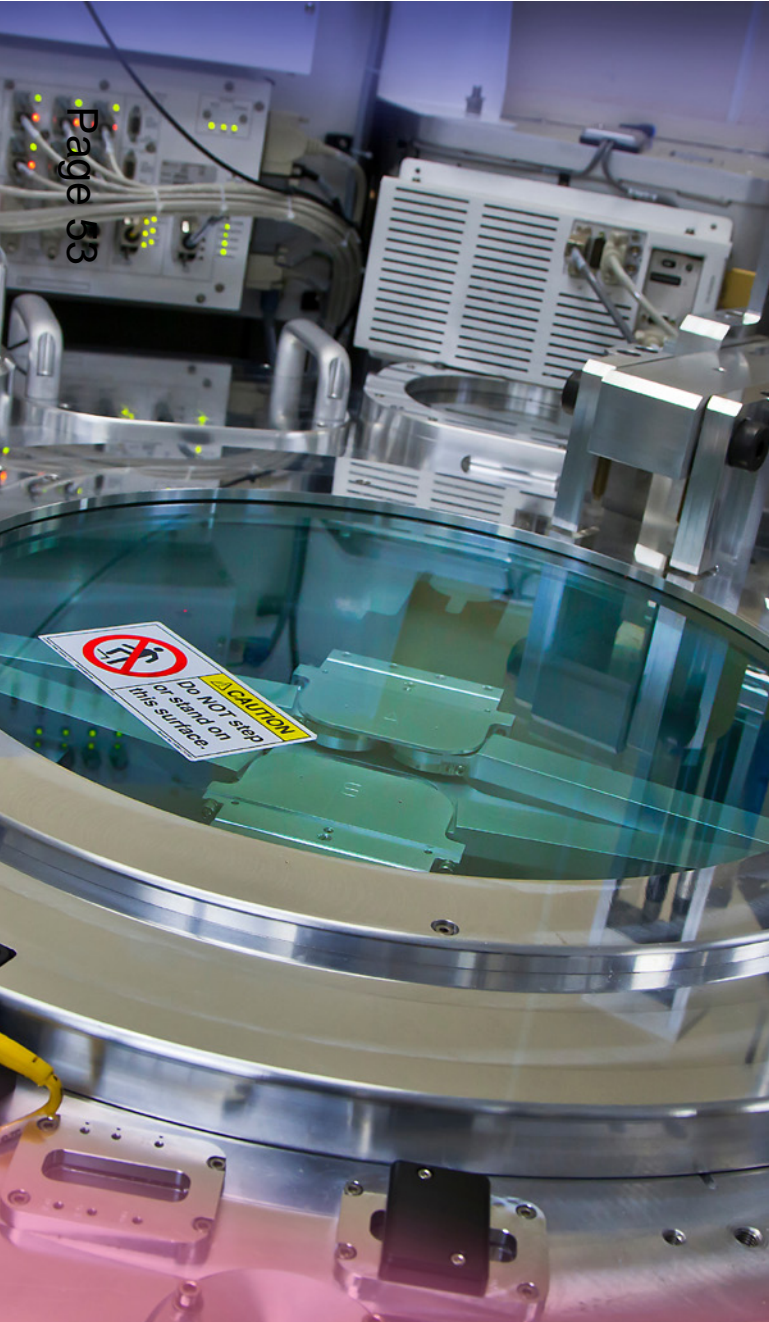
Unless this changes, our ambitions for our place will not be realised. Indigenous businesses will not grow as quickly as we would like, wages will not grow as quickly as in other places, external investors will not be attracted here. We will continue to oversee an underperforming region and our brightest people will have better opportunities elsewhere.

We are going to change this. We are going to create an environment that fosters entrepreneurial spirit and the creation of new commercial knowledge by bringing entrepreneurs, government, universities, colleges, funders and corporate entities together and adding in new capability. The Joint Cabinet has produced an Innovation Prospectus setting out in headline terms our direction of travel. The Prospectus is open to change and is reliant on every other City Region priority set out in this business plan delivering.



SPTS Technologies, Newport





### The Innovation Prospectus includes:

- **Innovation District** – We want the region to be internationally recognised as an Innovation District. We will work with Wales Government and UK Government to develop a competitive fiscal environment to promote sectors set out in our City Deal Agreement; specifically compound semi-conductors, life-sciences, cyber, digital, clean energy, infrastructure and engineering.
- **‘Tech Venture Fund’** – The Cardiff Capital Region, in keeping with the rest of Wales, is not strong in terms of an angel investor / venture capitalist culture. We are focussed on establishing a ‘tech venture fund’ working with commercial investors to Improve access to capital. The Fund will make commercial investments, it will not make grant payments. The Fund will be professionally managed and focussed on sectors indicated above. The Fund will operate across the whole region and will only invest in companies in the region.
- **Public Service Testbed** – The region has a significant reliance on public service employment. We will exploit the opportunity that this presents by developing our place as a ‘public service test-bed’. We aim to re-design our public services to optimise their impact on economic prosperity. This will include, but not be limited to, how public sector organisations procure goods and

services and capitalise on the significant Intellectual property that the sector possesses.

- **Regional Business Support** – Business support services across the region are complex. We intend to integrate and align these and simplify and develop easily accessible whole region support and advice.
- **National Software Academy** – We intend to support and accelerate a National Software Academy and National Cyber Academy to develop digital capacity and capability that is currently lacking in the region.

Our ability to connect and communicate in a fast and reliable way is critical in enabling businesses to generate prosperity and employment, empowering people to take a full part in society and benefit from life's opportunities.

Good quality, highly available, cost effective and efficient networks are a fundamental requirement to enable people to participate fully in modern life and to maximise their opportunities in the employment market.

To enable effective connectivity of all types for our future generations, we must therefore focus on the performance of both our digital and transport infrastructure. We must aim to ensure that our residents, households and businesses, have access to those facilities that they need and want as they go about their lives where they live, work and travel.

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## Transport

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The Regional Cabinet, via the newly established Regional Transport Authority, are focussed on understanding the transportation infrastructure issues that restrict economic growth in the Region, identify the opportunities where transportation can open up economic development opportunities and, as equal partners, set joint priorities with Welsh Government for the Region, using our shared resources to deliver the changes.

Over the next 5 years, along with providing advice on transport matters and proposals to the Regional Cabinet, the Regional Transport Authority will focus on:

- **Developing a Regional Transport Strategy for Growth, aligned with Local Transport Plans, aimed at supporting the region's economy.** This Strategy will build on the Economic Growth Strategy and set out the transportation vision and strategic objectives for the region, covering 5 types of travel:
  - **A globally connected city region**
    - developing the potential of our air; rail; road and sea: with a focus on Cardiff Airport, the Great Western Main Line, the M4, the Heads of the Valleys A465, our 3 sea ports at Cardiff, Newport and Barry.

- **City-to City links** – improving access to our major interchanges on the M4 and the Cardiff to London main rail line.
  - **Travel across the wider City Region** – a programme of strategic transport hubs will enable trips to key destinations like town centres, employment areas, hospitals and colleges can be made more easily, and by a choice of mode
  - **Getting into and around the Regional Centre** – supporting sustainable access to Cardiff City Centre.
  - **Connecting neighbourhoods** – more accessible “public realm” including bus stops; better pedestrian and cycle links to public transport stations and stops and road safety measures.
- identifying opportunities and supporting project sponsors to develop transport proposals which, working with other initiatives such as strategic sites, support our strategic objectives.

One significant opportunity has already been identified and defined as Metro Plus.

## »» Metro Plus

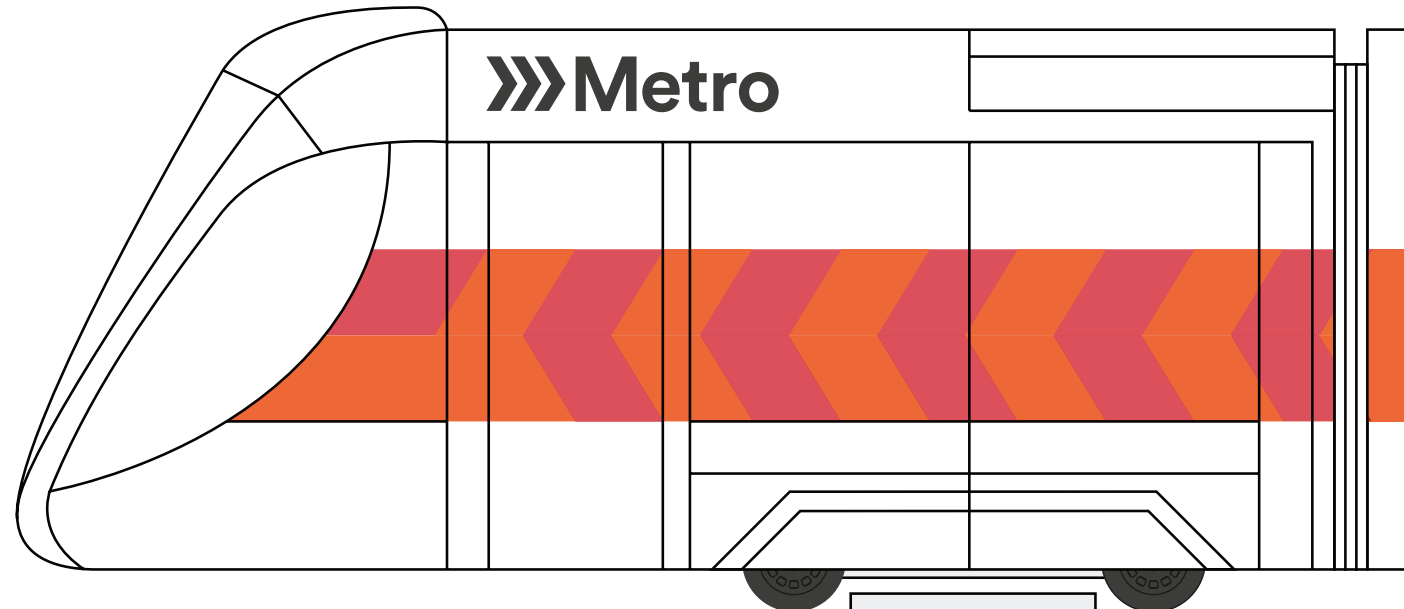
As part of the City Deal there is a pre-allocated sum of £734m committed to the Metro.

The South East Wales Metro is a key priority of the City Deal and will make a significant contribution to improving transport connectivity; unlocking development sites, employment and housing; providing access to training and employment opportunities; access to leisure and tourism and wider cultural development; substantial contribution to carbon reduction targets; and improving quality of life for all residents.

To maximise the potential benefits of the Metro to the region the Regional Cabinet are exploring a programme of complementary transport investment ‘Metro Plus’.

A significant project highlighted as part of this transport programme is the delivery of a Central Transport Interchange, ‘Metro Central’.

This scheme has the potential to significantly increase public transport capacity and attractiveness, and regional connectivity, by allowing increased frequency of services and providing improved facilities.



In addition the proposal has the potential to leverage significant commercial development and create more than 30,000 jobs over the next 10-15 years.

A key element of ‘Metro Central’ is the modernisation of Cardiff Central Train Station increasing capacity for trains and passengers, making it fit for purpose, and releasing the potential of the Metro. A feasibility study on the modernisation of Cardiff Central Station has been undertaken identifying a series of interventions including platform access, platform improvements, concourse improvements, platform extension, improved links and weather protection.

Based on the current feasibility work the total cost of the project is estimated at £160-£180m. The funding proposal would see contributions from the Welsh Government, private sector and City Deal, with any shortfall made up from the Department for Transport. This current proposal would see a call on City Deal funding of £40m subject to final approval of the Full Business Case and commitment to match funding from partners.

#### Other emerging opportunities being explored are:

- improved access to Cardiff Airport for both passengers and freight. Linked to the promotion of the enterprise zone and opening-up development land opportunities;
- a programme of strategic park and rides to improve access to the rail network and to transfer car users off the most congested highway routes; and
- improve connections to enable people to access motorways and key national rail interchanges.



Potential Metro smartcard

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## Digital

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The Regional Cabinet aspiration is to make the Cardiff Capital Region a “Smart Region”, allowing our future generations to be fully integrated into a global network.

This digital strand is about enabling the future of work to be carried out in all areas of the region by increasing the benefits that digital services bring.

A Tech Nation Report (Tech City 2015), identified this region as home to the fifth fastest growing ‘tech hub’ in the UK and further NESTA research on the growth of technology clusters in the UK demonstrates high start-up rates in and around the capital city region. Coupled with emerging specialisms in data science, open data and cyber security, there is unique potential to connect the entire supply chain of digital services.

Over the next 5 years the Regional Cabinet intend to develop a Digital Portfolio of proposals to support our strategic goals and our aspiration to be a smart region:

- **Organising Delivery** – Creation of a digital vision, brand and identity for CCRC
- **Global Connectivity** – Implementation of a transatlantic link to enable the fastest possible connection to the global digital network.
- **Welsh Connectivity** – Exploitation of the existing Cardiff Internet Exchange (IX).
- **Regional Fibre Connectivity** – Creation of a strategic site dark fibre network as a public asset. This would support the volume of public, private, research and citizen based traffic into and around CCRC.
- **Community Fibre Connectivity** – A high speed fibre network to connect local communities.

- **Regional/Community WiFi** – A ubiquitous public WiFi network as a public utility to be maintained by the private sector on an ongoing basis.
- **Mobile 5G Access** – Implementation of a 5G network.
- **Sensing the CCRC** – A sensor network across the region through a canopy of connectivity from access points mounted on e.g. street lights.
- **Open Data** – Creation of a fully Open Data environment making all of the vast amount of publicly held data (with the exception of certain data, for example sensitive personal data) available to all, without copyright, patents or other methods of control.

**“A Tech Nation Report (Tech City 2015), identified this region as home to the fifth fastest growing ‘tech hub’ in the UK.”**



08.  
Providing the right  
physical place and  
environment to  
support growth

The Regional Cabinet have recognised the unique opportunity for the ten local authority areas to come together and deliver a strategic approach to housing, regeneration and economic growth to create an accessible, liveable, ‘work-life integrated’ and highly connected region.

Promoting and enabling Place-Making and Sustainable Communities will improve quality of life for residents and attract and retain investors, skilled workers and visitors. By harnessing the distinct characteristics and strengths within the region we will contribute to growth by:

- Upgrading and rebalancing our housing offer;
- Identifying and maximising new spaces and places of potential economic opportunity;
- Capitalising on existing spaces of economic opportunity;
- Regenerating our urban and rural built environments and promoting well-being;
- Improving our visitor economy;
- Developing and managing sustainable energy;
- Using the development of the Metro to promote sustainable regeneration of Town centres and support growth around metro hubs and public transport; and
- Having a clear focus on economic growth and investment as a means to counter disadvantage and deprivation, both for individuals and communities, at local and regional level.

Over the next 5 years the Regional Cabinet intend to develop a number of key areas under this Strategic Theme:

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### Housing

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The housing shortfall of the region, linked to the future economic aspirations of the Regional Cabinet, is being full explored and detailed as an expression of ‘need’.

The mechanisms and interventions which could potentially be used across the region to deliver housing are be considered. These options will not necessarily be site specific and there are many projects right across the City Region area that, for different reasons, have stalled but would have a positive impact in terms of City Deal outcomes by increasing GVA. In addition, they would help deliver sustainable communities, increase housing supply, choice, affordability and quality.

Work has been undertaken to identify what mechanisms or interventions can be deployed to increase housing delivery and to support the Housing Objectives detailed in the City Deal Heads of Terms, and by the Growth and Competitiveness Commission. This has resulted in a proposal for:



View from Abergavenny Town Centre

## Regional Housing Fund

Work is being undertaken to develop a proposal for establishing a Housing Investment Fund (HIF) to support the housing growth aspiration across the region and across all tenures. Key benefits of a Fund in the Cardiff Capital Region context would include:

- **Fast-track delivery:** Provides a broad set of financial interventions that can be used to unlock developments that have been previously stalled by a wide range of issues;
- **External funding:** Can complement – and should actively encourage through leverage requirements - the use of external sources of funding, both private and public;
- **Flexibility:** Investment strategy could be crafted to allow for different products to be flexibly used in different locations and different extents over time, depending on the challenges faced in each sub-market, and following review
- **Ongoing benefit:** the opportunity to recycle funds through repayable grants, loans etc. offers scope for funds to be used multiple times.

To complement the proposed Housing Fund, work is being undertaken to develop a Custom Build or Plot Shop for the region whose benefits could include:

- **Stimulation of the SME building sector:** Provides a broad range of sites with limited risks which will be attractive to this sector;
- **Investment:** The Plot Shop encourages investment within communities across the region, whilst the economic multipliers are likely to be less than those associated with volume housebuilding, the impact of multiple sites across the region, within a currently dormant market should be recognised;
- **Flexibility:** SME builders could be supported flexibly in different locations and to different extents over time, depending on the challenges faced in each sub-market.
- **Regeneration benefits:** Many sites represent detractors in our communities, but being packaged within a Plot Shop brings them forward for development, bringing new homes and choices to our communities. Having a range of housing choice can stimulate latent housing markets, with long term benefits to communities.
- **Potential for innovation:** As the scheme develops momentum, there is significant scope to develop innovative homes in terms of energy, construction, design and tenure.

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## Strategic Sites and infrastructure

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Research commissioned by the Regional Cabinet and the Welsh Government has illustrated the shortage of good quality sites and premises within the region. With the slowdown of the sort of development undertaken by the WDA during the 1970s – 90s, and the failure of private sector developers to fill that gap in many parts of the region, we now have a very limited 'offer' to put before inward investment or expansion projects and this is a serious constraint on the potential for the region to grow the economy, especially to achieve the sort of 'step change' in the scale of growth envisaged by the Regional Cabinet.

Good quality sites are in short supply and there is now a very limited availability of all sizes and types of speculative, ready to occupy premises ranging from space for small businesses and start-ups right through to large scale manufacturing projects.

Potential sites will be assessed to provide a target list of strategic sites deemed suitable for support and be of the scale and type likely to meet the aims and objectives of the Regional Cabinet.

This assessment of need has resulted in a proposed Strategic Sites Programme:

### Strategic Sites Programme

- **Provision of Employment Sites:** A programme to introduce a balanced portfolio of sites with varied characteristics to be a catalyst to attracting new business investment will be developed. These sites should be capable of supporting both indigenous business growth and inward investment. This should aim to create a significant supply of new floorspace across a wide range of property types across the whole region. This programme will aim to support the current prime market areas of Cardiff and the M4 corridor and have a strategic focus on a future expansion of this prime market to include a mix of opportunities in the Heads of the Valleys corridor, the coastal belt, towns and rural areas.
- **Refurbishment of Existing Stock:** There is an issue of increasing obsolescence in existing building stock which can be a catalyst for business disruption and closure. A programme of refurbishment to retain those businesses already in the region will be developed. Exploring a partnership approach with Welsh Government to overcome this problem is proposed.



- **Encouraging Clusters:** Work will be undertaken to explore the potential to support specific infrastructure and location criteria to encourage clusters of like-minded industries to emerge and develop, nurturing them as centres of excellence.

Within this theme some specialist areas of provision are also emerging which include:

- **Enabling infrastructure**

Opening-up strategic sites, housing and employment, this includes possible transportation and road linkages, drainage and other high value enabling works to bring forward large sites;

- **Joint developments with the HE / FE sectors**

Could provide space for spin-out of research and technology emanating from the educational establishments in the region and linking to the prioritised sectors;

- **Work / live space**

Where residential and employment is combined' with the potential for such shared use developments to be concentrated alongside key development 'nodes' of the Metro project.



Top: Ebbw Vale Enterprise Zone / Bottom: OpenGenius, Penarth



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## Energy related projects

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Several energy related projects are emerging around renewable energy generation schemes, energy management and related manufacturing and management technologies. A regional development and delivery approach to these projects could generate significant regional benefit in terms of the economy and environment. There is potential for the region to seek to become recognised as a leader in the energy field including in the manufacturing process for renewable energy machinery, which is an undoubted global growth sector and one with relatively high R&D and a high value-added contribution. In addition the proposal for a tidal lagoon project within the region will play a factor in future proposals.



Ocean Colour Scene at Caerphilly Castle




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## Urban Renewal / Regeneration

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Several projects are emerging which would revitalise existing urban and town centre locations, generating jobs in retail and office sectors; providing residential accommodation and helping to address the inequalities in development experienced in recent decades. It is clear this type of support cannot stand alone and will work if it coordinates its approach with the Welsh Government's Targeted Regeneration Investment programme (TRI) which replaces 'Viable and Vibrant Places'. The Regional Cabinet could in future act for Welsh Government, as the delivery arm of any potential regional funding, streamlining programme and project delivery, and overcoming duplication of resources.

In some parts of the region there is potential to explore the development of new settlements (settlements of the future) which would combine housing, employment, education and leisure elements in a planned, sustainable development of significant scale.

This could include the possible development of an arm's length development company to develop council owned sites for both economic and residential purposes.

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## Visitor Economy

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Wales, and the Cardiff Capital Region, has a growing worldwide recognition and reputation as a tourist destination and includes iconic visitor attractions such as the Capital city of Cardiff, Cardiff and Caerphilly Castle, Barry Island, Porthcawl and Big Pit to name only a few. Several projects are emerging which could add to the regions 'offer' and attract significant numbers of additional UK and international visitors. These can be complemented by investments in accommodation and the hospitality sector.

The region is also blessed with the Brecon Beacons National Park to the north and the Glamorgan Heritage Coast to the south.

The development of the 'South East Wales Destination Investment Plan' is a key part of the process of developing the tourism offer for the region. This Plan has been commissioned by all the regions councils and will be fundamental in developing the regions tourism. Developing priority themes to support a year-round offer are:

- Business tourism to attract higher value;
- The Region's culture and heritage attractions;
- A strong outdoor adventure offer;
- The Region's events offer.



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## Introduction – ‘The City Deal’

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The City Deal outlines the joint commitments made by the ten local authorities of the Cardiff Capital Region, the UK Government and the Welsh Government to unlock £1.2bn of investment to increase the performance of the city-region economy. Over its lifetime of 20 years, partners envisaged that the City Deal would deliver up to 25,000 new jobs and leverage an additional £4bn of private sector investment.

As its core proposition the City Deal provides funding to support investment in projects to stimulate economic growth: £734m is allocated to Metro, with the balance (£495m) being made available as the City Deal ‘Wider Investment Fund’.

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## Wider Investment Fund (WIF) – Funding Streams

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**HMT Contribution:** UK Government grant of £375m paid over 20 years period and consists of £50m revenue grant (years 1-5) and £325m capital grant from years 6-20. Expenditure incurred in advance of receiving UK Government grant will require ‘temporary borrowing’ and is referred to as the ‘Cost of Carry’.

**Council Contribution:** CCRC D Local Authority Partnership capital contribution of £120m. This will be drawn down as projects are approved and the Wider Investment Fund’s (WIF’s) overall funding requirements begin to crystallise. Council Contributions represent 24.2% of the WIF’s overall funding stream.

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## WIF Approvals to-date

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**Wider Investment Fund ‘Top Slice’:** 3% of the fund is set aside to fund the activities of a number of Regional Bodies and to meet the costs of Programme Development and Support. This equates to an annual revenue budget of £742,500.

**Compound Semi-Conductor Project:** During 2017/18, Regional Cabinet approved the proposal in respect of the Compound Semi-Conductor Project. This involves providing a loan of £38.5m to a Special Purpose Vehicle over 2 years, which will be repaid over a period of up to 11 years. The loan repayments will be ‘recycled’ back through WIF potentially increasing the fund’s gross resources from £495m to £533.5m. This is the only project which has full approval to date.

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## WIF 'In-Principle' Commitments and Fund Availability

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**In-Principle Commitments:** Regional Cabinet have provided an 'in-principle' commitment to the following projects and initiatives: Metro Central Project, Regional Housing Investment Fund, Digital Strategy and Skills for the Future. In-line with the requirements of the Assurance Framework, these projects are in the process of developing their respective business cases.

**Future Revenue Projects:** This represents the un-committed resources available to meet the cost of future REVENUE projects (day to day expenditure) as these are approved.

**Future Capital Projects:** This represents the un-committed resources available to meet the cost of future CAPITAL projects (expenditure resulting in the creation of an asset) as these are approved.





WIF Indicative Expenditure Profile		Annual £m	Cum'. £m
Year 1	2016/17	0.0	0.0
Year 2	2017/18	25.4	25.4
Year 3	2018/19	19.6	45.0
Year 4	2019/20	30.0	75.0
Year 5	2020/21	30.0	105.0
Gateway Review			
Year 6	2021/22	45.0	150.0
Year 7	2022/23	45.0	195.0
<b>Total Yrs 3-7</b>	<b>18/19 - 22/23</b>	<b>169.6</b>	<b>195.0</b>
<b>Years 8-11</b>	<b>23/24 - 26/27</b>	<b>284.3</b>	<b>479.3</b>
<b>Years 12-20</b>	<b>27/28 - 35/36</b>	<b>15.7</b>	<b>495.0</b>

JWA 5 Year Business Plan

### WIF Indicative Programme and Updated Affordability Envelope

This is the first JWA Business Plan to be prepared and reflects that a number of projects are in the process of being developed. The Assurance Framework requires detailed business cases to be prepared before projects gain full approval.

An indicative programme of investment has been modelled based on actual approvals to date, supplemented by the typical spend profile of City Deals along with a range of other financial and technical assumptions, such as interest rates etc. The indicative modelling suggests that the 'wholelife cost' of the Wider Investment Fund to the CCRC Local Authorities could be in the region of £210.8m.

The Joint Working Agreement defines this wholelife cost as the partnership's 'Updated Affordability Envelope'.

### Updated Affordability Envelope

Wider Investment Fund	£m
HMT Contribution (Grant)	375.0
Council Contribution (LA Capital)	120.0
Assumed Repayment Term	25 years
Assumed Interest Rate	3.0%
HMT Grant 'Cost of Carry'*	36.4m
LA £120M 'Cost of Capital'**	174.4m
<b>Affordability Envelope</b>	<b>210.8m</b>

\* Cost of Carry refers to the interest costs associated with up-front borrowing of the HMT Contribution (grant) ahead of receipt

\*\* Cost of Capital refers to the Principal and Interest cost associated with borrowing the Council Contribution by the local authorities



Orangebox, Treforest

### Council Contributions

The Joint Working Agreement outlines that Council Contributions will be based on 'population' fixed at point in time. The agreed model is based on the 2015 ONS population data and will be used as the baseline for sharing costs moving forward. This baseline position will be applicable throughout the 'wholelife' of the Wider Investment Fund.

### Agreed Council Contributions % Rates

Local Authority Partner	%
Blaenau Gwent	4.6
Bridgend	9.4
Caerphilly	12.0
Cardiff	23.7
Merthyr Tydfil	3.9
Monmouthshire	6.1
Newport	9.8
Rhondda Cynon Taff	15.8
Torfaen	6.1
Vale of Glamorgan	8.5
<b>Total</b>	<b>100%</b>

## 1. Cardiff Capital Region City Deal Wider Investment Fund – Indicative Investment Programme for the Strategic Themes

Indicative Programme Expenditure	Yr 3 2018/19 £m	Yr 4 2019/20 £m
Wider Investment Fund Top Slice	0.74	0.74
Approved Projects	13.84	0.00
Future Revenue Projects	1.00	1.00
Future Capital Projects	4.02	28.26
<b>Total Investment</b>	<b>19.60</b>	<b>30.00</b>
Funded by		
HMT Contribution (Revenue)	-1.89	-3.90
HMT Contribution (Capital)	0.00	0.00
<b>Total HMT Contribution</b>	<b>-1.89</b>	<b>-3.90</b>
Council Contribution	-17.71	-5.06
Temp Borrowing 'Cost of Carry'	0.00	-21.04
<b>Total Funding</b>	<b>-19.60</b>	<b>-30.00</b>

Yr 5 2020/21 £m	Yr 6 2021/22 £m	Yr 7 2022/23 £m	Total Yrs 3-7 £m	Total Yrs 1-20 £m
0.74	0.74	0.74	<b>3.71</b>	<b>14.11</b>
0.00	0.00	0.00	<b>13.84</b>	<b>38.50</b>
1.00	1.00	1.00	<b>5.00</b>	<b>18.00</b>
28.26	43.26	43.26	<b>147.05</b>	<b>424.39</b>
<b>30.00</b>	<b>45.00</b>	<b>45.00</b>	<b>169.60</b>	<b>495.00</b>
-3.90	-3.90	-3.90	<b>-17.51</b>	<b>-50.00</b>
0.00	-22.00	-22.00	<b>-44.00</b>	<b>-325.00</b>
<b>-3.90</b>	<b>-25.90</b>	<b>-25.90</b>	<b>-61.51</b>	<b>-375.00</b>
-5.06	-7.96	-7.96	<b>-43.74</b>	<b>-120.00</b>
-21.04	-11.13	-11.13	<b>-64.35</b>	<b>-0.00</b>
<b>-30.00</b>	<b>-45.00</b>	<b>-45.00</b>	<b>-169.60</b>	<b>-495.00</b>

Gateway Review



## 2. Annual Spend Profile and Wholelife Revenue Implications for each Council

	Yr 3 2018/19 £m	Yr 4 2019/20 £m
Blaenau Gwent (4.6%)	0.04	0.07
Bridgend (9.4%)	0.09	0.14
Caerphilly (12.0%)	0.11	0.17
Cardiff (23.7%)	0.22	0.34
Merthyr Tydfil (3.9%)	0.04	0.06
Monmouthshire (6.1%)	0.06	0.09
Newport (9.8%)	0.09	0.14
Rhondda Cynon Taf (15.8%)	0.15	0.23
Torfaen (6.1%)	0.06	0.09
Vale of Glamorgan (8.5%)	0.08	0.12
<b>Total (100%)</b>	<b>0.94</b>	<b>1.44</b>

Yr 5 2020/21 £m	Yr 6 2021/22 £m	Yr 7 2022/23 £m	Total Yrs 3-7 £m	Total Yrs 1-38 £m
0.08	0.12	0.16	<b>0.48</b>	<b>9.74</b>
0.17	0.24	0.34	<b>0.97</b>	<b>19.90</b>
0.22	0.31	0.43	<b>1.23</b>	<b>25.23</b>
0.43	0.61	0.85	<b>2.45</b>	<b>50.01</b>
0.07	0.10	0.14	<b>0.41</b>	<b>8.31</b>
0.11	0.16	0.22	<b>0.63</b>	<b>12.95</b>
0.18	0.25	0.35	<b>1.01</b>	<b>20.69</b>
0.29	0.40	0.56	<b>1.63</b>	<b>33.25</b>
0.11	0.16	0.22	<b>0.63</b>	<b>12.86</b>
0.15	0.22	0.30	<b>0.87</b>	<b>17.87</b>
<b>1.81</b>	<b>2.56</b>	<b>3.57</b>	<b>10.31</b>	<b>210.80</b>

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### WIF External Audit / Monitoring and Reporting

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Clause 7.1.4. of the JWA states that “The JWA Business Plan shall, amongst other matters, address the following:

*“the methodology and responsibility for any external audits in relation to this Agreement”.*

This requirement will be addressed through the Annual Audit Plan agreed with the relevant external auditors and presented to Regional Cabinet for consideration and approval.

*“any revenue and capital monitoring reports to be prepared for the Joint Committee and the frequency of such reports.”*

Regional Cabinet will receive regular revenue and capital monitoring reports throughout the year advising on matters such as: Approved Budget, Actual Position To-Date, Commitments and Projected Out-turn. These reports will be supplemented by the appropriate Project Performance Reports, advising on all aspects of the Wider Investment Fund.

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### HMT Contribution - Funding Terms & Conditions

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The funding will be paid to the Accountable Body on behalf of the ten CCRCD local authorities. The funding must be used solely to support the objectives of CCRCD through the implementation of projects and schemes agreed by the Regional Cabinet and in accordance with arrangements set out in its Joint Working Agreement, Wider Investment Fund, Assurance Framework, and the JWA Business Plan.

An outcome based Gateway Review of CCRCD led by HM Treasury will be undertaken in 2020/21. Funding for 2021/22 and beyond is conditional on CCRCD successfully passing this Gateway Review.

It has been confirmed that in any year, where funds have been committed and/or there is a clear intention to spend, carry forward of funding to future years will be permitted. Carry forward in respect of the final year (2020-21), will also be permitted providing that the Gateway Review is passed.



Cardiff Airport, Rhoose

10. Additional Opportunities for Regional Funding: Including European Funding & Additional Flexibilities

The Regional Cabinet, in addition to the City Deal Wider Investment Fund, have been delegate responsibility by the ten participating local authorities for “additional devolved funding provided to the Capital Region”.

The Regional Cabinet will seek to align the use of European funding in the region to complement and enhance City Deal investments, aims and objectives.

To maximise the benefits of the City Deal and deliver a longer-term regional economic strategy, greater than that which can be achieved by the City Deal resources alone, the Regional Cabinet will explore with the Welsh Government the options for greater financial autonomy and flexibility.

In addition, the Regional Cabinet will be proactive in seeking out other funding opportunities which align and support the regional objectives.

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## European Funding

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### Maximising opportunities from current European Funding Programmes

There are opportunities to access funding from a number of different European Funding Programmes during the current programming period (2014-2020), from the traditional sources of the Structural Fund Programmes (ERDF & ESF) and the Rural Development Plan administered by the Welsh Government to large thematic funding programmes directly managed by the European Commission, such as the HORIZON 2020 programme for Research, Development and Innovation and the ERASMUS+ programme for young people.

The UK Government has guaranteed funding for all projects approved before the UK exits the EU (end of March 2019), enabling projects to deliver until 2023.

### Influencing future funding arrangements

The discussions on replacement funding following the UK’s exit from the EU have already started thus it is important that the Region influences these discussions, both with the UK and Welsh Governments. A consultation on a UK Shared Prosperity Fund to replace current EU Structural Funds is expected to be launched by the UK Government later this year.



The timing for the introduction of replacement funding will depend on any agreement reached on transitional arrangements relating to current EU programmes which are due to end in 2020. In the meantime, the Welsh Government has launched a consultation on 'Regional Investment in Wales after Brexit'. This sets out its views on future regional policy in Wales and argues for Wales' share of any new fund to be devolved.

It will also be important to lobby for continued access to key EU thematic funding programmes post Brexit, including the successor programmes to HORIZON 2020, ERASMUS+ and some transnational programmes. These will form part of the negotiations between the UK Government and the European Commission.

**“The Regional Cabinet will seek to align the use of European funding in the region to complement and enhance City Deal investments, aims and objectives.”**



The Senedd, Cardiff Bay

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### Additional Flexibilities

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A case will be made for a range of powers to be devolved to the local authorities of the Cardiff Capital Region. This case will also argue for flexibility to enable the region to access a range of funding sources to supplement the City Deal.

The proposed powers and flexibilities may include:

- retention of business rate income;
  - explore proposals for the Cardiff Capital Region to control above forecast growth in business rates to support economic development proposals for the Cardiff Capital Region
- the ability to levy an infrastructure supplement;
  - explore proposals for introducing an additional levy for infrastructure, based on a supplement to business rates
- use of alternative finance sources;
  - **explore other potential sources of funding including the following:**
    - private sector funding / market opportunities
    - tax increment financing
    - local authority bonds
    - housing finance
    - private public partnerships
    - pension funds

- online alternative finance sources.
- the removal of conditions around some specific Welsh Government grants;
  - aggregating specific grants to a regional level and removing the conditions that currently apply

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### Additional Funding Opportunities

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The Regional Cabinet is fully aware that the City Deal funding alone is not sufficient to achieve the aims and objectives for the region. The Cabinet will therefore seek to maximise the potential of the City Deal funding by using it as a catalyst to draw in additional resources from the public and private sectors, as well as other possible investors.

Numerous funding opportunities arise, many of which have prohibitive timescales or do not align with the regions strategic priorities.

The Regional Cabinet will use its resources wisely to pursue those opportunities which will enhance its ability to develop the region and, where match funding is required, accord with the assessment processes detailed in the Assurance Framework.





Cardiff, Penarth and Barry, Southern border of the Region



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

25 JULY 2018

### REPORT OF THE INTERIM HEAD OF FINANCE

#### FINANCIAL PERFORMANCE 2017-18

##### 1.0 Purpose of this report

1.1 The purpose of this report is to provide Corporate Overview and Scrutiny Committee with an update on the Council's financial performance for the year ended 31st March 2018.

##### 2.0 Connections to Corporate Improvement Objectives / Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priorities:-

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

2.2 The financial performance of the Council budget determines the extent to which the corporate improvement priorities can be delivered.

##### 3.0 Background

3.1 On 1st March 2017, Council approved a net revenue budget of £258.093 million for 2017-18, along with a capital programme for the year of £63.854 million, which has been updated during the financial year to take into account new approvals and slippage of schemes into 2018-19. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

##### 4.0 Current Situation / Proposal

##### 4.1 Summary financial position at 31st March 2018



4.1.1 The Council's net revenue budget and final outturn for 2017-18 is shown in Table 1 below.

**Table 1- Comparison of budget against actual outturn at 31st March 2018**

Directorate/Budget Area	Original Budget 2017-18 £'000	Revised Budget 2017-18 £'000	Final Outturn 2017-18 £'000	Final Over / (Under) Spend 2017-18 £'000	Projected Over / (Under) Spend Qtr 3 2017-18 £'000
<b>Directorate</b>					
Education and Family Support	108,448	108,461	108,387	(74)	(166)
Social Services and Wellbeing Communities	64,683	64,938	66,281	1,343	2,022
Operational and Partnership Services	23,858	25,579	25,271	(308)	(12)
Chief Executives and Finance	15,249	15,388	14,259	(1,129)	(726)
	3,886	3,924	3,746	(178)	(171)
<b>Total Directorate Budgets</b>	<b>216,124</b>	<b>218,290</b>	<b>217,944</b>	<b>(346)</b>	<b>947</b>
<b>Council Wide Budgets</b>					
Capital Financing	10,184	10,184	8,672	(1,512)	(1,349)
Levies	7,020	6,952	6,967	15	30
Apprenticeship Levy	700	700	612	(88)	(88)
Council Tax Reduction Scheme	14,254	14,254	13,611	(643)	(587)
Insurance Premiums	1,559	1,559	1,161	(398)	0
Building Maintenance	900	713	299	(414)	(82)
Pension Related Costs	1,258	1,203	427	(776)	(773)
Other Council Wide Budgets	6,094	4,238	1,946	(2,292)	(2,487)
<b>Total Council Wide Budgets</b>	<b>41,969</b>	<b>39,803</b>	<b>33,695</b>	<b>(6,108)</b>	<b>(5,336)</b>
<b>Accrued Council Tax Income</b>			<b>(594)</b>	<b>(594)</b>	<b>0</b>
<b>Appropriations to / from Earmarked Reserves</b>			<b>6,661</b>	<b>6,661</b>	<b>3,144</b>
<b>Transfer to Council Fund</b>			<b>387</b>	<b>387</b>	<b>0</b>
<b>Total</b>	<b>258,093</b>	<b>258,093</b>	<b>258,093</b>	<b>0</b>	<b>(1,245)</b>

4.1.2 The overall outturn at 31st March 2018 is an under spend of £387,000 which has been transferred to the Council Fund, in line with Principle 8 of the MTFs. After including in-year draw down of reserves, Directorate budgets provided a net under spend of £346,000, after draw down from reserves of £10.7 million, and Council Wide budgets a net under spend of £6.108 million. These are offset by the requirement to provide earmarked reserves for a range of new future risks and expenditure commitments. The net position also takes into account accrued council tax income of £594,000 during the financial year.

4.1.3 The under spend on Directorate net budgets for the year is a result of a number of factors including the maximisation of grant and other income, strict vacancy management and general efficiencies. Since quarter 3 the Council has received a number of one-off grants from Welsh Government, including £420,000 for social

services winter pressures, £100,000 to cover the additional costs incurred during the periods of bad weather, and £630,000 towards small scale repairs and maintenance in schools, which eased the pressure on these budgets for 2017-18 only. In addition, Directorates drew down £10.703 million in-year from approved earmarked reserves to meet specific one-off pressures identified in previous years, including funding for transformation projects through the Change Fund, funding for capital projects, draw down of school balances, funding for demolition work and service specific one-off pressures. A detailed analysis of the more significant under and over spends is set out in section 4.3.

- 4.1.4 The under spend masks underlying budget pressures in some service budgets which were reported during the year and still persist. The main financial pressures are in the service areas of Looked After Children and Adult Social Care, where a number of historical budget reductions remain unrealised. It should be noted that these budget areas can be volatile and small changes in demand can result in relatively high costs being incurred. As patterns of provision change within Directorates, service budgets are reviewed and re-aligned accordingly.
- 4.1.5 The under spend on Council Wide budgets has slightly increased from quarter 3 as a result of lower than anticipated demand for price inflationary increases, delays in progressing minor capital works and delays in the implementation of Welsh Language Standards, following appeals. In addition, funding for a number of budget pressures was adjusted down following more accurate information. Going forward, in 2018-19 these budgets have been reduced by £2.610 million as part of MTFs budget reductions, which will reduce the capacity within these budgets to meet unexpected pressures.
- 4.1.6 There have been a number of virements and technical adjustments between budgets since those reported to Cabinet at the end of quarter 3 in January 2018. These are included in Table 2 below and the outturn position is reported following these adjustments. There have also been a small number of technical adjustments in respect of final pay and price allocations.

**Table 2 – Virements and technical adjustments processed during quarter 4**

<b>Service vired from / to</b>	<b>Amount</b>
Transfers of small amounts of corporately held funding to Directorates to offset the costs of the implementation of Welsh Language Standards.	£33,000
Allocation of funding to the Social Services Directorate budget, from budgets retained centrally for pay and prices, for energy uplifts in respect of the contract with HALO Leisure.	£44,000
One-off transfer of funding from uncommitted 'other Council wide budgets' to the Communities Directorate budget to meet the revised funding profile for the Cardiff Capital Region City Deal as approved by Council in March 2018.	£1,701,950
Transfer of funding to the Social Services Directorate budget from central revenue minor works budget to offset the equivalent transfer of capital funding from the Telecare capital scheme to minor works, following the revised definition of Telecare as revenue and not capital expenditure.	£30,000
Allocation of funding held centrally for feasibility works and minor works, to offset spend against schemes which were agreed at the start of the financial year.	£74,000

4.1.7 Previous reports to Cabinet identified potential in-year budget pressures in respect of energy increases for both gas and electricity, and indicated that further analysis would be undertaken to establish the impact on Directorate budgets. There does not appear to have been any noticeable increase in energy costs during the financial year, and most expenditure has been within budget. This position will continue to be monitored during 2018-19 and any increase in price will be dealt with in the same manner as other unavoidable inflationary costs and provision made from corporate budgets.

## **4.2 Monitoring of Budget Reduction Proposals**

### **Budget Reductions 2016-17**

4.2.1 A report was presented to Cabinet on 27th June 2017 on Financial Performance 2016-17. In the report it was highlighted that, of the £7.477 million budget reduction proposals for 2016-17, £2.385 million were not met in full, with a shortfall in the financial year of £1.845 million. The report stated that these proposals would continue to be monitored alongside current year proposals, with mitigating action to achieve them to be identified.

4.2.2 Not all proposals have been fully delivered yet, however, and where this is the case, Directorates have identified a recurrent solution. At year end there is still £683,000 outstanding and this is broken down in Table 3 below. Further detail is provided in Appendix 1 along with the mitigating action to provide a more permanent solution in future.

**Table 3 – Monitoring of Budget Reductions 2016-17**

Ref	Budget Reduction Proposal	Target Saving £000	Shortfall £000
ASC19	Develop a Delivery Model for the Bridgend Resource Centre	108	100
CH25	Reduction in Safeguarding LAC numbers and related reduction in costs	357	357
ASC6	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	76	26
ASC23	Changes in Workforce	100	100
CH22	Remodelling of Children's Respite and Residential Care	200	100
<b>Total</b>		<b>841</b>	<b>683</b>

**Budget Reductions 2017-18**

4.2.3 The budget approved for 2017-18 included budget reduction proposals totalling £5.852 million, which is broken down in Appendix 2 and summarised in Table 4 below. The current position is that £2.141 million of proposals have not been met in full, leading to a shortfall on the savings target of £1.840 million, or 31% of the overall reduction target. This position hasn't changed since quarter 3.

**Table 4 – Monitoring of Budget Reductions 2017-18**

	Total Budget Reductions Required	Total Budget Reductions Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	577	411	166
Schools	869	869	0
Social Services and Wellbeing	2,283	1,049	1,234
Communities	767	402	365
Operational and Partnership Services	535	535	0
Chief Executive & Finance	414	339	75
Council Wide Budgets	407	407	0
<b>TOTAL</b>	<b>5,852</b>	<b>4,012</b>	<b>1,840</b>

A comparison of the RAG position against quarter 3 in 2017-18 is provided below. To ensure consistent reporting across Directorates a clearer definition of each RAG status is now provided as a key to Appendices 1 and 2:

	2017-18 Q4		2017-18 Q3	
	£000	%	£000	%
<b>Green</b>	2,733	47%	2,583	44%
<b>Amber</b>	1,377	24%	1,527	26%
<b>Red</b>	1,742	30%	1,742	30%
<b>Total</b>	<b>5,852</b>	<b>100%</b>	<b>5,852</b>	<b>100%</b>

The overall value and percentage of proposals classed as RED has stayed the same, but there is a small shift between those classed as AMBER and those classed as GREEN, reflecting more positive progress in achievement of some budget reduction proposals.

#### 4.2.4 The most significant budget reduction proposals that weren't achieved include:

- EFS1 and EFS2 Implementation of Learner Transport Policy and School Transport efficiencies (£60,000);
- EFS15 Delegation of Speech and Language Therapy to Schools (£75,000);
- ASC17 Managed Service Reductions Residential and Respite Care (£414,000);
- CH25 Reduction in Safeguarding Looked After Children (LAC) numbers (£260,000);
- SSW1 Impact of the Prevention and Wellbeing agenda (£668,000);
- COM18 Reductions to the budget for the Materials Recovery and Energy Centre (MREC) (£200,000);
- COM19 Introduction of Permitting Scheme for Road Works (£100,000);
- CEX3 To put Council Tax and some aspects of benefits online and to collaborate with others (£150,000).

Appendix 2 identifies the actual amount of saving against these proposals and action to be taken by the Directorate to mitigate the shortfall going forward. Those savings not met in full will continue to be monitored during 2018-19. The Social Services and Wellbeing Directorate has developed a Future Service Delivery Plan, which was presented to Corporate Overview and Scrutiny Committee in March 2018, and which outlines the Directorate's response to the financial challenge facing them, not least setting out the planned actions to be undertaken in order to make the required MTFS savings and maximise income opportunities by March 2019. This will be monitored continuously throughout 2018-19.

4.2.5 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 12 states that "... a MTFS Budget Reduction Contingency will be maintained" and used to mitigate shortfalls on budget reduction proposals that are not met due to factors generally outside of the control of the Directorate. This reserve was established in 2016-17, and used during that financial year, before being increased at the end of 2016-17 to provide capacity to support shortfalls on budget reduction proposals in 2017-18. Following agreement with the then S151 officer, it has been used to mitigate the shortfall on the following budget reduction proposal in this financial year.

COM 18	Reductions to the MREC budget	£200,000
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The situation will be monitored during 2018-19 to determine whether further allocations are required.

### 4.3 Commentary on the financial position at 31st March 2018

A summary of the financial position for each main service area is attached as Appendix 3 to this report and comments on the most significant variances are provided below.



#### 4.3.1 Education and Family Support Directorate

The net budget for the Directorate for 2017-18 was £108.461 million and the actual outturn was £108.387 million, following draw down of £3.080 million from earmarked reserves, resulting in an under spend of £74,000. The most significant variances are:

<b>EDUCATION &amp; FAMILY SUPPORT DIRECTORATE</b>	<b>Net Budget</b>	<b>Final Outturn</b>	<b>Final Variance Over/(Under) Budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
LEA Special Needs	862	743	(119)	-13.8%
Inter Authority Recoupmnt	(499)	(352)	147	-29.5%
Looked After Children	126	196	70	55.6%
Home to School Transport	4,774	5,201	427	8.9%
Pupil Support	388	294	(94)	-24.2%
Catering Services	718	522	(196)	-27.3%
Integrated Working	898	684	(214)	-23.8%
Youth Justice	366	275	(91)	-24.9%

#### Schools' Delegated Budgets

- The schools' delegated budget is reported as balanced in any one year as any under or over spend is automatically carried forward, in line with legislation, into the new financial year before being considered by the Director of Education and Family Support in line with the 'Guidance on Managing School Surplus Balances'. The year end position for 2017-18 was:
  - Net overall school balances totalled £866,000 at the start of the financial year. During 2017-18 school balances reduced by £506,000 to £360,000 at the end of the financial year, representing 0.39% of the funding available.
  - Out of a total of 59 schools there are 22 schools (17 primary, 4 secondary and 1 special) with deficit budgets and 9 schools (7 primary, 1 secondary, 1 special) with balances in excess of the statutory limits (£50,000 primary, £100,000 secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed by the Corporate Director - Education and Family Support, in line with the agreed 'Guidance and procedures on managing surplus school balances'.
- A summary of the position for each sector and overall is provided below. It must be noted that, had the Welsh Government not provided a last minute grant of £630,000 towards repairs and maintenance costs, the overall schools' balance would have been a negative figure, -£270,000.

	Balance brought forward	Funding Allocated in 2017-18	Total Funding Available	Actual Spend	Balance at year end
	£000	£000	£000	£000	£000
Primary	466	44,003	44,469	44,209	260
Secondary	-151	41,627	41,476	41,912	-436
Special	550	7,916	8,466	7,930	536
<b>Total</b>	<b>865</b>	<b>93,546</b>	<b>94,411</b>	<b>94,051</b>	<b>360</b>

## **Central Education and Family Support Budgets**

### LEA Special Needs

- There is an under spend of £119,000 on the LEA Special Needs budget. £89,000 of this is due to the timing of the opening of the new Moderate Learning Disabilities (MLD) Learning Resource Centres, with the balance from staff vacancy management.

### Inter Authority Recoupment

- There is an over spend of £43,000 on the recoupment expenditure budget due to an increase in out of county placements from 24 at the end of 2016-17 to 28 at the end of 2017-18, in order to meet the needs of individual pupils. In addition, there is a shortfall in recoupment income of £105,000 due to a reduction in other local authority placements at Heronsbridge and Ysgol Bryn Castell from 33 in the Summer Term to 27 from December 2017.

### Looked After Children

- There is an over spend of £70,000 on the education looked after children budget due primarily to redundancy costs resulting from an in-year restructure. These have been covered by under spends in Integrated Working.

### Home to School Transport

- There is an over spend of £427,000 on Home to School Transport. There have been significant increases in eligible pupils for both Home to College transport and primary education of 16.5% and 18.1% respectively from 2016-2017 to 2017-2018. There are also significant additional pressures caused by increased numbers of eligible pupils with Additional Learning Needs, in particular those pupils with autism spectrum disorders. Although a learner travel policy was approved by Cabinet in September 2015 with subsequent budget reductions of £1.6 million the savings generated have not been as high as anticipated due to the need to undertake safe route assessments and deal with legal challenges. Safe route assessments, which will allow the full implementation of the new policy, have not progressed as quickly as anticipated.

### Pupil Support

- The under spend on Pupil Support of £94,000 has arisen primarily due to the cessation of the volunteer driver service pending the outcome of the review of the service.

### Catering Services

- The under spend of £196,000 has primarily arisen due to an increase over and above the anticipated demand for school meals compared with when the

budgets were set at the start of the financial year. Estimates included the projected impact of the increased charge for Secondary meals from April 2017 and Primary meals from September 2017. Whilst the take up of primary school meals did reduce in 2017-18 the outturn was 0.5% higher than anticipated. The balance of the under spend is due to strong staff vacancy management.

#### Integrated Working

- There is an under spend of £214,000. Of this £178,000 is due to maximisation of grant funding and £93,000 due to vacancy management, offset by redundancy costs of £55,000 following an in-year restructure. The under spend contributed towards additional restructure costs identified above in the Looked After Children Section. These savings are not recurring.

#### Youth Justice

- There is an under spend of £91,000 primarily as a consequence of moving to alternative premises. This saving will contribute to future MTFS savings.

### 4.3.2 Social Services and Wellbeing Directorate

The net budget for the Directorate for 2017-18 was £64.938 million and the actual outturn was £66.281 million, following draw down of £1.128 million from earmarked reserves, resulting in an over spend of £1.343 million. As outlined in paragraph 4.1.3 the Directorate received additional grant funding of £420,000 from Welsh Government at the end of the financial year to support social services winter pressures. It was also successful in bidding for Supporting People grant slippage of approximately £240,000. Without this additional grant funding the over spend would have been almost £2 million. This funding is non-recurring and will therefore be a cost pressure for the Directorate in 2018-19.

The most significant variances are:

<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>	<b>Net Budget</b>	<b>Final Outturn</b>	<b>Final Variance Over/(Under) Budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Services to Older People (excl. OP Assessment & Care Management)	17,469	17,295	(174)	-1.0%
Adult Social Care - Assessment and Care Management	4,713	4,145	(568)	-12.1%
Learning Disabilities Residential Care	1,347	1,534	187	13.9%
Care at Home for Learning Disabilities	7,385	8,162	777	10.5%
Services to Adults with Learning Disabilities	(166)	139	305	-183.7%
Looked after Children - LAC	10,690	11,873	1,183	11.1%
Other Child & Family Services	1,173	979	(194)	-16.5%

#### Services to Older People

- There is an under spend of £174,000 (excluding assessment & care management) against older person services in total. The main reason for this is a higher level of income actually received from clients compared to the level estimated at the beginning of the year. It is very difficult to estimate income to

be received as it depends very much on individuals' financial circumstances and can change year on year.

#### Adult Social Care - Assessment and Care Management

- There is an under spend of £568,000 across assessment and care management in adult social care, including £192,000 on assessment and care management for older people and £195,000 on services for people with physical disabilities, arising mainly from staff vacancies and vacancy management throughout the year. The Directorate has managed these vacancies in order to generate savings in-year.

#### Learning Disabilities Residential Care

- There is an over spend of £187,000 as a result of the higher complexity of needs within the learning disability residential service together with the demand for residential respite services. The cost for learning difficulties care and support can be very high with the average cost of a learning difficulty residential care placement reaching up to £1,360 per week or £71,000 per annum.

#### Care at Home for Adults with Learning Disabilities

- There is an over spend of £777,000 as a result of higher spend on domiciliary care and supported living schemes. Due to the complex nature of care and support within learning difficulties, the costs of packages of care for domiciliary care and other support are particularly high.

#### Services to Adults with Learning Disabilities

- There is an over spend of £305,000 due to MTFS budget reduction targets being applied to the budget but actual savings being unrealised to date. The Directorate has undertaken a full financial review and formulated a service delivery plan to identify alternative cost reduction opportunities.

#### Looked After Children (LAC)

- There is an over spend of £1.183 million on the Looked After Children budget. 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 a £1.4 million over spend, the current financial projection represents a significant improvement, which reflects the service's strategy to place more children into more cost effective placements.
- Whilst the average number of LAC has increased to 387 compared to 385 in 2016-17, there has been a substantial change in the type of placements, which is driving the reduction in expenditure per child.

#### Other Child & Family Services

- There is an under spend of £194,000 against other child and family services. This is mainly due to a year end repayment of £196,000 to Bridgend Council from the Western Bay Adoption Service, in line with the partnership agreement, where the joint service costs are apportioned to partners based on the number of adoptions placed by each authority. It is very difficult to estimate the actual contribution required each year so an adjustment is made at year end to reflect the actual requirement.

### 4.3.3 Communities Directorate

The net budget for the Directorate for 2017-18 was £25.579 million and the actual outturn was £25.271 million, following draw down of £5.810 million from earmarked reserves, resulting in an under spend of £308,000. The most significant variances are:

<b>COMMUNITIES DIRECTORATE</b>	<b>Net Budget</b>	<b>Final Outturn</b>	<b>Final Variance Over/(Under) Budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Development	310	477	167	53.9%
Waste Disposal	4,613	4,794	181	3.9%
Waste Collection	2,732	3,062	330	12.1%
Street Lighting	1,550	1,249	(301)	-19.4%
Highways Service (DSO)	2,533	2,438	(95)	-3.8%
Network Management	128	203	75	58.6%
Fleet Services	(22)	110	132	-600.0%
Car Parking	(369)	(322)	47	-12.7%
Engineering Services	84	(175)	(259)	-308.3%
Parks & Open Spaces	2,236	1,920	(316)	-14.1%
Streetscene Support	304	229	(75)	-24.7%
Adult Education	121	78	(43)	-35.5%
Property (Estates)	1,344	1,198	(146)	-10.8%

#### Development

- The over spend in Development of £167,000 is primarily due to a downturn in planning application income in Development Control (£191,000). Fee income is subject to considerable fluctuations between years, depending on number and type of applications. For example in 2016-17, the service generated a surplus of £139,000 which was used to balance the overall Communities Directorate position.

#### Waste Disposal

- There was a budget reduction target of £200,000 for 2017-18 in respect of the MREC. As the procurement exercise to secure a new operator for the facility is still ongoing, as outlined in paragraph 4.2.5, funding has been drawn down from the MTFs Budget Reduction Contingency to offset this proposal for this financial year. The majority of the over spend (£115,000) has occurred as a result of the long standing disposal contract with Neath Port Talbot (NPT) CBC. The Council is currently working closely with Neath Port Talbot to renegotiate the terms of this arrangement.

#### Waste Collection

- The over spend of £330,000 on waste collection services is due to a combination of factors. The disposal contract with Neath Port Talbot CBC is based on a fixed price, minimum tonnage. Consequently a drop in commercial waste tonnage for disposal and subsequent reduction in income (£230,000) has not generated a corresponding reduction in cost. The Council is currently working closely with Neath Port Talbot CBC to renegotiate the terms of this arrangement.



There have been higher than anticipated costs (£198,000) early in the new waste collection contract due to better than expected take up of the Council's new Absorbent Hygiene Products (AHP) collection service and better than anticipated diversion of residual waste from the Council's Community Recycling Centres resulting in a higher than expected payment to the contractor (£63,000), both of which are a welcome boost to the Council's recycling performance against the Welsh Government's statutory recycling target.

These over spends have been offset by reduced costs arising from a delay in undertaking capital works at Tondu depot (£65,000), and the consequent revenue implications of these, as well as under spends on the waste awareness budget (£43,000) and one-off income from Waste and Resources Action Programme (WRAP) of £11,000.

In summary, very successful waste reduction and increased recycling performance changes have resulted in costs that are currently not being offset by corresponding reductions in disposal costs as would normally be expected, due to the contract for disposal at the MREC. A new contract arrangement with NPT, currently being negotiated, will hopefully resolve this position.

#### Street Lighting

- The under spend of £301,000 has partly arisen following the LGBI programme for the replacement of lanterns, and subsequent reduction in energy costs (£143,000). This will contribute to the MTFs saving of £110,000 in 2018-19 in respect of energy costs. The balance of the under spend relates to prudential borrowing (£16,000), in year staff vacancies within the department (£19,000) and delays in undertaking works by year end (£86,000).

#### Highways Services

- There is an under spend of £95,000 mainly as a result of additional resurfacing works on the A470 and M4 commissioned by the South East Wales Trunk Road Agency (SWTRA), which is responsible for managing, maintaining and improving the motorways, trunk roads and associated assets throughout the South Wales region on behalf of the Welsh Government.

#### Network Management

- The over spend of £75,000 is mainly due to the delay in realising the MTFs target of £100,000 relating to a review of street works management systems, as a result of the time taken to progress the business case to be submitted to Welsh Government. This is partly offset in this financial year by staff vacancies.

#### Fleet Services

- There is an over spend of £132,000 across the service, similar to 2016-17, due to a downturn in income arising from reduced spend by Directorates. The Directorate has sought to mitigate this during the financial year and is due to undertake a review of the fleet service.

#### Car Parking

- There is an over spend across the service of £47,000. This is due to the non-achievement of the 2017-18 budget reduction target of £50,000 pending a review of car park charges, including those for staff and members. The car park

review has been updated and a project board has been established to take this forward.

#### Engineering Services

- There is an under spend across the service of £259,000 due to a combination of an under spend on staffing, due to difficulties in recruiting, and an increase in the level of fee earning jobs (balance of EU/non EU funded projects and the differing chargeable rates allowed). Issues around recruitment still need to be addressed as the work programme for 2018-19 is in excess of in-house capacity and failure to recruit will affect future capacity, resilience and works knowledge retention. It is still envisaged that the MTFs savings target of £74,000 in 2018-19 is achievable.

#### Parks & Open Spaces

- There is an under spend of £316,000 across the service. This is mainly due to under spends in staffing (£196,000), in particular seasonal grounds maintenance staff where it has been difficult to recruit this year. This has led to difficulties with maintaining levels of service across parks and bereavement functions. The recruitment of seasonal operatives for 2018-19 has proved equally problematic with numbers of applicants lower than in previous years. To overcome this and to mitigate the situation experienced this year the service area will look to recruit operatives through the Council's temporary agency partner. In addition there has been an under spend of £150,000 against the provision for improvements to children's playgrounds resulting from procurement timescales and contract award procedures. These works will be completed early in 2018-19.

#### Streetscene Support

- There is an under spend across the service of £75,000 as a result of staffing vacancies and efficiencies on non-staffing budgets pending future MTFs budget reduction targets.

#### Adult Education

- There is an under spend across the service of £43,000. This is mainly due to under spends in staffing where it has been difficult to recruit this year. The service are actively recruiting into the vacant posts in 2018-19, therefore the under spend is considered to be a one-off.

#### Property (Estates)

- There is an under spend across the service of £146,000. This has resulted from a combination of staff vacancies in the service (£168,000) and an under spend on corporate cleaning (£72,000), which are partly offset by a shortfall against income targets of £129,000 primarily due to under-occupancy at the Innovation Centre and Bridgend Market.

### **4.3.4 Operational and Partnership Services Directorate**

The net budget for the Directorate for 2017-18 was £15.388 million and the actual outturn was £14.259 million, following draw down of £584,000 from earmarked reserves, resulting in an under spend of £1.129 million. The most significant variances are:

<b>OPERATIONAL AND PARTNERSHIP SERVICES DIRECTORATE</b>	<b>Net Budget</b>	<b>Final Outturn</b>	<b>Final Variance Over/(Under) Budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Housing Options and Homelessness	1,556	1,048	(508)	-32.6%
Legal (including Admin)	2,480	2,220	(260)	-10.5%
Member and Mayoral Services	1,857	1,554	(303)	-16.3%
HR & Organisational Development	1,646	1,555	(91)	-5.5%
Customer Services	1,284	1,078	(206)	-16.0%
ICT	3,891	4,264	373	9.6%

#### Housing Options and Homelessness

- The net under spend of £508,000 is a combination of reduced costs on temporary accommodation of £110,000, following the receipt of non-recurrent grant funding, and also vacancy savings of £116,000 across the service, including community safety. There is also an under spend against the Housing Prevention budget of £221,000. Funding from this budget was set aside to undertake essential works at Brynmenyn Hostel, but this has been delayed until 2018-19, so the corresponding amount of funding has been placed into an earmarked reserve to enable the works to progress in 2018-19.

#### Legal Services

- The under spend on legal services is mainly due to staffing vacancies, and some under spends on non-pay budgets. The service has identified £190,000 MTFS staff savings in 2018-19.

#### Member and Mayoral Services

- The majority of the actual under spend (£239,000) is in respect of the Members' Community Action Fund, following the delay in implementation after the Council elections in May 2017. Any under spend will be carried forward and ring-fenced for members to use prior to the end of October 2018, as agreed in the training provided.

#### HR and Organisational Development

- The under spend is mainly staff related (£66,000) and relates to staff vacancies. The service has identified £43,000 of MTFS staff savings in 2018-19.

#### Customer Services

- The under spend is mainly staff related and is made up of vacant posts together with temporary secondments. The service has identified £116,000 of staff savings in 2018-19.

#### ICT

- The net over spend has arisen following a decision by Council to use revenue under spends to fund ICT capital on a one-off basis. The additional revenue contribution was £818,000 in 2017-18. Without this revenue contribution the service would have under spent by £445,000. This was mainly made up of staff related costs (£294,000) and software costs (£200,000). There were other over spends across the service to the value of £49,000. The service has identified MTFS savings of £210,000 in 2018-19.

#### 4.3.5 Chief Executives and Finance

The net budget for the Directorate for 2017-18 was £3.924 million and the actual outturn was £3.746 million, following draw down of £101,000 from earmarked reserves, resulting in an under spend of £178,000. The most significant variances are:

<b>CHIEF EXECUTIVES AND FINANCE</b>	<b>Net Budget</b>	<b>Final Outturn</b>	<b>Final Variance Over/(Under) Budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Internal Audit	313	251	(62)	-19.8%
Housing Benefits Administration	689	482	(207)	-30.0%
Taxation and Sundry Debtors	41	156	115	280.5%

##### Internal Audit

- The under spend mainly relates to a rebate in respect of a reduced number of audit days received in the 2017-18 financial year as a result of staff vacancies within the service. There is currently a review of the service in progress.

##### Housing Benefits Administration

- There is an under spend in respect of the administration of housing benefit arising mainly from staffing vacancies, but also changes in staffing hours, additional annual leave purchases and unanticipated grant income.

##### Taxation and Sundry Debtors

- There is a shortfall of £91,000 on income from court costs, together with an over spend on staffing arising from the delay in implementing "channel shift" in line with 2017-18 MTFs proposals.

#### 4.3.6 Council Wide budgets

This section includes budgets, provisions and services which are Council wide, and not managed by an individual Directorate. The net budget for 2017-18 was £39.803 million and the actual outturn was £33.695 million, resulting in an under spend of £6.108 million. The most significant variances are:

<b>COUNCIL WIDE BUDGETS</b>	<b>Net Budget</b>	<b>Final Outturn</b>	<b>Final Variance Over/(Under) Budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Capital Financing Costs	10,184	8,672	(1,512)	-14.8%
Council Tax Reduction Scheme	14,254	13,611	(643)	-4.5%
Building Maintenance	713	299	(414)	-58.1%
Pension Related Costs	1,203	427	(776)	-64.5%
Other Council Wide Budgets	4,238	1,946	(2,292)	-54.1%

### Capital Financing

- The actual under spend of £1.512 million is a combination of an under spend on interest paid due to lower borrowing than anticipated (£1.23 million), as Council uses its own internal resources to finance schemes, and additional interest received from current investments. This budget has been subject to significant reductions in the 2018-19 MTFS. However, given the scarcity of capital resources, and the increasing pressure for capital investment, the Council may be required to increase its borrowing in future years to fund such investment, which will require revenue funding to meet the repayments.

### Council Tax Reduction Scheme

- The actual under spend of £643,000 is a result of lower demand than forecast for the Council Tax Reduction Scheme. This a demand led budget which is based on full take up, but actual take up is not known until year end. There was a £300,000 budget reduction in the MTFS for 2017-18 and a further reduction of £400,000 for 2018-19.

### Building Maintenance

- The under spend of £414,000 is a result of slippage on some minor works schemes and feasibility studies, which will now be completed in 2018-19. An earmarked reserve has been established to meet these costs. There were capacity issues in the Building Maintenance section during 2017-18 which will be addressed under the new Corporate Landlord model, which is being implemented from April 2018.

### Pension Related Costs

- The actual under spend of £776,000 is a consequence of low demand on the budget for auto enrolment, with the September 2017 deadline for take-up having now passed, and low demand for funding in respect of other in-year pension or national insurance pressures. These under spends have contributed to the 2018-19 MTFS savings.

### Other Council Wide Budgets

- The under spend of £2.292 million is due to a number of reasons. In general it is a combination of lower than anticipated requirements for funding of inflationary and other pressures, delays in implementation of certain Welsh Language Standards following appeal (£300,000) as well as under spends on the Glamorgan Records Office (£80,000), following the repayment of prudential borrowing at the end of 2016-17. It also includes an under spend on the PFI equalisation reserve (£187,000) as sufficient reserve has now been built up. These under spends have contributed to the 2018-19 MTFS savings.

These budgets have been reviewed as part of the MTFS 2018-19 to 2021-22 and are subject to total reductions of £2.6 million in 2018-19.

## **4.4 Capital programme outturn**

- 4.4.1 This section of the report provides Members with an update on the Council's capital programme for 2017-18. The original budget approved by Council on 1st March 2017 has been further revised and approved by Council during the year to incorporate budgets brought forward from 2016-17 and any new schemes and grant approvals. The revised programme for 2017-18, which was approved by Council as part of the MTFS on 28th February 2018, totalled £45.462 million. Since then there



have been new approvals of £565,000 and slippage of £9.195 million into 2018-19, following discussions with Directorates on scheme progress, bringing the revised programme to £36.832 million, of which £24.027 million is met from BCBC resources, including capital receipts and revenue contributions from earmarked reserves, with the remaining £12.805 million coming from external resources. On 28th March 2018 Council agreed to the re-profiling of Bridgend's contribution to the Cardiff Capital Region City Deal following a decision to draw down HM Treasury grant later in the programme. This is reflected in the revised programme for 2017-18.

4.4.2 In terms of new approvals, these are either schemes that are grant funded, such as:

Bridgend Life Centre and Heron House – funded by the Welsh Government Integrated Care Fund (£115,000);  
Community Care Information System - funded from a Welsh Government grant via the NHS (£43,000).

Or they relate to schemes that were funded from revenue but have been re-categorised as capital expenditure in line with accounting requirements, such as ICT equipment (£151,000) and minor works.

4.4.3 The main schemes where slippage is required, and the reasons for the slippage, are:

<b>Scheme</b>	<b>Budget 2017-18 £000</b>	<b>Amount of Slippage to / from (-) 2017-18 £000</b>	<b>Reason for Slippage</b>
Cardiff Capital Region City Deal	0	2,285	Re-profiling of Local Authority Partnership capital funding requirement as agreed by Council on 28 <sup>th</sup> March 2018.
Garw Valley South Primary Provision	8,327	-3,728	Budget re-profiled across later years from initial budget in line with revised spend profile.
Pencoed Primary School	9,650	-4,335	Budget re-profiled across later years from initial budget in line with revised spend profile.
Extra Care Facilities	1,500	-725	Budget re-profiled across later years from initial budget in line with revised spend profile.
Town Beach Revetment	646	304	Works progressed more quickly than initial profile, so funding brought forward.

There are a number of other schemes where there is slippage and this is generally due to difficulties in knowing exactly how much spend will be incurred on a project in a financial year, particularly during the winter months. Some schemes are also delayed due to tender processes and capacity to support projects.

4.4.4 Appendix 4 provides details of the individual schemes within the capital programme, showing the budget available in 2017-18 compared to the actual spend.

Commentary is provided explaining reasons for any major variations in expenditure against budget or changes to budget.

- 4.4.5 Total expenditure as at 31st March 2018 is £36.584 million, resulting in an under spend of £39,000 on BCBC resources. This under spend will be returned to the capital receipts fund.

#### **4.5 Earmarked Reserves**

- 4.5.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. During 2017-18, Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the quarterly monitoring reports. The final Directorate draw down of £10.703 million is detailed in Table 5 below.

**Table 5 – Draw Down from Earmarked Reserves during 2017-18**

	<b>Draw down from Earmarked Reserves 2017-18 £'000</b>
<b>Education &amp; Family Support</b>	3,080
<b>Social Services &amp; Wellbeing Communities</b>	1,128
<b>Operational &amp; Partnership Services</b>	5,810
<b>Chief Executives &amp; Finance</b>	584
<b>Total</b>	<b>10,703</b>

- 4.5.2 There have been net additions to earmarked reserves of £7.619 million (£958,000 of which has been incurred against Directorate budgets) as shown in Table 6 below.

**Table 6 – Movement on Earmarked Reserves to 31st March 2018**

<b>Opening Balance</b>		<b>Net Additions/</b>	<b>Draw down</b>	<b>Closing Balance</b>
<b>01-Apr-2017</b>	<b>Reserve</b>	<b>Reclassification</b>		<b>31-Mar-2018</b>
<b>£'000</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Corporate Reserves:-</b>			
-	Education & Family Support	4,234	(2,029)	-
-	Social Services & Wellbeing	(27)	(874)	-
-	Communities	1,686	(4,860)	-
-	Operational and Partnership Services	(180)	(469)	-
-	Chief Executives & Finance	100	(34)	-
-	Non-Directorate	2,348	-	-
<b>39,260</b>	<b>Total Corporate Reserve</b>	<b>8,161</b>	<b>(8,266)</b>	<b>39,155</b>
	<b>Directorate Earmarked Reserves:-</b>			
663	Education & Family Support	145	(345)	463
1,916	Social Services & Wellbeing	(1)	(254)	1,661
1,167	Communities	1,671	(390)	2,448
246	Operational and Partnership Services	599	(40)	805
300	Chief Executives & Finance	-	(24)	276
<b>4,292</b>	<b>Total Directorate Reserves</b>	<b>2,414</b>	<b>(1,053)</b>	<b>5,653</b>
	<b>Equalisation &amp; Grant Earmarked Reserves:-</b>			
4,179	Education & Family Support	(3,640)	(200)	339
2,364	Communities	510	(560)	2,314
153	Operational and Partnership Services	174	(75)	252
45	Chief Executives & Finance	-	(43)	2
<b>6,741</b>	<b>Total Equalisation Reserves</b>	<b>(2,956)</b>	<b>(878)</b>	<b>2,907</b>
<b>866</b>	<b>School Balances</b>	<b>-</b>	<b>(506)</b>	<b>360</b>
<b>51,159</b>	<b>Total Usable Reserves</b>	<b>7,619</b>	<b>(10,703)</b>	<b>48,075</b>

4.5.3 The year end review also examined:

- commitments against existing reserves and whether these were still valid;
- earmarked reserve requests from Directorates as a result of emerging issues
- and;
- emerging risks for the Council as a whole.

Table 7 below details the creation of new earmarked reserves, increases to existing earmarked reserves and amounts that have been unwound from reserves.

**Table 7 – Net Appropriations to/from Earmarked Reserves during Quarter 4**

	<b>Additions/ (Unwound) Up to Qtr 3 £'000</b>	<b>Additions/ (Unwound) At Qtr 4 £'000</b>	<b>Total Additions/ (Unwound) 17-18 £'000</b>
<b>Corporate Reserves:-</b>			
Asset Management	-	381	381
Building Maintenance Reserve	30	276	306
Capital Feasibility Fund	102	166	268
Capital Programme Contribution	889	5,127	6,016
Corporate Pressures Contingency	1,000	-	1,000
DDA Emergency Works	-	1	1
ICT & Finance Systems	276	(601)	(325)
Major Claims Reserve	62	(491)	(429)
Property Disposal Strategy	5	8	13
Service Reconfiguration	-	1,130	1,130
Welfare Reform	-	(200)	(200)
<b>Total Corporate Reserves</b>	<b>2,364</b>	<b>5,797</b>	<b>8,161</b>
<b>Directorate Reserves:-</b>			
Car Parking Strategy	(175)	-	(175)
City Deal Reserve	598	490	1,088
Directorate Issues	821	617	1,438
Donations Reserve Account	3	0	3
Human Resources	-	(10)	(10)
Looked After Children	-	(1)	(1)
Porthcawl Regeneration	80	-	80
Safe Routes to Schools	-	19	19
Schools Reserve	-	(28)	(28)
<b>Total Directorate Reserves</b>	<b>1,327</b>	<b>1,087</b>	<b>2,414</b>
<b>Equalisation &amp; Grant Reserves:-</b>			
Building Control	-	7	7
Highways Reserve	52	-	52
Car Parking Enforcement	-	12	12
IFRS Grants	-	604	604
Legal Fees	-	119	119
Local Development Grant	-	17	17
Maesteg PFI Reserve	-	(3,949)	(3,949)
Special Regeneration Reserve	-	182	182
<b>Total Equalisation &amp; Grant Reserves</b>	<b>52</b>	<b>(3,008)</b>	<b>(2,956)</b>
<b>Total Usable Reserves</b>	<b>3,743</b>	<b>3,876</b>	<b>7,619</b>

- 4.5.4 The additions include a net increase of £6.016 million to the Capital Programme Contribution Reserve which includes additional funding for Schools Band B schemes. This has been partially offset by the unravelling of the Maesteg PFI Reserve which is no longer required due to a change in the mechanism for allocating the PFI funding and the necessary accounting treatment. The City Deal Earmarked Reserve has had to be increased to reflect the additional monies needed for capital expenditure in 2018-19 following approval of the City Deal Business Plan and the re-profiled expenditure plan. The Service Reconfiguration Reserve has been increased by £1.130 million to meet the potential costs relating to service remodelling and consequential severance costs.
- 4.5.5 A full breakdown of the total movement on earmarked reserves at 31st March 2018 is provided in Appendix 5.

## **5.0 Effect upon Policy Framework & Procedure Rules**

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

## **6.0 Equalities Impact Assessment**

- 6.1 There are no equality implications arising from this report.

## **7.0 Well-being of Future Generations (Wales) Act 2015 Implications**

- 7.1 The wellbeing goals identified in the Act were considered in the preparation of this report. As the report is for noting only it is considered that there will be no significant or unacceptable impacts upon the achievement of wellbeing goals/objectives as a result of this report.

## **8.0 Financial implications**

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

## **9.0 Recommendations**

- 9.1 Corporate Overview and Scrutiny Committee is recommended to:
- note the actual revenue and capital outturn position for 2017-18;

**Gill Lewis**  
**Interim Head of Finance and Section 151 Officer**  
**June 2018**

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**Background documents:** Individual Directorate Monitoring Reports  
MTFS Report to Council – 28 February 2018

## MONITORING OF OUTSTANDING 2016-17 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Original RAG 2016-17 £000	Amount of saving achieved £000	Comments
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## RAG STATUS KEY

<b>RED</b>	Not likely to be achieved at all in this financial year or less than 25%.
<b>AMBER</b>	Reduction not likely to be achieved in full in financial year but greater than 25%
<b>GREEN</b>	Reduction likely to be achieved in full

## EDUCATION &amp; FAMILY SUPPORT

CH3	Retender Learner Transport contracts	100	100	Re-alignment of budgets within the Education and Family Support Directorate for 2017-18 (mainly from Inter Authority Recoupment budget) have mitigated the pressure from Learner Travel historic saving proposals. However, there are ongoing pressures on the Home to School Transport budget due to significant increases in eligible pupils for both Post 16 Home to College transport and primary education of 16.5% and 18.1% respectively from 2016-2017 to 2017-2018. There are also significant additional pressures caused by increased numbers of eligible pupils with Additional Learning Needs, in particular those pupils with autism spectrum disorders.
CH4	Rationalise Special Education Needs transport	150	150	
CH9	School transport route efficiencies	200	200	
RES40	Change Out of Hours Service provided by Built Environment	22	22	To be delivered through the Corporate Landlord model. New structure agreed, consultation completed and model in place.
<b>Total Education and Family Support</b>		<b>472</b>	<b>472</b>	

## SOCIAL SERVICES &amp; WELLBEING

<b>Theme 1 - Remodel Service Delivery</b>				
ASC19	Develop a Delivery Model for the Bridgend Resource Centre	108	8	Budget reduction of £100k not achieved in 2017-18. This is contributing to the current over spend within Social Services. The directorate has developed a Service Plan to address budget shortfalls in 2018-19 onward.
ASC21	Transfer Family Care Service to the Community Hubs	210	210	The shortfall was met from under spends across the service in 2016-17.
CH25	Reduction in Safeguarding LAC numbers and related reduction in costs	357	0	The early intervention and safeguarding board are working to reduce the number of looked after children and related costs. This proposal is unable to generate this level of budget savings and the directorate has developed a Service Plan to address the budget shortfalls in 2018-19 onward.
<b>Theme 1 - Remodel Service Delivery - sub-total</b>		<b>675</b>	<b>218</b>	
<b>Theme 2 - Service Efficiencies</b>				
ASC6	Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	76	50	The shortfall was offset from under spends across the service in 2016-17. Staffing budgets are being reviewed as they become vacant and staff savings have been identified as part of the new Service Plan.
ASC23	Changes in Workforce	100	0	The shortfall was offset from under spends across the service in 2016-17. Staffing budgets are being reviewed as they become vacant and staff savings have been identified as part of the new Service Plan.
CH22	Remodelling of Children's Respite and Residential Care	200	100	Remodelling underway. £100k achieved to date. Further remodelling will hopefully result in further savings against out of county costs contributing to this proposal. Savings proposals have been revised in line with new Service Plan in 2018-19
<b>Theme 2 - Service Efficiencies - sub-total</b>		<b>376</b>	<b>150</b>	
<b>Theme 3 - Income Generation</b>				
ASC20	Introduce charges for supplementary holiday support in Learning Disabilities	100	100	This proposal didn't generate the level of savings identified. However, budgets have been realigned across the directorate to offset.
<b>Theme 3 - Income Generation</b>		<b>100</b>	<b>100</b>	
<b>Total Social Services &amp; Wellbeing Directorate</b>		<b>1,151</b>	<b>468</b>	

Ref.	Budget Reduction Proposal	Original RAG 2016-17 £000	Amount of saving achieved £000	Comments
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**COMMUNITIES**

COM9	Review of Highways maintenance/DLO Services	417	417	Restructures complete and were in place for the start of the 2017-18 financial year.
COM21	Review of overtime across Highways/Streetscene	90	90	Restructures in COM 9 took into consideration overtime budgets. Restructures complete and were in place for the start of the 2017-18 financial year.
RES29	To rationalise the core office estate - leasing of Raven's Court	195	195	A one-off payment of prudential borrowing in 2017-18 in respect of Raven's Court to reduce future capital financing costs, has enabled the re-alignment of budgets to ensure the realisation of this MTFs saving.
<b>Total Communities Directorate</b>		<b>702</b>	<b>702</b>	

**CHIEF EXECUTIVE**

**FINANCE**

RES27	To put Council Tax and some aspects of benefits online and to collaborate with others	60	60	Savings made elsewhere in 16-17 (Housing Benefit Admin under-spend), and restructure in 17-18 will achieve the £60k annual saving.
<b>Total Chief Executive</b>		<b>60</b>	<b>60</b>	

<b>GRAND TOTAL REDUCTIONS</b>	<b>2,385</b>	<b>1,702</b>
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<b>REDUCTIONS SHORTFALL</b>	<b>683</b>
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## MONITORING OF 2017-18 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving achieved £000	Comments / Mitigating Actions in 2018-19
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## RAG STATUS KEY

<b>RED</b>	Not likely to be achieved <b>at all</b> in this financial year or less than 25%.
<b>AMBER</b>	Reduction not likely to be achieved in full in financial year but greater than 25%
<b>GREEN</b>	Reduction likely to be achieved in full

## EDUCATION &amp; FAMILY SUPPORT

## CENTRAL EDUCATION &amp; FAMILY SUPPORT

EFS1	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.	20	0	Under spends across wider directorate areas have offset this shortfall in 2017-18 and will have to continue into 2018-19
EFS2	School transport route efficiencies.	40	0	Under spends across wider directorate areas have offset this shortfall in 2017-18 and will have to continue into 2018-19
EFS3	Achieve full cost recovery on Catering Service, through a combination of efficiencies and price increase	79	79	None required
EFS4	Reduction in budget for Development Team	68	68	None required
EFS5	Removal of Nursery development grant to private settings - Nursery Development Grant which is currently used for Grants to the childcare sector and training to improve the quality of early years provision in Bridgend and to enable the childcare workforce to meet and fulfil their legal requirement .	30	30	None required
EFS7	To review the Built Environment Service Level Agreement with Schools to achieve full cost recovery.	31	0	Under spends from vacancy management within Built Environment have offset this shortfall in 2017-18. This MTFs proposal is the first call on savings identified from the implementation of the Corporate Landlord model.
EFS10	Transfer of management of the centre to Flying Start along with efficiency review of running costs of the building	75	75	None required
EFS13	WJEC - re-alignment of budget to reflect actual charge from WJEC.	10	10	None required
EFS15	Speech and language therapy - This is a proposal to delegate the Speech and Language Service to schools- School Based Model. Other Local Authorities such as Cardiff, Neath Port Talbot and Swansea have moved towards a school based model with the involvement of an SLA with Health which has proven to be a successful model. This proposal would negate the local authority's requirement to manage the service resulting in a release of the management structure of the service.	75	0	Vacant posts held within wider service area to cover value of saving until consultation and implementation complete.
EFS24	It is proposed to undertake a restructure to Business/Management Support to look for efficiencies.	74	74	None required
EFS25	Education Psychology - This proposal is predicated on losing the post of Lead Education Psychologist. Through Collaboration with other Local Authorities in the Consortia the role of the Lead Education Psychologist could potentially be shared. The Education Psychology part of this role will remain to ensure there is no reduction in EP capacity. The management capacity is what would be potentially lost.	75	0	Alternative savings put forward by the Directorate to mitigate the removal of this saving proposal (see below)
	Alternative to EFS25: Reduction to Central Special Educational Needs Budget (£20,000), Equipment budget (£26,000) and vacant posts	0	75	None required
<b>Total Education and Family Support</b>		<b>577</b>	<b>411</b>	

Ref.	Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving achieved £000	Comments / Mitigating Actions in 2018-19
<b>SCHOOLS</b>				
SCH1	Removal of Protection to Schools Budgets	869	869	Net overall school balances totalled £866,000 at the start of the financial year. During 2017-18 school balances reduced by £506,000 to £360,000 at the end of the financial year, representing 0.39% of the funding available.
	<b>Total Schools</b>	<b>869</b>	<b>869</b>	
	<b>Total Education &amp; Family Support Directorate</b>	<b>1,446</b>	<b>1,280</b>	

#### **SOCIAL SERVICES & WELLBEING**

<b>Theme 1 - Remodel Service Delivery</b>				
ASC3	Link the work on the new assessment framework to the new national eligibility criteria as part of the Social Services and Wellbeing Act	150	150	None required
ASC7	Re-provision and remodelling of Shared Lives	50	50	None required
ASC9	Review Continuing Health Care (CHC)-eligible cases to secure appropriate contribution to packages of care	100	100	None required
ASC17	Managed Service Reductions Residential & Respite Care	414	200	New Service Plan identifying alternative savings has been developed for 2018-19 onward
CH25	Reduction in Safeguarding LAC numbers and related reduction in costs	260	0	New Service Plan identifying alternative savings has been developed for 2018-19 onward
COM13	Transfer of directly operated centres and review of grant support to voluntary organisations	39	20	Shortfall met from under spends in other service areas.
SSW4	New models of service delivery within AWEN cultural trust.	101	101	None required
<b>Theme 1 - Remodel Service Delivery - sub-total</b>		<b>1,114</b>	<b>621</b>	
<b>Theme 2 - Service Efficiencies</b>				
ASC12	Continued efficiencies within LD Day Services	120	120	None required
HL2	Review Healthy Living Partnership Contract	308	308	None required
<b>Theme 2 - Service Efficiencies - sub-total</b>		<b>428</b>	<b>428</b>	
<b>Theme 3 - Income Generation</b>				
ASC10	Develop income stream for specialist Mental Health placements at Glyn Cynffig	73	0	New Service Plan identifying alternative savings has been developed for 2018-19 onward
<b>Theme 3 - Income Generation sub-total</b>		<b>73</b>	<b>0</b>	
<b>Theme 4 - Prevention and Wellbeing</b>				
SSW1	Impact of the Prevention and Wellbeing agenda	668	0	New Service Plan identifying alternative savings has been developed for 2018-19 onward
<b>Theme 4 - Prevention and Wellbeing sub-total</b>		<b>668</b>	<b>0</b>	
<b>Total Social Services &amp; Wellbeing Directorate</b>		<b>2,283</b>	<b>1,049</b>	

#### **COMMUNITIES**

COM5	Reduction to Winter Maintenance Budget	60	60	None required
COM7	Technical Surveys - Reduction in budget to cover only costs of SCRIM/SCANNER and a number of other required inspections	5	5	None required
COM8	Reduction in road marking maintenance	10	10	None required
COM9	Removal of Security budget Waterton	20	20	None required
COM12	Broad review of car park charging including staff and elected member parking passes	50	0	Under spends across wider directorate areas have offset this shortfall in 2017-18 and will have to continue into 2018-19



Ref.	Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving achieved £000	Comments / Mitigating Actions in 2018-19
COM14	Reduction in Adult Community Learning provision	70	70	None required
COM16	A substantial cut of 25% was made to the service in 2015/16 on top of savings in previous years, limiting the scope for further reductions. 2017/18 - £21k – A reduction in the BCBC tourism marketing budget, and reducing the mobile TIC budget, for the financial year 2017/2018. 2018/19 -£40k cut in commissioning budget to support 3rd Sector with Community Asset Transfer. This is part of the Strategic Regeneration Fund.  2019/20 -£20k reduction in the Events budget in 2019/20. It is not possible to reduce the budget prior to this due to existing commitments (Urdd, Women's Open, Senior Open, Town Centre Events programme). This is a part of the SRF match-funding budget.	21	21	None required
COM17	Reduction to core budget for Civil Parking Enforcement Team.	50	50	None required
COM18	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) Introduction in 17/18 of savings achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows.	200	0	BCBC officers meeting regularly with NPT and putting resources into the finalisation of the joint agreement document for the new contract.
COM19	Permitting Scheme road works net of existing income of £95,000	100	0	The responsible highways network budget area is committed to staying within budget irrespective of the delivery of the scheme.
COM21	Rights of Way - removal of contribution to Coity Walia	21	6	Under spends across wider directorate areas have offset this shortfall in 2017-18. Full savings anticipated to be made in 2018-19.
COM24	AD procurement - Reduction in budget through savings in the treatment of the Councils domestic food waste, through a joint procurement exercise with the City and County of Swansea (CCS) for the treatment of food waste by anaerobic digestion (AD)	100	100	None required
COM32	Review of Lifeguard services to consider length of season and beach coverage.	60	60	None required
	<b>Total Communities Directorate</b>	<b>767</b>	<b>402</b>	

## CHIEF EXECUTIVES

### FINANCE

CEX1	To reduce the number of Finance and accountancy staff	50	50	None required
CEX2	To reduce the number of Internal Audit hours commissioned from joint service	60	60	None required
CEX3	To put Council Tax and some aspects of benefits online and to collaborate with others	150	75	Savings allocated between Housing Benefits & Council Tax and staffing reduction has been incorporated into the 18-19 structure. Council tax savings will not be achieved until Channel Shift has been incorporated for several months (fully implemented 24-4-18) and it is too early to identify if saving will be achieved in 18-19. Under spends realised elsewhere will mitigate overall.
CEX6	To reduce the number of corporate directors	120	120	None required
CEX11	Implement fines for non return of Single Person Discounts	34	34	Scheme is operational in 18-19, too early to establish the level of income that could be expected..
	<b>Total Chief Executives</b>	<b>414</b>	<b>339</b>	

### OPERATIONAL AND PARTNERSHIP SERVICES

OPS1	Public Protection Collaboration	20	20	None required.
OPS2	Restructure of Legal, Democratic and Procurement.	150	135	Savings made elsewhere due to reallocation of target.
<b>Housing</b>				
OPS3	Non staff Budget, Review Service Level Agreements and Staffing.	50	50	None required.
<b>Human Resources</b>				

Ref.	Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving achieved £000	Comments / Mitigating Actions in 2018-19
OPS4	To reduce number of staff in HR, OD and Communications and business support	140	118	Savings made elsewhere because the MTFS saving target was reallocated within the directorate.
OPS5	Reduction in Non Staffing budgets	10	10	None required.
<b>ICT</b>				
OPS6	Call tariff efficiency	40	25	Savings made from Software
OPS7	Review non staff budgets for communications, supplies training and equipment	65	155	None required.
<b>Transformation</b>				
OPS8	Staff restructure	60	22	Remainder of target met from Performance section of Legal.
<b>Total Operational &amp; Partnership Services</b>		<b>535</b>	<b>535</b>	

**CORPORATE / COUNCIL WIDE**

CWD2	Reduction in other Corporate budgets including pay and price provision.	107	107	None required
CWD4	Reduction in provision for Council Tax Reduction Scheme	300	300	None required
<b>Total Corporate / Council Wide</b>		<b>407</b>	<b>407</b>	

<b>GRAND TOTAL REDUCTIONS</b>	<b>5,852</b>	<b>4,012</b>	
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<b>REDUCTIONS SHORTFALL</b>	<b>1,840</b>		
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<b>2,523</b>
<b>2,794</b>
<b>535</b>
<b>5,852</b>

## BRIDGEND COUNTY BOROUGH COUNCIL

### INFORMATION REPORT TO CORPORATE OVERVIEW SCRUTINY COMMITTEE

25 JULY 2018

#### REPORT OF THE CHIEF EXECUTIVE

#### COUNCIL'S PERFORMANCE AGAINST ITS COMMITMENTS FOR 2017-18

##### 1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2017-18, against its 2017-18 commitments to delivering the improvement priorities identified by its Corporate Plan 2016-20, reviewed for 2017-18.

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

- 2.1 The information in this report relates directly to the Council's Corporate Plan 2016-20, reviewed for 2017-18, which sets out the Council's improvement priorities and identifies actions to realise those priorities and its Medium Term Financial Strategy 2017-18 to 2020-21.

##### 3. BACKGROUND

- 3.1 In March 2017, the Council published its reviewed Corporate Plan 2016-20, for 2017-18. The Plan defined 38 commitments to deliver the three new Improvement Priorities and set out 53 indicators to measure the progress for the financial year.
- 3.2 At the same time the Council reviewed and published its Medium Term Financial Strategy (MTFS), setting out how it would use its reduced resources to support the improvement priorities.
- 3.3 Directorate Business Plans were developed to define service actions to carry out the 38 corporate commitments. Those plans also identified performance indicators for the year. In all, 185 indicators have been nominated by directorates to report to the Corporate Performance Assessment (CPA) Panel. Those indicators together measure corporate performance, which provides oversight of the Corporate Plan, service performance as well as national indicators. The data within the body of this report is subject to validation and therefore may yet change.
- 3.4 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising both the financial performance of the authority against budget and the progress of the delivery of the improvement objectives to ensure efficient and effective services.

##### 4. CURRENT SITUATION / PROPOSAL

###### *Commitments*

- 4.1 The year-end data shows that 29 (78.4%) of the 37 commitments taken forward were completed (green), with another 6 (16.2%) achieving most of their milestones (amber), and only 2 (5.4%) missing most of its milestones (red). One commitment was cancelled during the year, following the decision to retain Raven's Court.

### *Corporate Performance Indicators*

- 4.2 Data were submitted for 172 of the 185 indicators. Of the 172 indicators with targets, 115 (66.9%) are on target, 22 (12.7%) are off target by less than 10% and 35 (20.4%) missed the target by more than 10%. There were 7 indicators with no data available at the year end and 6 had no target set. Detailed information is included in Part (A) of the Annex.
- 4.3 One hundred and thirty four of the indicators have trend data, of which 75 (56%) showed improvement or are at maximum performance and cannot be improved upon any further over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	15-16 vs 14-15		16-17 vs 15-16		17-18 vs 16-17	
	No.	%	No.	%	No.	%
Better than last year	81	61%	52	61%	75	56%
Same as last year	19	14%	2	2%	8	6%
Worse than last year	33	25%	32	37%	51	38%
<b>Total</b>	133	100%	86	100%	134	100%

### *Corporate Plan Indicators*

- 4.4 Of the 53 indicators identified for the Corporate Plan 51 can be compared against their target: 35 (68.6%) met their target, 5 (9.8%) were off target by less than 10% and 11 (21.6%) missed the target by more than 10%. Data is not yet available for one indicator and for the other two no target was set for the year because they were new indicators. Detailed information is included in Part (B) of the Annex.
- 4.5 Trend data is available for 39 of the Corporate Plan indicators as they were carried forward from last year's Corporate Plan. Of the 39 indicators that can be compared, 16 (41%) showed an improvement over the year before, 17 (43.6%) showed a downturn, and 6 (15.4%) remained the same, 3 of which are at maximum performance.

### *National Performance Indicators*

- 4.6 There are in total 27 indicators which are collected at a national level, so that Local Authorities can compare performance against each other. At year end, data were submitted for all of these indicators. Of those 27 PIs, 17 (63%) are on target, 5 (18.5%) are off target by less than 10% and 5 (18.5%) are off target by more than 10%.
- 4.7 Trend data is available for 20 of the 27 indicators. Of these 10 (50%) showed improvement compared with the previous year and 10 (50%) showed a downturn. Detailed analysis of service PI performance is included in Part (C) of the Annex.

### *SSWB Performance Measurement Framework Indicators*

- 4.8 There are in total 35 indicators included in the SSWB Performance Measurement Framework, of which 24 are reported to CPA. At year end, data was submitted for all 24 indicators. Of those 24 indicators 15 (62.5%) are on target, 4 (16.7%) are off target by less than 10% and 5 (20.8%) are off target by more than 10%.

### *Sickness Absence*

- 4.9 In 2017-18, the average number of days lost through sickness absence per FTE is 10.85 days, compared with 10.65 days lost for 2016-17, missing the target set for the year of 8.5 days per FTE. Long Term Sickness remains high at 70%, but has reduced compared with 72% last year, and the short-term sickness absence rate has increased slightly from 28% in 2016-17 to 30% in 2017-18.
- 4.10 Sickness in relation to industrial injury at year end shows that the number of absences was 32, compared to 28 in 2016-17. Even though it is above the year-end target, it is worth noting that the target was substantially reduced to 25 for 2017-18, from 52 in 2016-17. The number of days lost due to industrial injury was 0.11 days per FTE, which is below the target of 0.17 days per FTE and an improvement on last year when the number of days lost per FTE was 0.18. Detailed information is included in Part (D) of the Annex.

#### *Budget*

- 4.11 At year end, an overall underspend of £346,000 has been achieved on Directorate budgets. A detailed breakdown of Directorate budgets, compared with actual outturn is set out in Part (E) of the Annex.

#### *Budget Reductions*

- 4.12 The budget approved for 2017-18 included savings of £5.852 million (compared with the savings total of £7.477 million for 2016-17). At the year end, £4.012 million (69%) of the savings proposals have been achieved. There is a shortfall of £1.840m, of which £1.234m relates to Social Services and Wellbeing, £365,000 to Communities, £166,000 to the Education and Family Support Directorate and £75,000 to the Chief Executive Directorate. A summary of the RAG status of the proposals is shown in the table in Part (F) of the Annex.

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

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

### **6. EQUALITY IMPACT ASSESSMENT**

- 6.1 This report provides performance management information and has no negative equality implications.

### **7. WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 IMPLICATIONS**

- 7.1 The wellbeing goals identified in the Act were considered when writing this report. As the report is for noting only it is considered there will be no significant or unacceptable impacts upon the achievement of the wellbeing goals/objectives as a result of this report.

### **8. FINANCIAL IMPLICATIONS**

- 8.1 This report has no financial implications.

### **9. RECOMMENDATION**



- 9.1 This report is for information purposes. The Committee is requested to note the year end performance 2017-18 against the Corporate Plan and include any issues requiring further scrutiny as part of the Committee's Forward Work Programme.

**Darren Mepham – Chief Executive**

**Contact Officer: Philip O'Brien, Group Manager, Transformation, Performance, and Customer Services**

**Email: Philip.O'Brien@bridgend.gov.uk**

## **BACKGROUND DOCUMENTS**

None

**Part (A) – Performance Summary**

Improvement Priorities	Commitments				Indicators (Q3)			
	TOTAL	R	A	G	TOTAL	R	A	G
<b>Priority One:</b> Supporting a successful economy	<b>11</b>	<b>2</b>	<b>0</b>	<b>9</b>	<b>31</b>	<b>8</b>	<b>7</b>	<b>16</b>
		18.2%	0%	81.8%		25.8%	22.6%	51.6%
<b>Priority Two:</b> Helping people to be more self-reliant	<b>12</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>49</b>	<b>7</b>	<b>5</b>	<b>37</b>
		0%	25%	75%		14%	10%	76%
<b>Priority Three:</b> Smarter use of resources	<b>14</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>38</b>	<b>12</b>	<b>4</b>	<b>22</b>
		0%	21.4%	78.6%		31.6%	10.5%	57.9%
<b>Total for all Improvement Priorities</b>	<b>37</b>	<b>2</b>	<b>6</b>	<b>29</b>	<b>118</b>	<b>27</b>	<b>16</b>	<b>75</b>
		5.4%	16.2%	78.4%		23.1%	13.7%	63.2%
Other Directorate Priorities					<b>54</b>	<b>8</b>	<b>6</b>	<b>40</b>
						15%	11%	74%
<b>Total</b>					<b>172</b>	<b>35</b>	<b>22</b>	<b>115</b>
						20.3%	12.8%	66.9%
No target or no data available or being cancelled					<b>13</b>			
<b>Grand Total</b>					<b>185</b>			

**Part (B) Corporate Plan Indicators**

Commitments	Total No	Red	Amber	Green	No Data/Target/RAG
IP1 - Supporting a successful economy	21	4	3	11	2 No target set / 1 Awaiting data
IP2 - Helping people to be more self-reliant	21	1	2	18	
IP3 - Smarter use of resources	11	6	0	5	
<b>TOTAL</b>	<b>53</b>	<b>11</b>	<b>5</b>	<b>34</b>	

**Part (C) – Public Accountability Measures**

Service	Number of indicators	Position at year end 17-18			Change in performance compared with 16-17		
		Red	Amber	Green	up	down	Same
Corporate Services	1	1	0	0	0	1	0
Education	4	1	2	1	0	3	0
Environmental Services	2	0	2	0	2	0	0
Housing	4	2	0	2	2	1	0
Leisure & Culture	2	1	1	0	0	2	0
Planning	2	0	0	2	0	0	0
Highways	3	0	0	3	2	1	0
Public Protection	1	0	0	1	1	0	0
Social Care	6	0	0	6	2	1	0
Waste	2	0	0	2	1	1	0
<b>Total (number)</b>	<b>27</b>	<b>5</b>	<b>5</b>	<b>17</b>	<b>10</b>	<b>10</b>	<b>0</b>

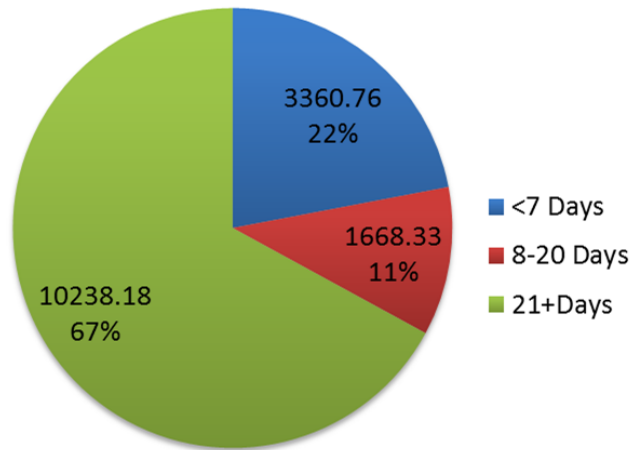
(\* no comparative data available)

**Part (D) - Sickness Absence**

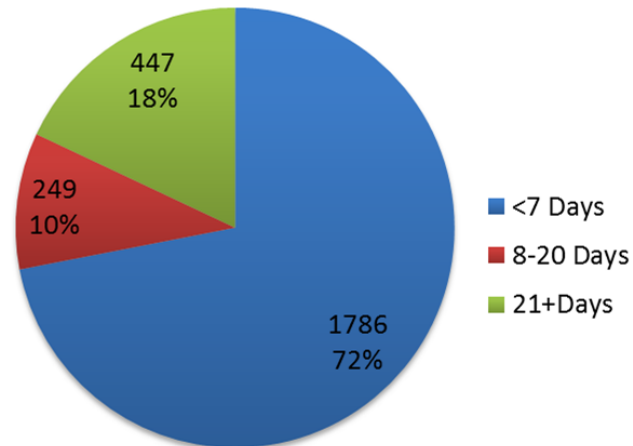
CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	Annual Target 17-18	Year End Cumulative Actual & RAG v Target	Trend v Year End 16-17	Wales Average 2016-17 Actual PAM	Rank 16 - 17

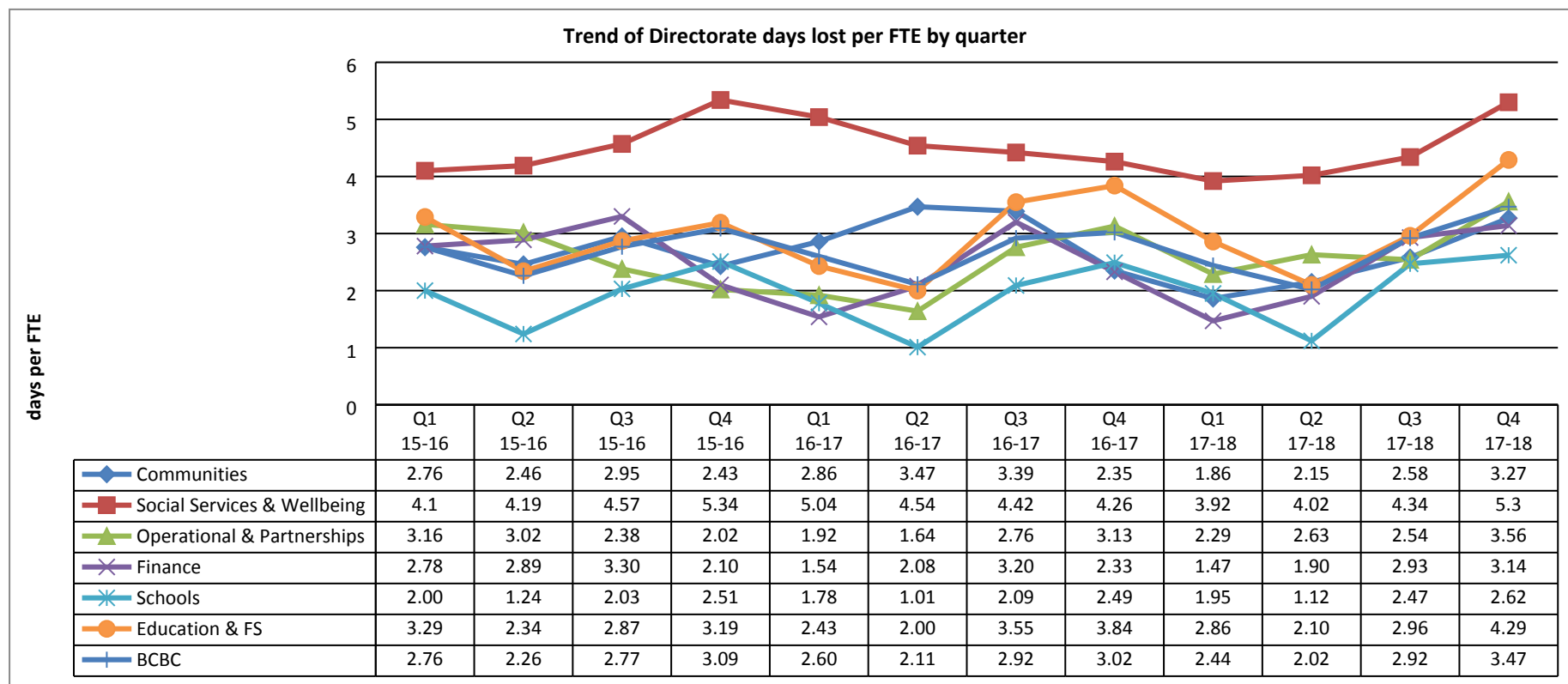
	8.5	10.85	↓ 10.65	10.3	13
<b>(CORPDRE5.3.13)</b> Number of working days lost per FTE due to industrial injury	0.17	0.11	↑ 0.18	n/a	n/a
<b>(CORPDRE 5.3.13ii)</b> Total number of individual injury incidences	25	32	↓ 28	n/a	n/a

FTE Days Lost - Q4 Absence Length Summary



No. of Absences - Q4 Absence Length Summary



**Part (E) - Budget 2017-18**

Directorate	Revised Budget 17-18 '000 (£)	Actual Outturn 17-18 '000 (£)	Actual over/( under) spend 2017-18 '000 (£)	Projected over/(under) spend Q3 17-18 '000(£)
Education and Family Support	108,461	108,387	(74)	(166)
Communities	25,579	25,271	(308)	(12)
Operational and Partnership Services	15,388	14,259	(1,129)	(726)
Chief Executives	3,924	3,746	(178)	(171)
Social Services and Wellbeing	64,938	66,281	1,343	2,022
<b>Total Directorate Budgets</b>	<b>218,290</b>	<b>217,944</b>	<b>(346)</b>	<b>947</b>



Part (F) – Budget reductions 2017-18

CORP6.1.1- Value of planned budget reductions achieved Total and (percentage)£000's	Annual Target 17-18	Year End Cumulative Actual & RAG v Target	Year End 16-17	2016-17 Actual PAM	Wales Average 16-17	Rank 16 – 17
	5,852	4,012 (69%)	5,632	n/a	n/a	n/a

Value of planned budget reductions achieved (PI)	TARGET	Achieved	Variance
	'000 (£)	'000 (£)	'000 (£)
Education and Family Support	577	411	166
Communities	767	402	365
Operational and Partnership Services	535	535	0
Chief Executives	414	339	75
Social Services and Wellbeing	2,283	1,049	1,234
Schools	869	869	0
Council Wide Budgets	407	407	0
<b>BCBC Total</b>	<b>5,852</b>	<b>4,012</b>	<b>1,840</b>

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

Risk	Improvement Priority	Likelihood	Impact	Total score	Risk Owner
Making the cultural change necessary to deliver the MTFS	Links to all priority themes	5	4	20	Head of Finance
Supporting vulnerable children, young people and their families	2 -Helping people to be more self-reliant 3 -Smarter use of resources	5	4	20	Corporate Director Social Services & Wellbeing Corporate Director Education & Family Support
Maintaining Infrastructure	1 – Supporting a successful economy	5	4	20	Corporate Director Communities
Welfare Reform	Links to all priority themes	6	3	18	Head of Finance
Supporting adults at risk	2 Helping people to be more self-reliant 3 -Smarter use of resources	4	4	16	Corporate Director Social Services & Wellbeing
The economic climate and austerity	1 – Supporting a successful economy	4	4	16	Corporate Director Communities
Ineffective collaboration	Links to all priority themes	4	4	16	Chief Executive Corporate Director Social Services & Wellbeing
School modernisation	Links to all key priority themes	4	4	16	Corporate Director Education & Family Support
An unfunded NJC pay claim	Links to all key priority themes	4	4	16	Corporate Director Operational & Partnership Services Head of Finance
Implementation of Additional Learning Needs reform	Links to all key priority themes	4	4	16	Corporate Director Education & Family Support
Educational attainment	1 - Supporting a successful economy 2 - Helping people to be more self-reliant	4	4	16	Corporate Director Education & Family Support
Healthy Lifestyles	2 – Helping people to be more self-reliant	4	4	16	Corporate Director Social Services & Wellbeing
The impact of homelessness	2 – Helping people to be more self-reliant	5	3	15	Corporate Director Operational and Partnership Services

**Communities Directorate Performance** The overall Communities Directorate performance at the end of the financial year is predominantly a very pleasing one. Despite many challenges, including the implementation of the new waste contract and substantial restructuring, including the formation of a new Corporate Landlord model, the vast majority of recorded performance for the objectives and indicators set out, are positive. Additionally the Directorate has substantially reduced its overall level of sickness, and ensured the financial end of year outturn is that the Directorate has spent within its net budget.

Continued austerity and ongoing issues meeting all of the expectations of residents and elected Members means the outlook remains challenging but the overall success of the Directorate is a pleasing one and is a credit to the hard work of all staff.

Commitments 2017-18	RAG – progress against commitment			
	Total	Red	Amber	Green
Q4 2017-18 Directorate Commitments to delivering Corporate priorities				
Priority One – Supporting a successful economy	7	0	0	7
Priority Two – Helping people to be more self reliant	1	0	1	0
Priority Three – Smarter use of resources	5	0	2	3

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

#### Performance vs Target

#### Trend vs Q4 2016-17

↑ 15

↓ 12

↔ 3

#### National Indicators

##### Performance vs Target

##### Trend vs Q4 2016-17

### Finance

**Revenue Budget**

- The net revenue budget for the Directorate for 2017-18 is **£25.579m**
- The current year outturn is **£25.271m** following draw down of £5.810 million from earmarked reserves meaning an **underspend of £308k**

**Capital Budget**

- The capital budget for the Directorate for 2017-18 is **£11.396m**, with a capital spend for the year of **£12.562m**, as a result of both slippage and reprofiling of budget.

**Efficiency Savings**

Savings (£000)	2017-18	%
Savings Target	767	100%
Achieved	402	52.4%
Variance	365	47.6%

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

### Human Resources

**Staff Number (FTE)**

2016-17	2017-18
394.53	401.51

**Sickness**

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

#### Sickness Absence at Long Term / Short Term

Directorate sickness absence reduced significantly during the course of 2017/18, by over two full days per FTE. This is despite a more difficult Quarter 4 performance where the amount of long term sickness increased, in part caused by increased occurrence of absence due to stress/anxiety sometimes linked to staff restructures.

	<p>Long term sickness still dominates the percentage of overall sickness and there has been an increased focus this year on ensuring full compliance with the Corporate sickness procedures including return to work meetings, etc.</p> <p>The age profile of the workforce remains a concern in some Directorate services. The Directorate has the highest proportion of staff over 55 and as a result of significant budget cuts over recent years, the resilience of some services is a concern, particularly when experienced staff leave.</p>																				
<p><b>Implications of Financial Reductions on Service Performance and other Key Issues/challenges</b></p>	<p><b>High Corporate Risks</b></p>																				
<p>There has had to be some in-year flexibility with regard to how saving have been made, with the holding of vacant posts in particular being a significant contributory factor.</p> <p>The 'red' status saving related to the MREC has been deferred but substantial progress has been made over recent months and it is anticipated that considerable savings may be achievable from the MREC from 2019/20.</p> <p>Other smaller savings have been delayed but are anticipated to be delivered in full in 2018/19, including highway permitting, rights of way and car parking review.</p> <p>The implementation of the first phase of the Corporate Landlord project has meant large savings have been achieved in Property and Built Environment.</p> <p>The overall Directorate financial outturn shows an underspend of £308k, with the full details of variances shown in the body of the report.</p>	<table border="1"> <thead> <tr> <th>Risk</th> <th>Improvement Priority</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Maintaining infrastructure</td> <td>1</td> <td>5</td> <td>4</td> <td>20</td> </tr> <tr> <td>The economic climate and austerity</td> <td>1</td> <td>4</td> <td>4</td> <td>16</td> </tr> <tr> <td>Disposing of waste</td> <td>1 &amp; 3</td> <td>3</td> <td>4</td> <td>12</td> </tr> </tbody> </table>	Risk	Improvement Priority	Likelihood	Impact	Overall	Maintaining infrastructure	1	5	4	20	The economic climate and austerity	1	4	4	16	Disposing of waste	1 & 3	3	4	12
Risk	Improvement Priority	Likelihood	Impact	Overall																	
Maintaining infrastructure	1	5	4	20																	
The economic climate and austerity	1	4	4	16																	
Disposing of waste	1 & 3	3	4	12																	

## REGENERATION

**Head of Service Comment on Performance and Issues** The majority of the improvement priority commitments are RAG status 'green' at the end of Quarter 4. The exceptions relate to the 'amber' status of Community Asset Transfer which continues to be challenging to complete transfers despite some notable successes. A series of recommendations and improvements are being worked through with regard to CAT to make the process more streamlined and better supports applicants. A review of the current CAT Officer post is due in the late summer of 2018. Additionally, while there have again been many successes the commercialisation of Council assets is also 'amber'. The overall level of capital receipts achieved is less than target, in the main due to delays in completing some sales.

The performance indicators contain some 'red' ranked. The full explanations are given in the comments section in the body of the report, but specific concerns include some of the indicators relating to our town centres, such as vacant premises, and the number of residential units developed.

Noteable successes in the last quarter of the financial year include securing ESF and WG money for Employability Programmes of circa £10m to run until December 2022, and also confirmation of £6.5m of ERDF money towards the Caerau Heat Scheme. Similarly the ERDF funded Porthcawl Resort Investment scheme has seen plans to develop many schemes in Porthcawl progress e.g. Water Sports Centre at Rest Bay and the purchase of the Phase 1 land at Salt Lake, will also ensure we move on Porthcawl Regeneration plans more quickly.

### Improvement Priority One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	Continue to work with the Cardiff Capital Regional Skills and Employment Board and Bridgend County Borough Council led local projects to help shape employment opportunities and develop a skilled workforce to meet those needs	GREEN	Work continued over 17-18 with a range of stakeholders, including Bridgend Employee Liaison Partnership, Department of Work and Pensions (DWP) and contractors, to develop apprenticeship opportunities and to develop a seamless offer, between Adult Community Learning, Communities First and Bridges into Work.  A new Employability Programme has been developed which will contain new projects tackling in work poverty (Nurture Equip Thrive (NET)) and skills for those who are employed (Working Skills for Adults (WSFA)) from April 2018, whilst continuing to include Bridges into Work and Communities for Work.	
<a href="#">P1.1.2</a>	Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities	GREEN	Partnership working between Adult Community Learning, Communities First, DWP and local employers is fully developed and delivering well. A range of employment and pre-employment opportunities delivered by Adult Community Learning and Partners has resulted in 332 people accessing employability and pre-employment provision, in addition to many more accessing Digital Inclusion and Skills sessions, and 180 have gained employment specifically linked to the employability and pre-employment sessions  Community benefits work in relation to major schemes is now imbedded in the work of the authority. Betws apprenticeship offer was agreed in March 2017 working with Y Prentis Shares Apprenticeship Scheme and Bridgend College; Kier worked with Coastal Housing and through BERP to offer opportunities to local young people.	
<a href="#">P1.2.1</a>	Develop and deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy and increase employment and business opportunities	GREEN	Projects under the Porthcawl Resort Investment Focus (PRIF) programme such as the Maritime centre and the Water Sports centre at Rest Bay are at varying stages of the development process and progressing with considerable support from the community.	
<a href="#">P1.2.2</a>	Contribute to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area	GREEN	The Authority has now signed up to the City Deal which has been agreed with the Welsh Government. Work to establish collaborative arrangements (eg. on regional transport) are well underway and work on key themes (such as housing and economic development) are progressing.	
<a href="#">P1.2.3</a>	To support the Bridgend Business forum with the delivery of its development plan and its programme of events for 2017/18	GREEN	The Bridgend Business Forum has grown over the last 9 years from 0 to 800 members. Based on research conducted in consultation with our members, an executive group is being established to strengthen the capacity of the forum with a view to it playing a greater role in regional structures such as City Deal. The strategy will develop over the next 2-3 years.	



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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.3.1</a>	Invest in our town centres to enhance existing facilities and provide new facilities including schemes in Porthcawl Harbourside, Maesteg and Bridgend	GREEN	<p>Regional projects under Buildings for the Future have been assessed by Welsh Government and as a result Bridgend and Maesteg projects (potential housing/commercial and community uses project at Wyndham and Cambrian house in Bridgend and restoration and modernisation of the Maesteg Town Hall in conjunction with Awen Trust in Maesteg) are proceeding to the next stage; development work is continuing on both.</p> <p>The Rhiw Car Park was completed on time and on budget. Snagging issues are now fully resolved and the Car Park is operational and effective. The fit out of the flats is well underway, as is the exterior of the commercial unit. The anticipated end date is early July.</p> <p>The wider Vibrant and Viable Places (VVP) programme remains on-going, entering the closure and reporting phase, which will continue over the next two years. The wider Vibrant and Viable Places (VVP) programme remains on-going, entering the closure and reporting phase, which will continue over the next two years.</p> <p>The second phase bid for Porthcawl THI was unsuccessful and will be resubmitted to the next round, following guidance from the Heritage Lottery to focus on major projects within the bid.</p>	

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

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.4.2</a>	Enable community groups and the third sector to have more voice and control over community assets	AMBER	<p>The Community Asset Transfer (CAT) programme has not progressed as well as expected, due to a number of factors, including the level of clarity regarding the facilities the Authority will decide to close; without this there is little incentive for groups to take on facilities.</p> <p>Recent scrutiny review may make recommendations for changes to the process.</p> <p>More targeting is needed on transfer of assets that will deliver the most in savings (and the most efficient use of BCBC CAT resources) rather than being led by the aspirations of individual communities</p>	The CAT Officer will continue to work with community organisations during 2018/19 and ensure that community organisations continue to receive on-going business support. The six leases will continue to be progressed over 18-19.

### Improvement Priority Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.3.2</a>	Rationalise further the Council's administrative estate to ensure the Council operates from one core office by March 2018	CANCELLED	Action closed. A reassessment and review of the office accommodation strategy required following the decision to retain Raven's Court.	
<a href="#">P3.3.3</a>	Develop an approach to the commercialisation of Council assets	AMBER	<p>Key achievements for the year:</p> <p>the sale of the extra care sites at Tondu and Maesteg, exchanging contracts for the sale of Pencoed primary school and land at Penyfai successfully securing bids for the sale of Brynmenyn and Heol y Cyw primary schools and phase 2 of the former YBC school.</p> <p>Over £25,000 income was generated from council property and £452,375 of capital receipts generated: less than the target, partially due to delays in completing the sales of Brynmenyn Primary and land at Penyfai due to technical, planning and legal issues.</p>	The sale of land at Brynmenyn Primary and Penyfai will be progressed over 2018-19.

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.3.4</a>	Market the part of the Waterton site that is due to be vacated for housing development under the Parc Afon Ewenni scheme	GREEN	Over 2017, Waterton buildings were demolished on the site and discussions were held with the adjoining landowner on marketing and development opportunities. These marketing/ development opportunities continue to be explored for the Parc Afon Ewenni site and a review is being undertaken of the area of land to be retained and the area which can be released, to maximise the capital receipt whilst ensuring ongoing operational use of the retained land.	
<a href="#">P3.3.5</a>	Implement energy and carbon reduction measures and promote good practice in all our public buildings to help them reduce their carbon footprint	GREEN	Installation of SMART and AMR metering Programme completed; renewal of Display Energy Certificates (DECs) in progress and on schedule; Annual Reporting of Carbon Emissions to the Environment Agency on target for 17-18. Interaction with schools is continuing and a new programme has been developed that will enable a gain share between the devolved budgets held by schools and the LA to fund and deliver a raft of Carbon/Energy reduction schemes through 2018/19 –partly funded by the additional capital identified and agreed in December.	

## Performance Indicators

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17	BCBC Rank 16-17	Comments
<b>Value for Money (V)</b>								
<a href="#">DCO.L.1.8i</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of visitors to town centres (annual footfall in Bridgend) <i>Higher preferred</i>	5,800,000	6,000,000	8,520,143	↑ 7,971,331	n/a	n/a	Quarterly Indicator: Target Setting: Targets are based on encouraging part year performance in 2016-17
<a href="#">DCO.L.1.8ii</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of visitors to town centres (annual footfall in Porthcawl). <i>Higher preferred</i>	3,000,000	4,300,000	4,747,203	↓ 5,055,306	n/a	n/a	Quarterly Indicator: Target Setting: Targets are based on encouraging part year performance in 2016-17
<a href="#">DCO.OA1.10</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of VAT/PAYE registered businesses in the Borough <i>Higher preferred</i>	4,441	4541	4,600	↑ 4,540	n/a	n/a	Annual Indicator: Target Setting: Outcome indicator not suitable for specific target setting as this is influenced by many factors beyond our control
<a href="#">DCO1.2.3</a> <a href="#">CP</a> <a href="#">IP1</a>	Total annual expenditure by tourists <i>Higher preferred</i>	£306.62m	£319.28m	£344.23m	↑ £313.02m	n/a	n/a	Annual Indicator: Performance: Figure from STEAM expected mid to end May Our strategy is working, and we have programmes in place. We therefore expect an increase in the value of tourism
<a href="#">DCO16.1</a> <a href="#">CP</a> <a href="#">IP1</a>	Financial value of externally funded town centre regeneration projects underway/ in development <i>Higher preferred</i>	£23m	£16m	£21.25m	↓ £31.537m	n/a	n/a	Quarterly Indicator: Target Setting: Target set based on planned projects

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17	BCBC Rank 16-17	Comments
<a href="#">DCO16.10i</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of residential units in Bridgend town centre that have been consented <i>Higher preferred</i>	8	30	14	↓ 17	n/a	n/a	Annual Indicator: Target Setting: Target set based on review of activity in 16-17 Performance: Whilst we have approved 14 units in the town centre during the period 2017-2018, the number is not greater due to the fact that the majority of the town centre lies within a C2 flood zone where vulnerable uses/developments such as residential accommodation, even at high level, is not supported. Studies have been undertaken to ascertain if anything can be done to reduce the flooding risk in the town centre and a potential engineering solution has been found but we are awaiting some advice from WG and NRW before proceeding with a vibrant and viable place agenda for Bridgend town.
<a href="#">DCO16.10ii</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of residential units in Bridgend town centre that have been completed <i>Higher preferred</i>	28	14	0	↓ 28	n/a	n/a	Annual Indicator: Performance: Whilst several schemes are currently in the process of being completed none have reached the stage where beneficial occupation can take place
<a href="#">DCO16.23</a> <a href="#">CP</a> <a href="#">IP3</a>	Income generated from the Council's non-operational property portfolio <i>Higher preferred</i>	n/a	£25,000	£25,000	n/a	n/a	n/a	Annual Indicator: new 2017/18 Target Setting: To meet MTFs savings. Target figure is based on potential opportunities to increase income within the non-operational estate in 17/18
<a href="#">DCO16.9</a> <a href="#">CP</a> <a href="#">IP3</a>	Realisation of capital receipts targets <i>Higher preferred</i>	£4m	£1.5m	£452,375	£5.625m	n/a	n/a	Quarterly Indicator: Target Setting: Target figure is based on potential disposals for 17-18; year to year trend not appropriate for this indicator. Performance: The enhanced disposal target has not been achieved. This has been partially due to the inability to retain and recruit Chartered Surveyors. It is also a result of delays in completing the sale of land at Brynmenyn Primary school and land at Penyfai due to technical, planning and legal issues.
<a href="#">DEFS18a</a> <a href="#">Local</a> <a href="#">IP3</a>	Average Display Energy Certificate (DEC) energy performance operational rating for LA public building over 1000m2 – <i>Lower preferred</i>	96.61%	96.61%	84.79%	↑ 86.94%	n/a	n/a	Annual Indicator:
<a href="#">DEFS18b</a> <a href="#">Local</a> <a href="#">IP3</a>	The percentage reduction in the Average Display Energy Certificate (DEC) energy performance operational rating for LA public buildings over 1000m2 <i>Higher preferred</i>	n/a	1%	2.47%	↓ 4.0%	n/a	n/a	Annual Indicator: Target Setting: Actual target figures are linked to DRECAM037 and WG expectations to demonstrate that the authority is improving the energy efficiency of its building stock .
<b>Service User Outcomes (O)</b>								
<a href="#">DCO1.1.3i</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of vacant premises in town centres: Bridgend <i>Lower preferred</i>	55	55	66	↑ 67	n/a	n/a	Annual Indicator: Target Setting: There is a national trend of increasing vacant premises. Maintaining a net level of vacancies at current level would be a significant achievement in face of the current economic climate and national trend. Performance: The number of vacant properties in Bridgend Town Centre has not varied very much from the previous year (67 last year, 66 this). A vacant property working group has been established to monitor the situation and regeneration are working closely with property owners and letting agents to encourage occupation where possible.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17	BCBC Rank 16-17	Comments
<a href="#">DCO1.1.3ii</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of vacant premises in town centres: Maesteg <i>Lower preferred</i>	19	19	9	↑ 10	n/a	n/a	Annual Indicator: Target Setting: There is a national trend of increasing vacant premises. Maintaining a net level of vacancies at current level would be a significant achievement in face of the current economic climate and national trend.
<a href="#">DCO1.1.3iii</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of vacant premises in town centres: Porthcawl <i>Lower preferred</i>	17	17	10	↔ 10	n/a	n/a	Annual Indicator : Target Setting: There is a national trend of increasing vacant premises. Maintaining a net level of vacancies at current level would be a significant achievement in face of the current economic climate and national trend.
<a href="#">DCO1.3.7</a> <a href="#">CP</a> <a href="#">IP1</a>	Percentage of working age population that is in employment <i>Higher preferred</i>	71.9%	>71.7%	70%	↓ 71.7%	n/a	n/a	Annual Indicator: Target Setting: The target for 2017-18 is the actual for 2016-17 to show trend. Performance: This is a population outcome indicator which is not suitable for specific target setting and the outcome is influenced by many factors beyond our control.
<a href="#">DCO16.3i</a> <a href="#">CP</a> <a href="#">IP1</a>	Number of participants we expect to work with under Bridges in to Work <i>Higher preferred</i>	227	134	201	↓ 253	n/a	n/a	Quarterly Indicator: Target Setting: This is a regional project due to end in December 2017. If extended, the number of people we work with in 2017-18 may increase.
<a href="#">DCO16.4i</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of apprenticeships and traineeships arising from the 21st Century schools programme and other BCBC led projects <i>Higher preferred</i>	4	4	6	↑ 4	n/a	n/a	Annual Indicator: Target Setting: We have agreed four new apprenticeships from the Garw Valley South (Betws School) project.
<a href="#">DCO16.4ii</a> <a href="#">CP</a> <a href="#">IP1</a>	The number of apprenticeships and traineeships taken up by people who live in Bridgend <i>Higher preferred</i>	2	2	2	↓ 3	n/a	n/a	Annual Indicator: Target Setting: We have agreed four new apprenticeships from the Garw Valley South (Betws School) project.
<a href="#">DCO16.5</a> <a href="#">CP</a> <a href="#">IP2</a>	The number of community groups using packages of support to manage transferred assets <i>Higher preferred</i>	3	6	13	↑ 8	n/a	n/a	Annual Indicator: Target Setting: We wish to double the number of groups supported in this way. Performance: 13 Community Groups continue to receive on-going support under the CAT Business Support contract during 2017-18.
<a href="#">DCO16.8</a> <a href="#">CP</a> <a href="#">IP2</a>	Number of council owned assets transferred to the community for running <i>Higher preferred</i>	5	5	0	↔ 0	n/a	n/a	Annual Indicator: Target Setting: We wish to transfer another 5 assets to the community for running, to double our total of assets transferred. Performance: Only a children's playground at Pandy Crescent, Pyle has been transferred to Pyle Community Council to enable refurbishment to be undertaken. A further six leases are in the process of being finalised including Bryncethin RFC (Bryncethin Playing Fields & Pavilion), Caerau FC (Hermon Road / Metcalf Street Playing Fields & Pavilion); Pencoed Town Council (3 Parks related assets); and Porthcawl Town Council (Griffin Park Public Toilets).
<a href="#">DRE6.11.1</a> <a href="#">CP</a> <a href="#">IP3</a>	The percentage change in carbon emissions in the non-domestic public building stock on previous year <i>Higher preferred</i>	3%	3%	6.46%	↓ 12.79%	n/a	n/a	Annual Indicator: Target Setting: Set as a reduction on the previous year and is a regulatory requirement. The target is for building stock only - it does not cover street lighting

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PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17	BCBC Rank 16-17	Comments
<a href="#">PAM/018</a> <a href="#">Other</a>	Percentage of all planning applications determined in time <i>Higher preferred</i>	n/a	80%	88%	n/a	n/a	n/a	Annual Indicator: Target Setting: set baseline 2017/18
<a href="#">PAM/019</a> <a href="#">Other</a>	Percentage of planning appeals dismissed <i>Lower preferred</i>	n/a	66%	66%	n/a	n/a	n/a	Annual Indicator: Target Setting: set baseline 2017/18
<b>Organisational Capacity (C)</b>								
<a href="#">DCO16.7</a> <a href="#">CP</a> <a href="#">IP3</a>	Ratio of employees to desk space in Civic Offices. <i>Higher preferred</i>	3:2	3:2	1:1	↔ 1:1	n/a	n/a	Annual Indicator: Target Setting: To deliver space rationalisation Target figures are based on the release of Ravens Court. Performance: To deliver space rationalisation, target figures were based on the release of Ravens Court. The decision taken to retain Raven's Court has impacted on the ratio of employees to desk space achieved at year end

## NEIGHBOURHOOD SERVICES

**Head of Service Comment on Performance and Issues –** The majority of performance commitments are 'green' RAG status with notable achievements relating to the new Waste Contract, including an increase of over 10% in the overall level of municipal waste recycled, up to 68.75%, among the best performing Local Authorities in the UK. Both the performance concerning clearance of fly tipping on Council land and the cleanliness of highways, are slightly below target, but still show increases on the performance of last year, which in view of resource restrictions is a positive outcome. Very challenging targets were deliberately and consciously set concerning Health and Safety performance at 100%, even though in reality this would be extremely difficult to achieve. Health and Safety does however remain a key focus area and the direction of travel with regard to these indicators is a positive one.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Value for Money</b>								
<a href="#">WMT004b</a> <a href="#">PAM/031</a> <a href="#">Other</a>	The percentage of municipal waste collected by local authorities sent to landfill <i>Lower preferred</i>	30%	30%	14.5%	↓ 11.61%	9.5%	16	Quarterly Indicator: Target Setting: Target set at statutory target level Performance: Proportion that was bulky and small waste impacted on the waste sent to landfill. Overall the tonnage decreased. The new system at CRCs made differentiation between bulky and non-bulky waste items challenging resulting in more material going to landfill than waste to energy. Item since resolved improvement being demonstrated going forwards.
<a href="#">WMT009b</a> <a href="#">PAM/030</a> <a href="#">Other</a>	Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way <i>Higher preferred</i>	58%	60%	68.75%	↑ 57.93%	63.81%	21	Quarterly Indicator: Target Setting: Target increased in view of new contract. The nationally set target will increase to 64% in 2019 which BCBC is in a good position to meet. Performance: The performance has improved from end of last year by 10%. The new waste contract was implemented in June.



PI Ref No, PI Type, PAM /Local link /to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Service user outcomes</b>								
<a href="#">STS006</a> <a href="#">PAM/011</a> <a href="#">Other</a>	Percentage of reported fly tipping incidents cleared within 5 working days <i>Higher preferred</i>	98%	98%	96.97%	↑ 96.85%	95.37%	11	Quarterly Indicator: Target Setting: Target retained at current levels is challenging against current resources Performance: Fly tipping clearances slightly below target but performing relatively well given resource restrictions and impact on service of Waste contract.
<a href="#">THS011a</a> <a href="#">PAM/020</a>	Percentage of: Principal (A) roads in overall poor condition <i>Lower preferred</i>	5.1%	5.1%	4.5%	↑ 5.1%	3.7%	n/a	Annual Indicator: New PAM for 17-18. Data collected last year for comparison purposes, though no ranking as not PAM until this year. Target Setting: Target retained at current levels is challenging against current resources.
<a href="#">THS011b</a> <a href="#">PAM/021</a>	Percentage of: non-principal (B) roads in overall poor condition <i>Lower preferred</i>	5.1%	5.1%	4.2%	↓ 3.9%	4.2%	n/a	Annual Indicator; New PAM for 17-18. Data collected last year for comparison purposes, though no ranking as not PAM until this year Target Setting: Target retained at current levels is challenging against current resources.
<a href="#">THS011c</a> <a href="#">PAM/022</a>	Percentage of: non principal (C ) roads in overall poor condition <i>Lower preferred</i>	12.5%	12.5%	8.6%	↑ 9%	15%	n/a	Annual Indicator: New PAM for 17-18. Data collected last year for comparison purposes, though no ranking as not PAM until this year Target Setting: Target retained at current levels is challenging against current resources
<b>Organisational Capacity (C)</b>								
<a href="#">STS005b</a> <a href="#">PAM/010</a> <a href="#">Other</a>	Percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness <i>Higher preferred</i>	97%	97%	96.06%	↑ 92.11%	96.6%	19	Quarterly Indicator: Target Setting: Keep Wales Tidy CI data to be combined with LEAMS data for annual return (Add numerators and denominators at year end - percentage). LEAMS data returned for quarterlies. Performance: Street Cleaning targets are slightly below target but performing relatively well given current resource restrictions
<b>Internal Processes (P)</b>								
<a href="#">DCO16.27</a> <a href="#">Local</a> <a href="#">Other</a>	Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/inspection once a month for their section <i>Higher preferred</i>	n/a	100%	84.97%	n/a	n/a	n/a	Quarterly Indicator: new 2017/18 Target Setting: Target set to support work to improve health & safety compliance and effectiveness of supervision within the directorate; based on expectation of 100% compliance. Each service area has own target; returns collected quarterly. Performance: Full compliance in some areas, however inspections have dropped off in certain areas. Head of Service to raise this with Management team to address this.
<a href="#">DCO16.28</a> <a href="#">Local</a> <a href="#">Other</a>	Supervisory staff in Neighbourhood services to deliver a Safety communication (eg. Toolbox talk) to their section once a month <i>Higher preferred</i>	n/a	100%	90.77%	n/a	n/a	n/a	Quarterly Indicator: new 2017/18 Target Setting: Target set to support work to improve health & safety compliance and effectiveness of supervision within the directorate. Based on expectation of 100% compliance. Each service area has their own target. Performance: 81.54% of targeted safety talks completed by year end by managers in T&E, Highways, Fleet, Waste and Parks. Management team will address this.
<a href="#">DCO16.19</a> <a href="#">Local</a> <a href="#">Other</a>	Large Goods Vehicle (LGV) vehicles serviced within statutory timeframe <i>Higher preferred</i>	n/a	100%	92.5%	n/a	n/a	n/a	Quarterly Indicator: new 2017/18 Target Setting: To improve Health & safety compliance. Based on expectation of 100% compliance. Two new fitters have been recruited which will increase capacity

## CORPORATE DIRECTOR

## Improvement Priority Three: Smarter Use of Resources

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 17-18 budget	AMBER	There are significant pressures on the development budget this year due to a reduction in the number of major planning applications. The overall Directorate position is on target with a £308,000 surplus although it is recognised that some areas such as MREC are still to be realised.	
P3.4.1	Support managers to lead staff through organisational change	GREEN	Within the Directorate regular 1:1 and team meetings were undertaken over 17-18 with all operational and group managers. Various restructures were undertaken with the support of the line managers and HR. The People Too review was completed and the Corporate Landlord team created and commenced operation on 3rd April 2018. The new service is in the process of filling the remaining posts to facilitate the migration of works to the new operating model.	

## Value for money

PI Ref No	PI Description	Annual target 17-18 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCO6.1.1i</a> <a href="#">CP feeder</a> <a href="#">IP3</a>	Value of planned budget reductions achieved (Communities)	767	200	26.1%	165	21.5%	402	52.4%	

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Organisational Capacity</b>								
<a href="#">DCO16.24</a> <a href="#">CP feeder</a> <a href="#">IP1</a>	The number of apprenticeships available across the organisation (Comms) Higher preferred	n/a	2	3	n/a	n/a	n/a	Annual Indicator: new 2017/18 Target Setting: Based on identified opportunities within the directorate
<a href="#">CHR002i</a> <a href="#">CP feeder</a> <a href="#">PAM feeder</a> <a href="#">IP3</a>	Number of working days per full time equivalent lost due to sickness absence Lower preferred	8.41	8.41	9.85	↑ 12.08			Quarterly Indicator: Target Setting: Target to be retained at current levels Performance: Although year end return of 9.85 is below target of 8.41 for the year 17-18, it shows a marked improvement from 16-17 year end of 12.08.
<a href="#">DCO5.6.13</a> <a href="#">Local</a> <a href="#">IP3</a>	Number of working days lost to industrial injury (Communities) Lower preferred	1.69	0.81	0.65	↑ 0.83	n/a	n/a	Quarterly Indicator: Target Setting: Target to be retained at current levels
<b>Internal Processes (P)</b>								
<a href="#">DCO5.6.14</a> <a href="#">Local</a> <a href="#">IP3</a>	Number of industrial injury incidents Lower preferred	14	5	7	↓ 5	n/a	n/a	Quarterly Indicator: Target Setting: Target lowered from 16-17 to evidence work to improve Health & safety compliance. Performance: Main injuries were from slips, trips or falls and from lifting and handling (moving barriers, shoulder injury etc). All injuries reported to CHSU, investigated and reported back for lessons learned to Health & Safety meetings.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
DCO16.26 Local Other	Arrange Communities Directorate Health & Safety, based on achieving event <i>Higher preferred</i>	n/a	1	1	n/a	n/a	n/a	Annual Indicator: new 2017/18 Target Setting: Target set as part of work to improve Health & Safety; based on achieving event. Performance: A Directorate Health & Safety Away Day took place and feedback from this was taken through to the Directorate Health & Safety Committee where it is being monitored as part of a Health & Safety change project.

### Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2017-18 was £25.579 million and the actual outturn was £25.271 million, following draw down of £5.810 million from earmarked reserves, resulting in an under spend of £308,000. The most significant variances are:

COMMUNITIES DIRECTORATE	Net Budget £'000	Final Outturn £'000	Final Variance Over /(Under) Budget £'000	% Variance
Development	310	477	167	53.9%
Waste Disposal	4,613	4,794	181	3.9%
Waste Collection	2,732	3,062	330	12.1%
Street Lighting	1,550	1,249	(301)	-19.4%
Highways Service (DSO)	2,533	2,438	(95)	-3.8%
Network Management	128	203	75	58.6%
Fleet Services	(22)	110	132	-600.0%
Car Parking	(369)	(322)	47	-12.7%
Engineering Services	84	(175)	(259)	-308.3%
Parks & Open Spaces	2,236	1,920	(316)	-14.1%
Streetscene Support	304	229	(75)	-24.7%
Adult Education	121	78	(43)	-35.5%
Property (Estates)	1,344	1,198	(146)	-10.8%

#### Development

- The over spend in Development of £167,000 is primarily due to a downturn in planning application income in Development Control (£191,000). Fee income is subject to considerable fluctuations between years, depending on number and type of applications. For example in 2016-17, the service generated a surplus of £139,000 which was used to balance the overall Communities Directorate position.

#### Waste Disposal

- There was a budget reduction target of £200,000 for 2017-18 in respect of the MREC. As the procurement exercise to secure a new operator for the facility is still ongoing, as outlined in paragraph 4.2.5, funding has been drawn down from the MTFS Budget Reduction Contingency to offset this proposal for this financial year. The majority of the over spend (£115,000) has occurred as a result of the long standing disposal contract with Neath Port Talbot (NPT) CBC. The Council is currently working closely with Neath Port Talbot to renegotiate the terms of this arrangement.

#### Waste Collection

- The over spend of £330,000 on waste collection services is due to a combination of factors. The disposal contract with Neath Port Talbot CBC is based on a fixed price, minimum tonnage. Consequently a drop in commercial waste tonnage for disposal and subsequent reduction in income (£230,000) has not generated a corresponding reduction in cost. The Council is currently working closely with Neath Port Talbot CBC to renegotiate the terms of this arrangement.

There have been higher than anticipated costs (£198,000) early in the new waste collection contract due to better than expected take up of the Council's new Absorbent Hygiene Products (AHP) collection service and better than anticipated diversion of residual waste from the Council's Community Recycling Centres resulting in a higher than expected payment to the contractor (£63,000), both of which are a welcome boost to the Council's recycling performance against the Welsh Government's statutory recycling target.

These over spends have been offset by reduced costs arising from a delay in undertaking capital works at Tondu depot (£65,000), and the consequent revenue implications of these, as well as under spends on the waste awareness budget (£43,000) and one-off income from Waste and Resources Action Programme (WRAP) of £11,000.

In summary, very successful waste reduction and increased recycling performance changes have resulted in costs that are currently not being offset by corresponding reductions in disposal costs as would normally be expected, due to the contract for disposal at the MREC. A new contract arrangement with NPT, currently being negotiated, will hopefully resolve this position.

#### Street Lighting

- The under spend of £301,000 has partly arisen following the LGBI programme for the replacement of lanterns, and subsequent reduction in energy costs (£143,000). This will contribute to the MTFS saving of £110,000 in 2018-19 in respect of energy costs. The balance of the under spend relates to prudential borrowing (£16,000), in year staff vacancies within the department (£19,000) and delays in undertaking works by year end (£86,000).

#### Highways Services

- There is an under spend of £95,000 mainly as a result of additional resurfacing works on the A470 and M4 commissioned by the South East Wales Trunk Road Agency (SWTRA), which is responsible for managing, maintaining and improving the motorways, trunk roads and associated assets throughout the South Wales region on behalf of the Welsh Government.

#### Network Management

- The over spend of £75,000 is mainly due to the delay in realising the MTFS target of £100,000 relating to a review of street works management systems, as a result of the time taken to progress the business case to be submitted to Welsh Government. This is partly offset in this financial year by staff vacancies.

#### Fleet Services

- There is an over spend of £132,000 across the service, similar to 2016-17, due to a downturn in income arising from reduced spend by Directorates. The Directorate has sought to mitigate this during the financial year and is due to undertake a review of the fleet service.

#### Car Parking

- There is an over spend across the service of £47,000. This is due to the non-achievement of the 2017-18 budget reduction target of £50,000 pending a review of car park charges, including those for staff and members. The car park review has been updated and a project board has been established to take this forward.

#### Engineering Services

- There is an under spend across the service of £259,000 due to a combination of an under spend on staffing, due to difficulties in recruiting, and an increase in the level of fee earning jobs (balance of EU/non EU funded projects and the differing chargeable rates allowed). Issues around recruitment still need to be addressed as the work programme for 2018-19 is in excess of in-house capacity and failure to recruit will affect future capacity, resilience and works knowledge retention. It is still envisaged that the MTFS savings target of £74,000 in 2018-19 is achievable.

#### Parks & Open Spaces

- There is an under spend of £316,000 across the service. This is mainly due to under spends in staffing (£196,000), in particular seasonal grounds maintenance staff where it has been difficult to recruit this year. This has led to difficulties with maintaining levels of service across parks and bereavement functions. The recruitment of seasonal operatives for 2018-19 has proved equally problematic with numbers of applicants lower than in previous years. To overcome this and to mitigate the situation experienced this year the service area will look to recruit operatives through the Council's temporary agency partner. In addition there has been an under spend of £150,000 against the provision for improvements to children's playgrounds resulting from procurement timescales and contract award procedures. These works will be completed early in 2018-19.

#### Streetscene Support

- There is an under spend across the service of £75,000 as a result of staffing vacancies and efficiencies on non-staffing budgets pending future MTFS budget reduction targets.

Adult Education

- There is an under spend across the service of £43,000. This is mainly due to under spends in staffing where it has been difficult to recruit this year. The service are actively recruiting into the vacant posts in 2018-19, therefore the under spend is considered to be a one-off.

Property (Estates)

- There is an under spend across the service of £146,000. This has resulted from a combination of staff vacancies in the service (£168,000) and an under spend on corporate cleaning (£72,000), which are partly offset by a shortfall against income targets of £129,000 primarily due to under-occupancy at the Innovation Centre and Bridgend Market.

**Additional Financial Information – Capital Budget Monitoring Variances 2017-18**

<b>Main Scheme</b>	<b>Revised Budget 2017/18</b>	<b>Total Expenditure to 2017/18</b>	<b>Over/ (Under) budget</b>	<b>Slippage Requested</b>	<b>Comments</b>
	£'000	£'000	£'000	£'000	
Town Beach Revetment Sea Defence, Porthcawl	646	950	304	- 304	
Highways Structures	200	185	- 15	-	
Highways Maintenance	250	242	- 8	-	
Replacement of Street Lighting Columns/ River Bridge Protection Measures	703	529	- 174	174	The absence of a street lighting manager has resulted in slippage. A new manager was appointed in April to focus on this area
Fleet Vehicles	-	78	78	- 78	
Re-locate Household Waste Recycling Centre - West	2	-	- 2	2	
Aberfields Playing Fields	11	-	- 11	11	
Playground at Ffordd yr Eglwys	25	-	- 25	-	Works complete - underspend
Bridge Strengthening - A4061 Ogmere Valley	340	263	- 77	77	
Communities Minor Works	143	166	23	-	Overspend funded from Highways underspend
Heol Simonstone/Coychur Rd	33	-	- 33	-	
S106 Highways Small Schemes	100	90	- 10	-	
Remedial Measures - Car Parks	35	1	- 34	34	
Prow Capital Improvement Programme	40	39	- 1	-	
Transport Grant Scheme - Safe Routes to School	786	744	- 42	-	Underspend of grant received in 17-18
Road Safety Improvements	100	58	- 42	-	Underspend of grant received in 17-18
METRO National Cycle Network	421	388	- 33	-	Underspend of grant received in 17-18
Coychurch Crem Works	280	264	- 16	-	Works complete - underspend
Retaining Wall Replacement, Bettws	75	38	- 37	37	
Civil Parking Enforcement Vehicle	-	11	11	- 11	
City Deal	-		2,285	- 2,285	Re-profiling of budget



		2,285			
Porthcawl Resort Investment Focus	171	111	- 60	60	
Bridgend Townscape Heritage Initiative	385	351	- 34	34	Re-profiling of grant
Porthcawl Townscape Heritage Initiative	298	245	- 53	53	Re-profiling of grant
Business Support Framework	130	127	- 3	3	
Purchase of Land at Salt Lake Car Park, Porthcawl	3,509	3,520	11	-	Overspend due to additional land tax costs
Maesteg Town Hall Cultural Hub	-	220	220	- 220	
Drainage, Science Park	30	-	- 30	30	
Minor Works	620	2	- 622	620	Holding code for Minor Works. A lack of capacity, along with the transition to Corporate Landlord, has resulted in slippage
Civic Offices External Envelope	1,012	958	- 54	54	
Relocation of Depot Facilities	500	165	- 335	335	
Community Projects	50	36	- 14	14	

### Additional Financial Information – Budget Reduction Monitoring Variances 2017-18

Budget Reduction Proposal	Original 2017 - 18 £'000	Current RAG Status (RAG)	Mitigating Actions
Broad review of car park charging including staff and elected member parking passes	50	0	Under spends across wider directorate areas have offset this shortfall in 2017-18 and will have to continue into 2018-19
Reductions to the budget for the Materials Recovery and Energy Centre (MREC) Introduction in 17/18 of savings achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows.	200	0	BCBC officers meeting regularly with NPT and putting resources into the finalisation of the joint agreement document for the new contract.
Permitting Scheme road works net of existing income of £95,000	100	0	The responsible highways network budget area is committed to staying within budget irrespective of the delivery of the scheme.
Rights of Way - removal of contribution to Coity Walia	21	6	Under spends across wider directorate areas have offset this shortfall in 2017-18. Full savings anticipated to be made in 2018-19.

## Additional Sickness Information by Service Area

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Unit	FTE 31.03.2018	QTR4 2016/17			QTR4 2017/18			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2016/17	Target 2017/18
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support Unit - Communities	12.59	0.00	0	0.00	52.78	3	4.19	6.23	3.63	8.41
Community Learning and Engagement	5.32	2.30	1	0.43	7.08	3	1.33	2.41	0.75	
Regeneration, Development and Property Services	155.37	260.65	85	1.84	482.06	98	3.10	7.45	7.20	
Neighbourhood Services	227.22	661.56	73	2.82	769.94	71	3.39	11.59	15.26	
<b>Communities Total</b>	<b>401.51</b>	<b>926.51</b>	<b>160</b>	<b>2.35</b>	<b>1311.86</b>	<b>175</b>	<b>3.27</b>	<b>9.85</b>	<b>12.08</b>	

## Number of FTE days lost by absence reason - Cumulative 2017/18

Absence Reason	Communities	
	Total Number of FTE Days Lost	% of Cumulative days lost
Chest & Respiratory	168.59	4.18%
Eye/Ear/Throat/Nose/Mouth/Dental	46.70	1.16%
Genitourinary / Gynaecological / Pregnancy	1.25	0.03%
Heart / Blood Pressure / Circulation	318.22	7.89%
Infections	680.03	16.86%
Injury	743.18	18.43%
MSD including Back & Neck	267.02	6.62%
Neurological	42.31	1.05%
N1H1 Virus	0.00	0.00%
Other / Medical Certificate	0.00	0.00%
Pregnancy related	10.65	0.26%
Return to Work Form Not Received	14.04	0.35%
Stomach / Liver / Kidney / Digestion	148.31	3.68%
Stress / Anxiety / Depression / Mental Health	1193.69	29.59%
Tests / Treatment / Operation	399.54	9.91%
<b>TOTALS</b>	<b>4033.53</b>	

Commitments		Action	
<b>Red</b>	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>• A significant negative variance against the budget or savings of more than 10%.</li> <li>• Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>• Problems with quality that lead to significant additional costs/work.</li> <li>• Significant lack of resources which cannot be resolved by the directorate.</li> <li>• Pls identified to measure success of the commitment are mostly red.</li> <li>• Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td><b>Red (alert)</b></td> <td>Performance is worse than target by 10% or more</td> </tr> </table>	
<b>Red (alert)</b>	Performance is worse than target by 10% or more		
<b>Amber</b>	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>• A negative variance against the budget or savings of less than 10%.</li> <li>• Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>• Problems with quality but not causing delay.</li> <li>• Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>• Pls identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>• Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td><b>Amber (caution)</b></td> <td>Performance is worse than target by under 10%</td> </tr> </table>	
<b>Amber (caution)</b>	Performance is worse than target by under 10%		
<b>Green</b>	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>• The forecast expenditure is on budget.</li> <li>• Milestone/s on track to complete on time.</li> <li>• Quality at expected levels.</li> <li>• No resource problems.</li> <li>• Pls identified to measure success of the commitment are mostly green.</li> <li>• Stakeholders satisfied with the outcome.</li> </ul>	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td><b>Green (clear)</b></td> <td>Performance is equal to or better than target</td> </tr> </table>	
<b>Green (clear)</b>	Performance is equal to or better than target		
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		

**Education and Family Support Services Directorate Performance** - The Education and Family Support Directorate has 12 commitments to support corporate priorities. Of these, 2 are 'red', 2 are 'amber' and 8 are 'green'. The directorate has 40 live performance indicators with 8 reporting as 'red', 8 reporting as 'amber', 17 reporting as 'green' and 6 where a status cannot currently be allocated. Additionally, the indicator relating to the directorate's performance against the MTFS savings requirement is reported as broadly 71% 'green' and 29% 'red'. There are detailed explanations in the body of the report and plans are in place in all areas.

Commitments 2017-2018	RAG – current progress against commitment			
	Total	Red	Amber	Green
<b>Year end 2016-2017 Directorate Commitments to delivering Corporate priorities</b>				
Priority One – Supporting a successful economy	4	2	0	2
Priority Two – Helping people to be more self-reliant	3	0	0	3
Priority Three – Smarter use of resources (2 cancelled)	5	0	2	3

All Indicators (incl. Finance and sickness performance indicators (PIs))		National Indicators	
Performance vs Target	Trend vs Year End 2016-2017	Performance vs Target	Trend vs Year End 2016- 2017
	<p>Upward arrow: 11</p> <p>Downward arrow: 10</p> <p>Double arrow: 3</p>		<p>1 indicator is non comparable</p>

**Finance**

**Revenue Budget**

- The net budget for the Directorate for 2017-18 was **£108.461 million**
- The yearend outturn was **£108.387 million**, following draw down of £3.080 million from earmarked reserves, resulting in an **underspend of £74,000**.

**Capital Budget**

- The capital budget for the Directorate for 2017/18 is **£27.833m**, with a capital spend for the year of **£18.676m** and slippage of **£9.128m** requested.

**Efficiency Savings**

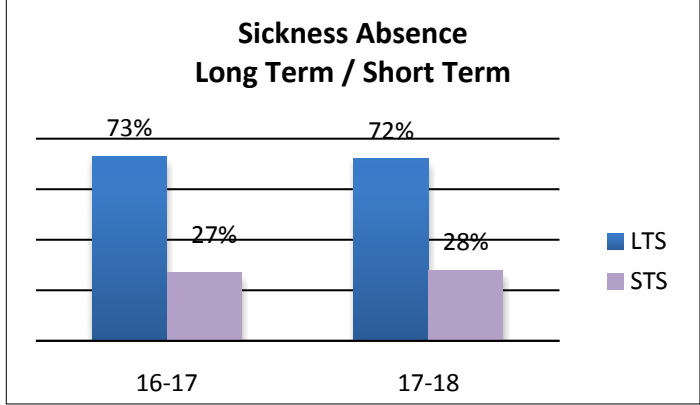
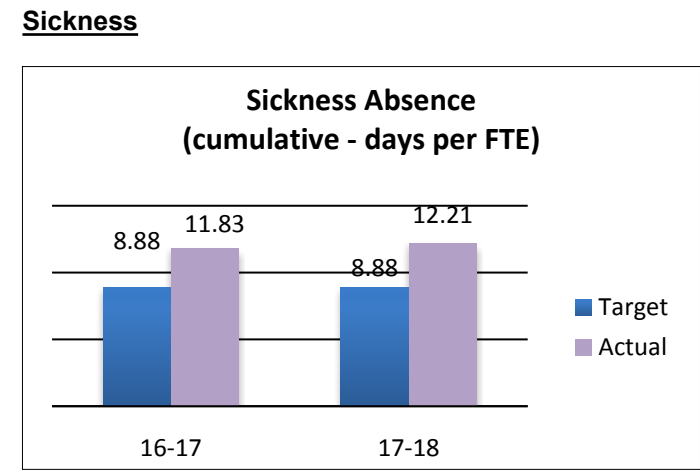
Savings (£000)	2017-2018	%
Savings Target	577	100%
Achieved	411	71.2%
Variance	166	28.8%

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

**Human Resources**

**Staff Number (full-time equivalent (FTE))**

2016-2017	2017-2018
536.86	530.89



In 2017-2018, there was a slight increase in the cumulative number of sickness absence days per FTE compared to the previous year. The number of sickness occurrences reduced marginally. Long-term sickness continued to be a feature in the performance and the number of staff experiencing absences of 21 days or longer was static.

	<p>The directorate is continuing to undertake detailed interrogation and analysis of raw sickness data on a quarterly basis and is currently extending its analysis of sickness by reason. The outcomes of this are provided to group managers, for consideration and determination of appropriate actions. Additionally, this is supported by Senior Management Team overview. Strong challenge and support for managers is improving processes in respect of recording, challenging and supporting staff in their return to work.</p>																														
<p><b>Implications of Financial Reductions on Service Performance and other Key Issues/challenges</b></p>	<p><b>High Corporate Risks</b></p>																														
<p><b>Directorate Budget</b></p> <p>The Medium-Term Financial Strategy (MTFS) savings target for the Education and Family Support Directorate for 2017-2018 is £577,000. At Quarter 4, we reported that £411,000 of this saving had been achieved.</p> <p>The main pressures on centrally-retained budgets are associated with recoupment (out-of-county placement) and home-to-school transport costs. The full implications of the ALN Reform Bill are not known at this time although they will inevitably place pressure on directorate budgets.</p> <p><b>Schools’ delegated budgets</b></p> <p>Net overall school balances totalled £866,000 at the start of the financial year. During 2017-2018, school balances reduced by £506,000 to £360,000 at the end of the financial year, representing 0.39% of the funding available. Out of a total of 59 schools, there are 22 schools (17 primary, 4 secondary and 1 special) with deficit budgets and 9 schools (7 primary, 1 secondary, 1 special) with balances in excess of the statutory limits (£50,000 primary, £100,000 secondary and special schools) in line with the School Funding (Wales) Regulations 2010. It must be noted that, had the Welsh Government not provided a last minute grant of £630,000 towards repairs and maintenance costs, the overall schools’ balance would have been a negative figure, -£270,000.</p>	<table border="1"> <thead> <tr> <th>Residual Risk</th> <th>Improvement Priority</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Supporting vulnerable children, young people and their families</td> <td>2, 3</td> <td>5</td> <td>4</td> <td>20</td> </tr> <tr> <td>Educational provision</td> <td>1,2 and 3</td> <td>4</td> <td>4</td> <td>12</td> </tr> <tr> <td>Educational attainment</td> <td>1,2</td> <td>3</td> <td>4</td> <td>12</td> </tr> <tr> <td>School modernisation</td> <td>1,2 and 3</td> <td>3</td> <td>4</td> <td>12</td> </tr> <tr> <td>The implementation of Additional Learning Needs Reform Bill</td> <td>1,2 and 3</td> <td>4</td> <td>4</td> <td>16</td> </tr> </tbody> </table>	Residual Risk	Improvement Priority	Likelihood	Impact	Overall	Supporting vulnerable children, young people and their families	2, 3	5	4	20	Educational provision	1,2 and 3	4	4	12	Educational attainment	1,2	3	4	12	School modernisation	1,2 and 3	3	4	12	The implementation of Additional Learning Needs Reform Bill	1,2 and 3	4	4	16
Residual Risk	Improvement Priority	Likelihood	Impact	Overall																											
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The implementation of Additional Learning Needs Reform Bill	1,2 and 3	4	4	16																											



## Head of Education and Family Support

The Education and Family Support Directorate has 12 commitments to support corporate priorities. Of these, 2 are rated as 'red', 2 are rated as 'amber' and 8 are rated as 'green'. Comprehensive narrative is provided against each of the commitments and associated performance indicators below.

### Improvement Priority One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<b>P1.1.1</b>	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	<b>GREEN</b>	<p>The LSKiP (Learning, Skills and Innovation Partnership Plan) annual supply plan has been shared with senior curriculum managers and discussions are in progress on the 2018 "offer" for learners. A new web site links to Careers Wales, where there are regional highlights of the skills and job opportunities, to encourage young people to select subjects relevant to employment prospects and the needs of the local economy.</p> <p>Community Benefits (including apprenticeships) requirements are part of the contract documentation for the 21st Century Schools Modernisation programme with the requirement being for 1 apprenticeship per £1m of contract value.</p> <p>In the Education and Family Support Directorate, all vacancies suitable for apprenticeship are challenged by the Business Manager. The directorate has an excellent track record in appointing apprentices to suitable roles and is currently looking beyond the L1/L2 apprentice positions to L3, where suitable.</p>	
<b>P1.1.4</b>	Work with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups including looked after children and young carers	<b>RED</b>	<p>The LA's Vulnerable Groups Strategy provides a key focus for activity to narrow the gap across vulnerable groups, including children eligible for free school meals. An EHE (Electively Home Educated) and Vulnerable Groups Co-ordinator was appointed during the year and improved mechanisms for data and records capture has been implemented. Subsequently, new structures have been implemented to deliver an integrated Vulnerable Groups service. Alongside, this work, the CSC 'narrowing the gap' strategy is fully developed and being implemented to support FSM pupils in Bridgend schools.</p> <p>Bridgend's performance in the 2016-2017 academic year (2017-2018 PI year) year for the attainment of key stage 4 eFSM Vs nFSM pupils (measured by the Level 2 inclusive threshold) was better than the all-Wales average. Despite being 1% point below our target, the gap between the eFSM and nFSM cohorts reduced by 3.4% points in Bridgend while the all-Wales gap increased. Bridgend's result places us above the all-Wales average for this year.</p> <p>(Note: The Level 2 inclusive threshold is a volume of qualifications equivalent to 5 GCSEs at grade A*-C, including English or Welsh first language and mathematics.)</p> <p>The project board for the 'Improving Transition, Progression and Retention Outcomes for Vulnerable Learners with ALN' project has been established with partners. Two workstreams have been agreed and are in progress.</p> <p>An options paper for supported internships leading to the employment of young people with ALN (additional learning needs) has been prepared and shared and a post-16 budget allocated. Discussions are also progressing with Bridgend College regarding engagement with the national supported internship project. However, overall progress for this activity is not at the pace expected and has been complicated by the fact that there is a national scheme running alongside a local agenda. This activity will roll forward into 2018-2019.</p>	The supported apprenticeships programme will be progressed in 2018-2019

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<b>P1.1.5</b>	Progress the implementation of the Good To Great Strategy for young people who are more able and talented (MAT) than their peers to help them reach their full potential	<b>RED</b>	The local authority and Central South Consortium work closely to challenge and support schools in their approaches to support MAT pupils. The use of ALPS data and the Seren Network is helping MAT learners achieve their full potential.  In the 2016-2017 academic year (2017-2018 PI year), the percentage of Bridgend learners achieving 3 A-A* grades at A level showed a good increase of 3.3% points, although this was slightly lower than the 3.8 percentage point increase in the all-Wales average. The Seren Network may be a factor in improving performance and, given that the launch in Bridgend was one year behind other local authorities, we may see further positive impact in the future.	A support programme for the subject of biology has now started and will be progressed in 2018.  There are some outstanding issues with the full data pack for vulnerable groups, which are being resolved at consortium-level.
<b>P1.1.6</b>	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	<b>GREEN</b>	Cabinet has been fully supportive at all stages of development of broad proposals for the future delivery of post-16 education in Bridgend. Cabinet has commissioned additional activity as a Phase II and the public consultation will occur, starting in September 2018.	

### Improvement Priority Two: Helping people to become more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<b>P2.2.5</b>	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	<b>GREEN</b>	Our performance in relation to the percentage of completed TAF support plans that close with a successful outcome was better than target.  The Public Service Board meeting on 29 January 2018 received a presentation on ACE (Adverse Childhood Events), for consideration of the impact on the Wellbeing Plan.	
<b>P2.2.6</b>	Ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after	<b>GREEN</b>	A review of the Connecting Families service, to assess its fitness for purpose and capacity to respond to competing demands, has been completed and funding has been secured to broaden the remit in relation to Edge of Care and Rapid Response.  High level information around Early Help services has been populated in the DEWIS facility. Information has been collated to support the further development of the resource in relation to community and voluntary services available to children, young people and families (as part of the wider Early Help offer). This expanded information will be made available in DEWIS.	
<b>P2.3.1</b>	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	<b>GREEN</b>	Action for Children (AfC) has been commissioned to continue to deliver awareness events in school to ensure that staff are aware of their responsibilities to young carers and their support needs.  To date, AfC has worked in 10 primary schools and 7 comprehensive schools. Events have included whole-school assemblies, 1:1 sessions with young carers to develop their confidence and self - esteem and Personal and Social Education (PSE) sessions to raise awareness of young carers with young people. Several young carers referrals have arisen as a result of the sessions.  Young Carers Champions have been identified in 2 colleges; 4 comprehensive schools now have young carers groups in operation.  A termly e-newsletter is being issued to all schools in the county borough to both raise awareness and support continued awareness.  In the year, 46 young carers' assessments were undertaken. Young carer ID cards continue to be issued to those young carers who indicate a willingness for a card.	

## Improvement Priority Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<b>P3.1.1</b>	Implement the planned budget reductions identified in the 2017-2018 budget	<b>AMBER</b>	<p>The MTFS savings target for the Education and Family Support Directorate for 2017-2018 is £577,000. At Quarter 4, we are reporting that £411,000 of this saving has been achieved.</p> <p>None of the proposed savings against Learner Transport have been achieved due to an increase in eligible pupils and the consultation on safe route efficiencies being ongoing.</p> <p>The saving against Built Environment (review of service level agreements with schools) was put on hold pending the Corporate Landlord Review. (Please note: while the management responsibility for the Built Environment Service has transferred, the target was included under Education and Family Support Directorate in the MTFS approved by Council on 1 March 2017. Therefore, this still needs to be reported under the Education and Family Support Directorate's saving target.)</p> <p>The saving against the Speech and Language Service was not met as the proposal had to be changed to refine the service, in partnership with health, to provide a schools-based service. This delayed the proposal.</p> <p>The saving against the Educational Psychology Service was removed from the original proposals and alternative savings put forward by the Directorate to mitigate the removal of this saving proposal.</p>	<p>Alternative savings proposals were put forward by the directorate to mitigate the removal of the saving against the Educational Psychology Service.</p> <p>Shortfalls were met by underspends across wider directorate areas – eg vacant posts held - resulting in an overall underspend for the directorate in 2017-2018.</p>
<b>P3.2.3</b>	Deliver the schools commercialisation project to optimise the use of collective resources available to support schools	<b>GREEN</b>	<p>Completed in Q2.</p> <p>A new "Services to Schools" prospectus was developed and circulated to HTs and take up of services has been monitored.</p>	
<b>P3.3.1</b>	Provide new and improved schools through delivering the agreed actions under the Schools' Modernisation Programme	<b>GREEN</b>	<p>All Band A milestones are complete, and all schemes are on target for completion. Work is progressing on developing Band B schemes. Further work has been undertaken in relation to land availability, developing the project schedules and funding profile, with Welsh Government.</p>	
<b>P3.4.1</b>	Support managers to lead staff through organisational change	<b>AMBER</b>	<p>The directorate is progressing discussions with other local authorities on the corporate Health and Safety service. Currently, the council has not committed to taking forward any formal collaboration.</p> <p>The development of an online accident reporting system has continued to progress and is nearing completion. Implementation will be fully planned.</p> <p>The roll-out of access to the People Manager system is supporting staff management. Also, detailed analysis of sickness data across the directorate aids managers in identifying any service areas where trends in absence may be increasing so that actions can be considered.</p>	<p>The potential of collaboration with Vale of Glamorgan has been delayed due to changes and shortages in staff, however this is now progressing and will conclude in 2018-2019.</p>
<b>P3.4.2</b>	Provide the learning and development opportunities for staff to meet future service needs	<b>GREEN</b>	<p>Having successfully rolled out access to the People Manager system, managers are actively utilising the system for relevant aspects of staff management as well as absence management and recruitment.</p> <p>Close monitoring of sickness data and analysis has contributed to a significant improvement in the completion of the necessary interviews and paperwork following a period of staff absence, when compared to last year.</p>	

## Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual 16-17 target	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 (PAMs)	BCBC Rank 16-17 PAMs)	Comments
<b>Service User Outcomes</b>								
DCH2.1.4 CP Priority 1	Size of the gap in educational attainments between key stage 4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) <i>Lower preferred</i>	23.8	30.1	29.1	↑ 32.5	31.2	n/a	Annual Target: Target reflects our continued drive to improve the performance of eFSM pupils when compared to the performance of nFSM pupils.  Annual Performance: The size of the gap in educational attainments between key stage 4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) has improved this year to 29.1% from 32.5% Bridgend is now performing above the all-Wales average which has dropped to 32.4% from 31.2%
DCH2.3.1a (PAM/009) CP Priority 1	The percentage of Year 11 leavers from schools in the local authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics. <i>Lower preferred</i>	3.4%	2.8%	1.7%	↓ 1.5%	2.0%	n/a	Annual Target: The target recognises the initiatives that are in progress and the aim to maintain the trend of continuous improvement.  Annual Performance: In the 2016-2017 academic year (2017-2018 PI year) the percentage of NEETs in Year 11 rose from 1.5% to 1.7%. In the same period the all-Wales average fell from 2.0% to 1.6%. As a result, Bridgend's ranking across Wales fell from 6th to 17th.
DEFS2 Local Priority 1	The percentage of pupils achieving 5 + A - A* at GCSE. <i>Higher preferred</i>	17.7%	20%	17.7%	↑ 16.2%	n/a	n/a	Annual Target: We are setting an unchanged target in recognition of the impact of the re-set of some examinations.  Annual Performance: The percentage of pupils achieving 5+ A-A* at GCSE has risen this year from 16.2% to 17.7%. This remains above the all-Wales average which has improved to 16.8% from 15.9%
DEFS3 CP Priority 1	The percentage of pupils at A level achieving the Level 3 threshold <i>Higher preferred</i>	98.6%	99%	98.1%	↓ 98.3%	n/a	n/a	Annual Target: Target set to reflect the aim of continuing the progression in performance achieved in previous years.  Annual Performance: The percentage of pupils at A level achieving the Level 3 threshold has fallen this year from 98.3% to 98.1% This remains above the all-Wales average which has fallen to 97.1% from 98.0% Slight decline but only represents 1 or 2 students less reaching the threshold out of 714. Maintain target going forward.

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<a href="#">DEFS4</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of pupils achieving 3 A-A* grades at A level. Higher preferred	7.5%	10%	9.4%	↑ 6.1%	n/a	n/a	Annual Target: Target set in acknowledgement of the post-16 strategic activity and past performance levels. We are currently undertaking an audit of the ALPS data with schools to establish a more accurate benchmark. The target may be adjusted in light of this work.  Annual Performance: The percentage of pupils achieving 3 A-A* grades at A level has risen this year from 6.1% to 9.4% This remains below the all-Wales average which has risen to 10.5% from 6.7% A good increase toward the target up 3.3 but a slightly lower increase compared to the 3.8 across Wales. The Seren Network may be influencing these increases and in Bridgend our local launch was one year behind other areas, so we may see further impact to come. The significant increase of unconditional offers from universities appears to have some impact on this indicator as they reduce the challenge for the students. In one sixth form, up to 25% of higher education (HE) offers were unconditional.
<a href="#">DEFS11</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16 <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual Target: Target set at 100% for the 2017-2018 financial year, as all schools are expected to meet the Learning and Skills Measure at Key Stage 4 and Post-16.  Annual Performance: All schools met the Learning and Skills Measure at Key Stage 4 and Post-16 in the 2016-2017 academic year.
<a href="#">DEFS12</a> <a href="#">CP/Local</a> <a href="#">Priority 1</a>	The average wider points score for learners aged 17 <i>Higher preferred</i>	810	820	695	↓ 806	n/a	n/a	Annual Target: We have set a higher target because we are confident that our improvement approach is effective and that we will continue to deliver further improvement.  Annual Performance: The average wider points score for learners aged 17 has fallen this year from 806.2 to 694.7 This remains below the all-Wales average which has fallen to 730.6 from 823.2 This decline in the average wider points score reflects several changes in Level 3 provision across Wales. The introduction of new A level specifications, the introduction of the revised advanced Welsh Bac and associated grading and changing entry patterns among students. In effect we have entered a new era and will need to regard the 2017 result as a new benchmark point. To note: Welsh Government will be replacing this measure when they introduce the new common performance measures for post-16.
<a href="#">EDU002i</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of: i) All pupils (including those in local authority care) in any local authority-maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work-based learning without an approved external qualification <i>Lower preferred</i>	0.1%	0.1%	0.1%	↔ 0.1%	0.2%	9	Annual Target: 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.  Annual Performance: One child out of a cohort of 1636 left compulsory education, training or work-based learning without an approved external qualification in the 2016-2017 academic year (2017-2018 PI year). Bridgend's percentage remains unchanged at 0.1 for the fourth year running. This remains below the all-Wales average of 0.2%.



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<a href="#">EDU002ii</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of: ii) pupils in local authority care in any local authority-maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work-based learning without an approved external qualification <i>Lower preferred</i>	0%	0%	3.1%	↓ 0%	n/a	1	Annual Target: Target has been set in the expectation that we will maintain full performance.  Annual Performance: One LAC (looked after child) child out of a cohort of 32 did not gain any approved external qualification. This child did not engage with the education system and is currently unemployed and not in any education.
<a href="#">EDU003</a> <a href="#">(PAM/004)</a> <a href="#">Local</a> <a href="#">Priority 1</a>	Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment <i>Higher preferred</i>	88.4%	90.8%	89.4%	↑ 87.9%	n/a	17	Annual Target: The target is the aggregation by CSC of the individual school targets agreed with challenge advisers.  Annual Performance: Although the target has not been achieved, the percentage of pupils achieving the core subject indicator, as determined by teacher assessment at the end of key stage 2, improved this year (2016-2017 academic year/2017-2018 PI year) from 87.9% to 89.4% (an increase of 1.4% points and an overall increase of 3.2% points over 3 years). This figure is now almost in line with the all-Wales average of 89.5%. The Bridgend ranking across all local authorities in Wales has risen from 17th to 15th.
<a href="#">EDU004/</a> <a href="#">PAM/005</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of pupils assessed at the end of key stage 3, in schools maintained by the local authority, achieving the core subject indicator as determined by teacher assessment <i>Higher preferred</i>	87.2%	90.39%	89%	↑ 87.4%	n/a	8	Annual Target: The target is the aggregation by CSC of the individual school targets agreed with challenge advisers.  Annual Performance: Although the target has not been achieved, the percentage of pupils achieving the core subject indicator, as determined by teacher assessment at the end of key stage 3, improved this year (2016-2017 academic year/2017-2018 PI year) from 87.4% to 89.0% (an increase of 1.6% points and an overall increase of 9.7% points over the past 3 years). This figure is above the all-Wales average of 87.4%. The Bridgend ranking across all local authorities in Wales has improved from 8th to 6th.
<a href="#">EDU011a</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The average wider point score for pupils in Year 11 at the start of the academic year, in schools maintained by the local authority <i>Higher preferred</i>	550	570	505.1	↓ 566.2	n/a	n/a	Annual Target: 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.  Annual Performance: Bridgend's overall score reduced by 51.1 points from 566.2 to 505.1 in the 2016-2017 academic year (2017-2018 PI year). In the same period, the all-Wales average reduced by 70.6 points from 529.3 to 458.7. Therefore, despite the drop in performance, Bridgend's ranking in Wales has improved from 5th to 2nd. For the 2015-16 academic year (2016-2017 PI year), Bridgend's performance was 36.9 points above the all-Wales average; it has now improved to 46.4 points above the all-Wales average.
<a href="#">EDU016a</a> <a href="#">PAM/007</a> <a href="#">Priority 1</a>	The percentage of pupil attendance in primary schools <i>Higher preferred</i>	95.7%	95.7%	95.2%	↓ 95.3%	94.9%	6	Annual Target: Target set based on actual performance of 95.3% for 2016-2017 (2015-2016 academic year).  Annual Performance: The percentage of pupil attendance in primary schools has dropped in the 2016-2017 academic year (2017-2018 PI year) from 95.3% to 95.2% Despite this drop, Bridgend's ranking across Welsh local authorities has improved from 6th to 5th.

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<a href="#">EDU016b</a> <a href="#">PAM/008</a> <a href="#">Priority 1</a>	The percentage of pupil attendance in secondary schools <i>Higher preferred</i>	95.1%	95.1%	94.4%	↓ 94.5%	94.1%	6	Annual Target: Target set based on actual performance of 94.5% for 2016-2017 (2015-2016 academic year).  Annual Performance: The percentage of pupil attendance in secondary schools fell slightly this year (2016-2017 academic year, year 2017-2018 PI year) from 94.5% to 94.4%. This figure is above the Welsh average of 94.1%, and the Bridgend ranking across all local authorities in Wales has fallen one place from 6th to 7th. (However, Flintshire is generally considered to present a similar schools/education profile to Bridgend and the Flintshire performance dropped from 5.7% to 6.1% in the same period, with the ranking dropping from 11th to 13th.)
<a href="#">EDU017</a> <a href="#">CP</a> <a href="#">PAM/006</a> <a href="#">Priority 1</a>	The percentage of pupils aged 15, at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics <i>Higher preferred</i>	61.1%	63.2%	53%	61.7% not comparable	54.6%	n/a	Annual Target: Target 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.  Annual Performance: Due to the national changes in qualification specifications, performance in the 2016-2017 academic year (2017-2018 PI year) is not directly comparable with previous years.  Bridgend's overall percentage dropped 8.7% points from 61.7% to 53.0% in the 2016-17 academic year (2017-2018 PI year). The all-Wales average also dropped but by a lesser degree - 5.7% points, from 60.3% to 54.6% (5.7%).  Bridgend's performance has, therefore, dropped below the Welsh Average and our ranking has also dropped from 9th to 13th across Wales in this measure. Despite this drop, the local authority is still performing above expectations. When placed in order with the other 21 local authorities, with the least deprived in 1st position, Bridgend is 14th. This is based on the three-year average of pupils of statutory school age eligible for free school meals (Source: LA All Wales Core Data Set 2016-2017). Therefore, when Bridgend performs better than rank position 14th, it is performing above expectations (based on eligibility for free school meals).
<a href="#">DEFS29</a> <a href="#">Local CP</a> <a href="#">Priority 2</a>	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <i>Higher preferred</i> New indicator	n/a	60%	74%	n/a	n/a	n/a	Annual Target: Target: Account taken of 2015-2016 performance of 50%. Also, the indicator takes into account disengagement of families (consent-led service) and families who escalate to statutory services during or following the intervention.  Annual Performance: An embedded process of reviewing family support plans at one, three and six-month stages has led to more successful and timely closures of TAF support plans with positive outcomes, hence this year's target being exceeded.
<a href="#">DEFS30</a> <a href="#">Local CP</a> <a href="#">Priority 2</a>	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. <i>Higher preferred</i> New indicator	n/a	80%	95%	↓ 97.4%	n/a	n/a	Annual Target: Target predicated on past performance.  Annual Performance: During the financial year 2017-2018, 192 of 202 children (95%) remain out of the care system as a result of Connecting Families Edge of Care (EOC) intervention.

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<a href="#">DEFS31</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The number of young carer assessments completed. <i>Higher preferred</i> New indicator	60	60	68	↑ 51	n/a	n/a	Annual Target: Target based on projected 2016-2017 performance.  Annual Performance: A total of 68 young carer assessments have been completed, signed off and closed, with on-going support being required from either Action for Children - Young Carers, Early Help services or both. This exceeds target.
<a href="#">DEFS 32</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of young carers with a support plan in place, following assessment <i>Higher preferred</i>	n/a	90%	100%	n/a	n/a	n/a	Annual Target: Target based on projected 2016-17 performance.  Annual Performance: Target has been exceeded. All those young carers for whom an assessment was undertaken during the year have a support plan in place. The plans identify support from Action for Children, Early Help or both where appropriate.
<a href="#">DEFS35</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The percentage of Welsh-medium pupils requesting transfer into English-medium schools (key stage 2 - Years 3 to 6). <i>Lower preferred</i>	n/a	n/a	0.04%	n/a	n/a	n/a	Annual Target: No target - 2017-2018 financial year (2016-2017 academic year) is the baseline year.  Annual Performance: There were 499 pupils in key stage 2 Welsh-medium education in 2016-2017 academic year and we received 20 applications for transfer to English-medium education during the year. A process is in place that enables a discussion between the current school and the parent/guardian in any instance where a transfer is received.
<a href="#">DCH2.1.11.1</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage surplus capacity in primary schools. <i>Lower preferred</i>	5%	6%	5.21%	↑ 6.1%	n/a	n/a	Annual Target: Target set to ensure that the demand for places can be met.  Annual Performance: The percentage surplus capacity at primary schools in 2017 has reduced to 5.21% compared to 6.1% in 2016. The number of places in primary schools increased by 90 and, over the same period, the number of primary school pupils increased by 185. This resulted in a surplus capacity of 977 places compared to 1,042 in 2016. It is generally accepted that maintenance of a surplus of 10% is acceptable to accommodate fluctuation in the population and meet any increased demand for places.
<a href="#">DCH2.1.11.2</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage surplus capacity in secondary school <i>Lower preferred</i>	19%	20%	20.5%	↓ 20.2%	n/a	n/a	Annual Target: Target: the surplus capacity at secondary level should ideally be around 10%. However, this would not be achievable without removing surplus places (ie mothballing areas of a school or taking accommodation out of use).  Annual Performance: The percentage surplus capacity at secondary schools in 2017 has increased to 20.5% in comparison to the 2016 figure of 20.2%. Overall capacity increased by only 4 places but as the number of secondary school pupils reduced by 34, the result was an increase of 38 surplus places compared to 2016. Pupil numbers are projected to rise slightly again in 2018 to almost the same level as in 2016 and, therefore, the overall surplus capacity is likely to reduce to around 20.2%.

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EDU015b Other	The percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <i>Higher preferred</i>	100%	100%	100%	↔ 100%	95.4%	1	Annual Target: This is an annual year PI; therefore, the results being reported for March 2018 represent the period from 01.01.18 to 31.03.18, which is Q1 of the 2018 calendar year.  Annual Performance: The number of statements of special educational needs issued for the first time and within 26 weeks in this period, excluding exceptions, was 1. The total number of statements of special educational needs issued for the first time during this period, excluding exceptions, was 1. Performance is, therefore, being maintained at 100%.
DCH2.1.1 (PAM/003) Other  No longer collected as PAM for 17-18	Foundation phase outcome indicator: The percentage of pupils, at the end of the foundation phase, achieving at least outcome 5 (the expected outcome) in teacher assessments <i>Higher preferred</i>	89.0%	91.3%	89.1%	↑ 87.1%	87%	12	Annual Target: The target is the aggregation by Central South Consortium of the individual school targets agreed with challenge advisers. In addition, the foundation phase outcome indicator (FPOI) itself is an amalgam of component subjects.  Annual Performance: The percentage of pupils, at the end of the foundation phase, achieving at least outcome 5 (the expected outcome) in teacher assessments rose this year (2016-2017 academic year 2017-2018 PI year) from 87.1% to 89.1%. This figure remains above the all-Wales average of 87.3%, and the Bridgend ranking across all local authorities in Wales has risen from 12th to 7th.
EDU006ii Other	The percentage of pupils assessed, in schools maintained by the local authority, receiving a teacher assessment in Welsh (first language) at the end of key stage 3 <i>Higher preferred</i>	5.3%	5.5%	7.3%	↑ 5.2%	18%	17	Annual Target: 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 as a first language)) and the overall number of key stage 3 pupils in maintained schools in the borough.  Annual Performance: In Bridgend, only those pupils attending YGG Llangynwyd are assessed in the subject of Welsh as a first language; therefore, only increases in the proportion of our total end key stage 3 pupils attending YGG Llangynwyd can influence the result for this indicator.  The percentage of pupils receiving a teacher assessment in Welsh (first language) at the end of key stage 3 rose this year (2016-2017 academic year 2017-2018 PI year) from 5.2% to 7.3%. This is because the cohort assessed in Welsh rose from 77 to 109 this year, while the overall end key stage 3 cohort increased by a lesser proportion from 1475 to 1496.

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<a href="#">DCHYJ1</a> <a href="#">National</a> <a href="#">Other</a>	The number of first-time entrants into the Youth Justice System (Western Bay) <i>Lower preferred</i>	-8	99	Data unavailable for Q4	-36	n/a	n/a	<p>Annual Target: Target: Performance for the 2016-2017 PI year was below 100 children and young people entering the YJ system for the first time. The target is to maintain performance below 100 against a background of increasing first-time entrants (FTEs) numbers in most areas of Wales. Bridgend's FTE numbers are already particularly low when given the potential 46,000 1-17 year-olds across the Western Bay footprint.</p> <p>Annual Performance: As at May 2018, the latest available data from the YJB is for the reporting period October to December 2017-2018 (Q3), which relates to the actual period October 2016 to September 2017.</p> <p>The data reports a decrease in actual numbers from 83 young people during October 2015-September 2016 to 72 young people for October 2016-September 2017. This equates to a 13.3% reduction in the number of first time entrants in relation to these two periods and maintains the actual numbers below the target level of 99. This is in comparison with a 7.5% reduction across Wales for the same period.</p> <p>Performance of pre-court interventions remains consistent and positive.</p> <p>Q4 and final 2017-2018 out-turn data will be available in June 2018.</p>
<a href="#">DCHYJ2</a> <a href="#">National</a> <a href="#">Other</a>	Percentage rate of re-offending, children and young people (across Western Bay). <i>Lower preferred</i>	39%	40.6%	Data unavailable for Q4	45.6%	n/a	n/a	<p>Annual Target: Target represents a 5% reduction on the previous year's outcome. Reduction is difficult when the numbers for reoffending are decreasing. The target is aspirational based on national figures.</p> <p>Important notes:</p> <ol style="list-style-type: none"> <li>1. performance is reported by the Ministry of Justice two years in arrears. The performance being reported in 2017-2018 relates to the 2015-2016 cohort.</li> <li>2. As at May 2018, the reporting period is Q3. Q4 data will not be available until June 2018.</li> </ol> <p>Annual Performance: Recently, the Ministry of Justice has changed the methodology for measuring re-offending and now reports a three-month cohort rather than a 12-month cohort. Changing from annual cohorts to the quarter cohorts results in a greater proportion of prolific offenders and higher reoffending rates.</p> <p>The rate of re-offending has decreased from 54.3% to 45.7% when comparing the period January 2015-March 2015 with January 2016-March 2016. This is a greater level of improvement when compared to the all-Wales performance of a decrease in the rate of re-offending from 51.2% to 46.5% over the same period.</p>



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<a href="#">DCHYJ4</a> <a href="#">National</a> <a href="#">Other</a>	Average number of hours ETE (education, training, employment) taken up by statutory school age young people who are known to the (YJ) service (across Western Bay). <i>Higher preferred</i>	25 (nat. target)	25	Data unavailable for Q4	17.3	n/a	n/a	Annual Target: Target set for improvement in last year's position.  Annual Performance: The latest available data relates to Q3; Q4 data will not be available until June 2018.  For the year to date as at Q3, the average hours of actual attendance for young people of statutory school age was 14.6 at the start of the period and 20.0 at the end. Therefore, we have not yet met our target but there has been an increase in hours attended over the period. The Management Board is currently examining ETE hours.
<a href="#">DCHYJ5</a> <a href="#">National</a> <a href="#">Other</a>	Number of education hours taken up by post-16 young people who are known to the (YJ) service. <i>Higher preferred</i>	16	16	Data unavailable for Q4	14.4	n/a	n/a	Annual Target: Target set for positive change.  Annual Performance: The latest available data relates to Q3; Q4 data will not be available until June 2018.  For the year to date as at Q3, the average hours being offered to young people above statutory school age was 11.3 at the start of the period and 13.9 at the end of the period. The average hours of actual attendance were 10.3 at the start of the period and 12.5 at the end. Therefore, we have not yet met our target but there has been an increase in hours attended over the period. The Management Board is currently examining ETE hours.
<b>Organisational Capacity</b>								
<a href="#">DEFS26</a> <a href="#">Local</a> <a href="#">Priority 1</a>	The percentage of vacant posts (in the Education and Family Support Directorate) suitable for apprenticeships that appoint apprentices to the position. <i>Higher preferred</i> New indicator	n/a	100%	100%	n/a	n/a	n/a	Annual Target: Reflects that all appropriate posts will be considered and controlled via vacancy management process.  Annual Performance: Strong vacancy management remains together with suitable challenge in respect of posts that are considered appropriate for apprenticeships.
<a href="#">DEFS27</a> <a href="#">Local</a> <a href="#">CP feeder</a> <a href="#">Priority 1</a>	The number of apprenticeships available across the Education and Family Support Directorate. <i>Higher preferred</i> New indicator	n/a	3	6	n/a	n/a	n/a	Annual Target: Target set as a directorate contribution to overall corporate target.  Annual Performance: The directorate has appointed twice as many apprentices than the annual target figure and continues to appoint apprentices to appropriate positions.
<b>Internal Processes</b>								
<a href="#">DEFS42</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of mitigating actions identified in the Education and Family Support Directorate's Health and Safety Risk Register unable to be actioned/committed <i>Lower preferred</i> New indicator	n/a	2%	0%	n/a	n/a	n/a	Annual Target: As many mitigating actions are dependent on funding, some may not be completed if funding or resources are unavailable.  Annual Performance: All mitigating actions have been taken forward for resourcing or action.

PI Ref No, PI Type, e.g. PAM or Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual 16-17 target	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 (PAMs)	BCBC Rank 16-17 (PAM)s	Comments
DEFS43 <u>Local Other</u>	Percentage of all risks identified in the Education and Family Support Directorate's Health and Safety Risk Register scoring a residual risk of above 20. <i>Lower preferred</i> New indicator	n/a	0%	0%	n/a	n/a	n/a	Annual Target: All risks with a high likelihood and impact should be adequately controlled by the directorate. If risks exceed a score of 20, this will need to be escalated corporately.  Annual Performance: All risks have controls in place and are being supported by identified resources.

## Value for money

PI Ref No	PI Description	Annual target 17-18 £'000	Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DEFS33 <u>CP feeder</u> <u>Priority 3</u>	Value of planned budget reductions achieved ( Education and Family Support Directorate)	£577	£166	28.8%	0	0	£411	71.2%	<p>The MTFS savings target for the Education and Family Support Directorate for 2017-2018 is £577,000. At Quarter 4, we are reporting that £411,000 of this saving has been achieved.</p> <p>None of the proposed savings against Learner Transport have been achieved due to an increase in eligible pupils and the consultation on safe route efficiencies being ongoing.</p> <p>The saving against Built Environment Service (review of service level agreements with schools) was put on hold pending the Corporate Landlord Review. (Please note: while the management responsibility for the Built Environment Service has transferred, the target was included under Education and Family Support Directorate in the MTFS approved by Council on 1 March 2017. Therefore, this still needs to be reported under the Education and Family Support Directorate saving target.)</p> <p>The saving against the Speech and Language Service was not met as the proposal had to be changed to refine the service, in partnership with health, to provide a schools-based service. This delayed the proposal.</p> <p>The saving against the Educational Psychology Service was been removed from the original proposals. Alternative savings proposals were put forward by the directorate to mitigate the removal of this saving. All other shortfalls were met by underspends across wider directorate areas – eg vacant posts held - resulting in an overall underspend for the directorate in 2017-2018.</p>

## CORPORATE DIRECTOR

## Performance Indicators

PI Ref No, PI Type, e.g. PAM or Local link to Corp Priority	PI Description and preferred outcome	Annual 16-17 target	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Organisational Capacity</b>								
<a href="#">CHR002iv PAM CP feeder Priority 3</a>	The number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	8.88	8.88	12.21	↓ 11.83	n/a	n/a	<p>Annual Target: Sickness target set corporately.</p> <p>Annual Performance: Sickness in the directorate has risen in 2017-2018 compared to last year. In 2016-2017, 11.83 days per FTE were lost to sickness and this rose to 12.21 in 2017-2018 (an increase of 3.2%). The directorate has, therefore, exceeded the target of 8.88 days per FTE.</p> <p>The directorate continues to undertake detailed interrogation and analysis of raw sickness data on a quarterly basis and is in the process of analysing the recently available whole-year data. The outcomes continue to be provided to group managers, for consideration and determination of appropriate actions.</p> <p>(The data above includes Built Environment Service)</p>
<a href="#">DCH5.6.2 Local Priority 3</a>	The number of working days per full time equivalent lost to industrial injury (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	0.34	0.32	0.09	↑ 0.33	n/a	n/a	<p>2016-2017 target set at Corporate Health and Safety Steering Group- maintained at same level as previous year.</p> <p>Annual Performance: The number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that resulted in an absence rose in 2017-2018 from 5 to 6. However, the associated number of days lost to industrial injury fell from 180.33 days (0.33 days per FTE) to 46.46 days (0.09 days per FTE).</p>
<b>Value for money</b>								
<a href="#">DEFS34 Local Priority 3</a>	The percentage of schools opting out of at least one core-funded SLA service <i>Lower preferred</i> New indicator	n/a	5%	6%	n/a	n/a	n/a	<p>Annual Target: The reality is that each year schools have opted out of some element of our SLA arrangements and the target has been set in recognition that this happens. However, it is a low target which we aim to achieve.</p> <p>Annual Performance: The 1% budget cut across schools is likely to have had an impact in schools' determining whether to maintain participation in the core-funded services.</p>
<b>Internal processes</b>								
<a href="#">DEFS21 Local Priority 3</a>	The percentage of all accidents and incidents reported via the online recording system <i>Higher preferred</i> New indicator	n/a	100%	n/a	n/a	n/a	n/a	<p>Annual Target: The intent is for all accidents and incidents to be reported via the online system, once the system is operational.</p> <p>Annual Performance: The online reporting system is not yet operational: therefore, no reports can be submitted.</p>

PI Ref No, PI Type, PAM / Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual 16-17 target	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 (PAMs)	BCBC Rank 16-17 PAMs)	Comments
<a href="#">DEFS23</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The number of industrial injury incidents (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	12	4	6	↑ 5	n/a	n/a	<p>Annual Target: Target set corporately. Maintained at same level as previous year.</p> <p>Annual Performance: While the number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that resulted in an absence rose in 2017-2018 from 5 to 6 and exceeded the target of 4; the associated number of working days lost to industrial injury fell from 180.33 days (0.33 days per FTE) in 2016-2017 to 46.46 days (0.09 days per FTE) in 2017-2018.</p> <p>Use of the directorate risk register to prioritise improvements and discussion of incidents and remedial actions at Corporate Health and Safety Steering Group continue are continuing.</p>
<a href="#">DEFS 36</a> <a href="#">Local</a> <a href="#">Priority 3</a>	The percentage of paperwork for formal/absence review sickness meetings not received. <i>Lower preferred</i> New indicator	n/a	3%	1%	n/a	n/a	n/a	<p>Annual Target: Set 2% below the 2016-2017 directorate level.</p> <p>Annual Performance: The directorate's performance for 2017-2018 is 1.0%, which is significantly better than the performance in 2016-2017, when non-compliance was 4.1%.</p>

## Additional Financial Information – Main Revenue Budget Variances updated

The net budget for the Directorate for 2017-2018 was £108.461 million and the actual outturn was £108.387 million, following draw down of £3.080 million from earmarked reserves, resulting in an under spend of £74,000. The most significant variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget £'000	Final Outturn £'000	Final Variance Over/(Under) Budget	% Variance
LEA Special Needs	862	743	(119)	-13.8%
Inter Authority Recoupment	(499)	(352)	147	-29.5%
Looked After Children	126	196	70	55.6%
Home to School Transport	4,774	5,201	427	8.9%
Pupil Support	388	294	(94)	-24.2%
Catering Services	718	522	(196)	-27.3%
Integrated Working	898	684	(214)	-23.8%
Youth Justice	366	275	(91)	-24.9%

### Schools' Delegated Budgets

- The schools' delegated budget is reported as balanced in any one year as any under or over spend is automatically carried forward, in line with legislation, into the new financial year before being considered by the Director of Education and Family Support in line with the 'Guidance on Managing School Surplus Balances'. The year-end position for 2017-2018 was:
  - Net overall school balances totalled £866,000 at the start of the financial year. During 2017-18 school balances reduced by £506,000 to £360,000 at the end of the financial year, representing 0.39% of the funding available.
  - Out of a total of 59 schools there are 22 schools (17 primary, 4 secondary and 1 special) with deficit budgets and 9 schools (7 primary, 1 secondary, 1 special) with balances more than the statutory limits (£50,000 primary, £100,000 secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed by the Interim Corporate Director - Education and Family Support, in line with the agreed 'Guidance and procedures on managing surplus school balances'.
- A summary of the position for each sector and overall is provided below. It must be noted that, had the Welsh Government not provided a last-minute grant of £630,000 towards repairs and maintenance costs, the overall schools' balance would have been a negative figure, -£270,000.

	Balance brought forward	Funding Allocated in 2017-18	Total Funding Available	Actual Spend	Balance at year end
	£000	£000	£000	£000	£000
<b>Primary</b>	<b>466</b>	44,003	<b>44,469</b>	44,209	<b>260</b>
<b>Secondary</b>	<b>-151</b>	41,627	<b>41,476</b>	41,912	<b>-436</b>
<b>Special</b>	<b>550</b>	7,916	<b>8,466</b>	7,930	<b>536</b>
<b>Total</b>	<b>865</b>	<b>93,546</b>	<b>94,411</b>	<b>94,051</b>	<b>360</b>

### Central Education and Family Support Budgets

#### LEA Special Needs

- There is an underspend of £119,000 on the Local Authority Special Needs budget. £89,000 of this is due to the timing of the opening of the new Moderate Learning Disabilities (MLD) Learning Resource Centres, with the balance from staff vacancy management.

#### Inter-Authority Recoupment

- There is an overspend of £43,000 on the recoupment expenditure budget due to an increase in out-of-county placements from 24 at the end of 2016-17 to 28 at the end of 2017-18, to meet the needs of individual pupils. In addition, there is a shortfall in recoupment income of £105,000 due to a reduction in other local authority placements at Heronsbridge and Ysgol Bryn Castell from 33 in the Summer Term to 27 from December 2017.



Looked After Children

- There is an overspend of £70,000 on the education looked after children budget due primarily to redundancy costs resulting from an in-year restructure. These have been covered by underspends in Integrated Working.

Home-to-School Transport

- There is an overspend of £427,000 on Home-to-School Transport. There have been significant increases in eligible pupils for both home-to-college transport and primary education of 16.5% and 18.1% respectively from 2016-2017 to 2017-2018. There are also significant additional pressures caused by increased numbers of eligible pupils with additional learning needs, in particular those pupils with autism spectrum disorders. Although a learner travel policy was approved by Cabinet in September 2015 with subsequent budget reductions of £1.6 million the savings generated have not been as high as anticipated due to the need to undertake safe route assessments and deal with legal challenges. Safe route assessments, which will allow the full implementation of the new policy, have not progressed as quickly as anticipated.

Pupil Support

- The underspend on Pupil Support of £94,000 has arisen primarily due to the cessation of the volunteer driver service pending the outcome of the review of the service.

Catering Services

- The underspend of £196,000 has primarily arisen due to an increase over and above the anticipated demand for school meals compared with when the budgets were set at the start of the financial year. Estimates included the projected impact of the increased charge for secondary school meals from April 2017 and Primary meals from September 2017. While the take up of primary school meals did reduce in 2017-2018, the outturn was 0.5% higher than anticipated. The balance of the underspend is due to strong staff vacancy management.

Integrated Working

- There is an underspend of £214,000. Of this £178,000 is due to maximisation of grant funding and £93,000 due to vacancy management, offset by redundancy costs of £55,000 following an in-year restructure. The underspend contributed towards additional restructure costs identified above in the Looked After Children Section. These savings are not recurring.

Youth Justice

- There is an underspend of £91,000 primarily as a consequence of moving to alternative premises. This saving will contribute to future MTFS savings.

**Additional Financial Information – Budget Reduction Monitoring Variances 2017-2018**

Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving achieved £000	Comments / Mitigating Actions in 2018-2019
Phased implementation of Learner Transport Policy regarding statutory distances for free travel.	20	0	Underspends across wider directorate areas have offset this shortfall in 2017-2018 and will have to continue into 2018-2019
School transport route efficiencies.	40	0	Underspends across wider directorate areas have offset this shortfall in 2017-2018 and will have to continue into 2018-2019
To review the Built Environment Service Level Agreement with Schools to achieve full cost recovery.	31	0	Underspends from vacancy management within Built Environment have offset this shortfall in 2017-2018. This MTFS proposal is the first call on savings identified from the implementation of the Corporate Landlord model.
Speech and language therapy - This is a proposal to delegate the Speech and Language Service to schools (ie a school-based model). Other local authorities such as Cardiff, Neath Port Talbot and Swansea have moved towards a school-based model with the involvement of an SLA with Health which has proven to be a successful model. This proposal would negate the local authority's requirement to manage the service resulting in a release of the management structure of the service.	75	0	Vacant posts held within wider service area to cover value of saving until consultation and implementation complete.
Education Psychology - This proposal is predicated on losing the post of Lead Education Psychologist. Through Collaboration with other local authorities in the regional consortium the role of the Lead Education Psychologist could potentially be shared. The Education Psychology part of this role will remain to ensure there is no reduction in education psychologist capacity. The management capacity is what would be potentially lost.	75	0	Alternative savings put forward by the Directorate to mitigate the removal of this saving proposal (see below)
Alternative to EFS25: Reduction to Central Special Educational Needs Budget (£20,000), Equipment budget (£26,000) and vacant posts	0	75	None required

## Additional Sickness Information by Service Area

Unit	FTE 31.03.2018	QTR4 2016/17			QTR4 2017/18			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2016/17	Target 2017/18
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Built Environment (BE)	46.00	311	20	5.76	201.00	12	4.37	12.72	16.75	8.88
Business Strategy & Performance	28.97	116.00	8	4.55	102.73	17	3.55	14.93	7.96	
Catering	109.96	362.60	168	3.22	288.45	138	2.62	9.06	9.91	
Inclusion Service (INC)	138.24	702.03	121	4.68	734.53	119	5.31	14.16	12.83	
Integrated Working and Family Support (IWO)	162.39	454.35	50	3.12	753.73	72	4.64	12.79	11.73	
School Improvement	16.79	20.00	2	1.00	21.00	2	1.25	1.45	3.89	
School Modernisation	4.00	1.00	1	0.20	7.00	2	1.75	5.75	0.20	
Western Bay Youth Justice & Early Intervention Services	22.54	90.59	11	4.02	168.70	17	7.48	16.78	16.13	
Education & Transformation Total (excl. Schools)	530.89	2063.57	383	3.84	2277.14	379	4.29	12.21	11.83	

## Number of FTE days lost by absence reason - Cumulative 2017-2018

Absence Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	77.70	1.20%
Chest & Respiratory	231.91	3.58%
Eye/Ear/Throat/Nose/Mouth/Dental	248.34	3.83%
Genitourinary / Gynaecological / Pregnancy	56.74	0.88%
Heart / Blood Pressure / Circulation	3.18	0.05%
Infections	545.44	8.42%
Injury	36.27	0.56%
MSD including Back & Neck	696.53	10.75%
Neurological	91.67	1.41%
N1H1 Virus	0.00	0.00%
Other / Medical Certificate	0.00	0.00%
Pregnancy related	302.93	4.67%
Return to Work Form Not Received	64.76	1.00%
Stomach / Liver / Kidney / Digestion	775.13	11.96%
Stress / Anxiety / Depression / Mental Health	2411.77	37.22%
Tests / Treatment / Operation	937.65	14.47%
<b>TOTALS</b>	<b>6480.03</b>	

**KEY**

Commitments		Action	
<b>Red</b>	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A significant negative variance against the budget or savings of more than 10%.</li> <li>Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>Problems with quality that lead to significant additional costs/work.</li> <li>Significant lack of resources which cannot be resolved by the directorate.</li> <li>PIs identified to measure success of the commitment are mostly red.</li> <li>Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	<p>CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.</p>	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td><b>Red (alert)</b></td> <td>Performance is worse than target by 10% or more</td> </tr> </table>	
<b>Red (alert)</b>	Performance is worse than target by 10% or more		
<b>Amber</b>	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>A negative variance against the budget or savings of less than 10%.</li> <li>Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>Problems with quality but not causing delay.</li> <li>Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>PIs identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	<p><b>Action</b></p> <p>CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.</p>	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td><b>Amber (caution)</b></td> <td>Performance is worse than target by under 10%</td> </tr> </table>	
<b>Amber (caution)</b>	Performance is worse than target by under 10%		
<b>Green</b>	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>The forecast expenditure is on budget.</li> <li>Milestone/s on track to complete on time.</li> <li>Quality at expected levels.</li> <li>No resource problems.</li> <li>PIs identified to measure success of the commitment are mostly green.</li> <li>Stakeholders satisfied with the outcome.</li> </ul>	<p><b>Action</b></p> <p>CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.</p>	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td><b>Green (clear)</b></td> <td>Performance is equal to or better than target</td> </tr> </table>	
<b>Green (clear)</b>	Performance is equal to or better than target		
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>	
↑	Performance improved vs same quarter of previous year	<b>CP</b>	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	<b>PAM</b>	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		

### SOCIAL SERVICES AND WELLBEING

At quarter 4, 2017/18, the Directorate reported against 12 commitments; 7 of these are reporting as green, 4 are amber and 1 is red. The amber and red commitments are as follows:

- 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:
- 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 – this relates to apprenticeships
- Enable community groups and the third sector to have more voice and control over community assets
- Support managers to lead staff through organisational change - this relates to sickness.
- Implement the planned budget reductions identified in the 2017-18 budget.

There are detailed comments against each commitment in the report below.

There are 45 performance indicators in this Q4 report: 32 (71%) of these are reporting as green, 5 (11%) are amber and 8 (18%) are red. Of the 45 indicators, 27 are National Indicators: 60% of these are reporting as green, 18% are amber and 22% are red.

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

There are 36 PIs that can be directly compared to performance at the end of 2016/17. Of these, almost 70% (25 PIs) have improved or stayed the same and 4 of the 11 PIs that have got worse are still within target.

The new performance framework as part of the Social Services and Wellbeing (Wales) Act included an almost new set of indicators for 2016/17 with limited previous years' trend data to help set targets. These are now bedding in although we are still in discussion with Welsh Government about a few of the collection definitions.

Commitments 2017-18	RAG – current progress against commitment				All Indicators (incl. Finance and sickness PIs)		National Indicators (inc SSWB Act)					
Q3 2017-18 Directorate Commitments to delivering Corporate priorities	Total	Red	Amber	Green	Performance vs Target	Trend vs Q4 2016-17	Performance vs Target	Trend vs Q4 2016-17				
Priority One – Supporting a successful economy	1	0	1	0		<p>↑ 20</p> <p>↓ 12</p> <p>↔ 6</p>						
Priority Two – Helping people to be more self reliant	9	0	2	7								
Priority Three – Smarter use of resources	2	1	1	0								
<b>Finance</b>					<b>Human Resources</b>							
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>• The net revenue budget for the Directorate for 2017/18 is £66.281m.</li> <li>• the actual outturn was <b>£66.281m</b>, following draw down of £1.128m from earmarked reserves, resulting in an <b>over spend of £1.343m</b>.</li> </ul>					<b>Staff Number (FTE)</b> <table border="1"> <thead> <tr> <th>2016-17</th> <th>2017-18</th> </tr> </thead> <tbody> <tr> <td>858.05</td> <td>848.16</td> </tr> </tbody> </table>				2016-17	2017-18	858.05	848.16
2016-17	2017-18											
858.05	848.16											

**Capital Budget**

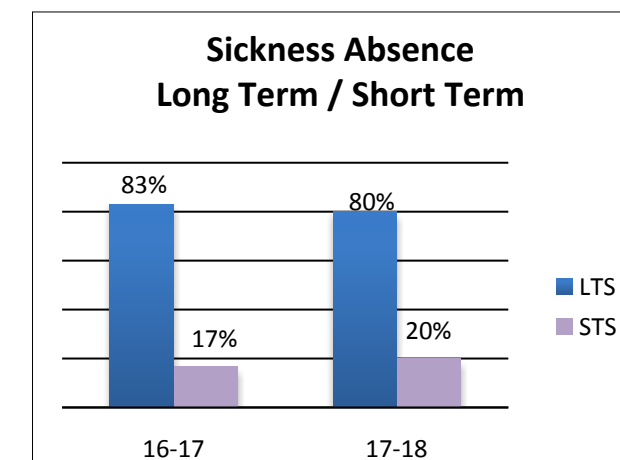
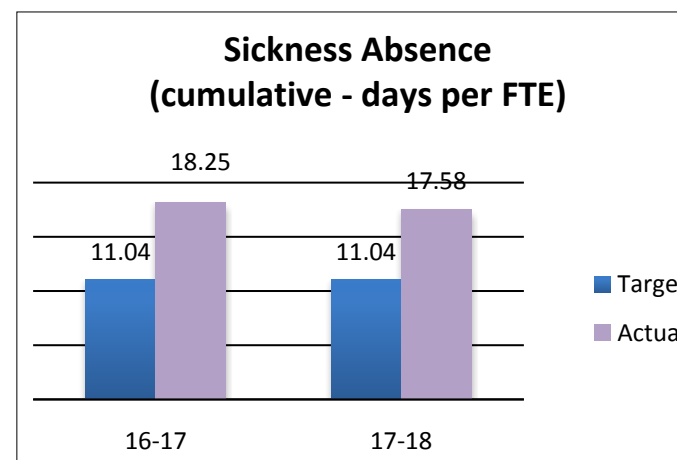
- The revised capital budget for the Directorate for 2017/18 is **£2.189m** with a capital spend for the year of **£1.341m**, an £848k underspend for the year and slippage requested of **£823k**.

**Efficiency Savings**

Savings (£000)	2016-17 Outstanding	2017-18 Actual £000	%
Savings Target	841	2,283	100%
Achieved	158	1,049	45.9%
Variance	683	1,234	54.05%

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

**Sickness**



Sickness data shows that there is an almost 4% improvement at the end of 2017/18 when compared to the end of 2016/17, although Q4 data showed a dip in performance when compared to Q3.

We continue to scrutinise the data on a case by case basis and there is robust monitoring across the services.

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

The Directorate is working towards an improved financial position and have developed a new service strategy and a financial plan. The Chief Executive chairs a Monitoring Board that oversees the process. The service is required to deliver on £5.1m budget reductions by the end of 2019-20 and this is very challenging.

The recent announcement about the Health Board boundary change will mean that BCBC will now move from the Western Bay region into the Cwm Taf region and this will be a significant change for the SS & WB Directorate.

“A Healthier Wales: Our Plan for Health and Social Care” - published on the 11th June 2018 is the Welsh Government response to the Parliamentary Review of Health and Social Care and the implementation of this plan will impact on social services.

**High Corporate Risks**

Residual Risk	Improvement Priority	Likelihood	Impact	Overall
Supporting vulnerable children, young people and their families	2 and 3	5	4	20
Supporting adults at risk	2 and 3	4	4	16
Healthy life styles	2	4	4	16
Ineffective collaboration	All	4	4	16



## ADULT SOCIAL CARE

### Head of Service Comment on Performance and Issues

Throughout 2017/2018 the service aimed to consolidate the professional practice in terms of Changing the Culture in line with the principles of the Social Services and Wellbeing Act. This has meant developmental work with staff including engaging well workshops, developing action learning sets, and training our care management in using collaborative and inspirational communication skills. This has been essential as the service seeks to embed the principles of the Act in terms of strength based approaches and ensures that What Matters to individuals is core to the assessment process.

The remodelling programme for Adult Social Care continues to be the cornerstone of our service development however the management of the Adult Social Care budget has been challenging throughout 2017/2018.

A number of our performance indicators demonstrate that we are diverting people either at the front door or after a short period of service/intervention from our long term services, this indicates that our prevention and early intervention agenda are having an impact on the overall numbers of people that are supported by the service.

Performance indicators include an increase in the number of people who have been diverted from mainstream services, the percentage of people who complete a period of reablement and 6 months later have a reduced package of care is 70.64% and those people that have completed a period of reablement who have no package of care is 58.27%, although the service is recognising that sustaining these levels will become more challenging as the level of complex needs they are managing in the community is increasing .

One of the red performance indicators relates to the average age of adults entering residential care under the age of 65, this indicator relates mainly to people known to the Learning Disability and Mental Health service. Small numbers have a big impact on this PI and the target has not been achieved due to a small number of people with complex conditions needing support in residential care at a younger age including three individuals below the age of 30.

The other red indicator relates to the percentage of people reporting that they have received the right information or advice when they needed it. This data is collected via the national survey and whilst we are below target this is by approx. for 40 people. The service is currently analysing the individual responses to help inform how we provide our information and advice service at the right time for people using the service.

The % of carers who are offered an assessment in their own right is slightly above the target, the new requirements under the Act have meant a new process and system for dealing with and monitoring in this area had to be developed and implemented. This has now taken place and the performance is shown an increase in the numbers of assessment and reviews recorded in the future.

The directorate has a revised financial plan in place which is being robustly monitored

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

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.1.1</a>	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.	AMBER	Phase 1a of Bridgend's MASH (Multi-Agency Safeguarding Hub) went live on the 3rd April 2018. Phase 1b will focus on the integration of Children's Safeguarding and will encompass workers from Children Social Care, South Wales Police, Education, Housing, Substance misuse Services, Probation, Wales Community Rehabilitation Company, Health & Early Help Services.	On 16th July 2018, a further 60 staff will move into Wing 1 of Ravenscourt. Phase 2 of the project will focus on the integration of Adult Social Care into the MASH. This phase is due to take place in August 2018.
<a href="#">P2.1.2</a>	Continue to involve service users, carers and communities in developing and commissioning services.	GREEN	There is a commitment across Social Services to continually engage with citizens and look at co-production models of care. Some positive examples include the Remodelling Residential Care project and the development of the Carers Strategy. The carers engagement has included a full day workshop for carers, the cared for, and providers. Three Focus Groups were also held where targeted work was undertaken with these groups.	

<a href="#">P2.3.1</a>	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.	<b>GREEN</b>	During Q4, Bridgend Carers centre has provided support to 652 Carers, 88 Adult Carers Assessments have been completed and 20 Young Carers Assessments have been completed. A commissioned provider (Action for Children) are now delivering the work in schools; during this quarter 2700 pupils participated in school assemblies, and 150 pupils participated in young carers PSE lessons.	
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## Performance Indicators

PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Value for Money (V)</b>								
<a href="#">National Data</a> <a href="#">Item A9</a> <a href="#">CP</a> <a href="#">Priority 2</a>	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year. <i>Higher preferred</i>	Estimate 50-60 but establish baseline in 16-17	175	379	↑ 365	n/a	n/a	Quarterly indicator Target setting: based on 2016-17 actual Performance: Target achieved
<b>Service user outcomes (O)</b>								
<a href="#">SSWB1</a> <a href="#">CP</a> <a href="#">Priority 2</a>	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible. <i>Higher preferred</i>	40 Revised to 130	200	973	↑ 167	n/a	n/a	Quarterly indicator Performance: Target achieved
<a href="#">PM18</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of adult protection enquiries completed within 7 days <i>Higher preferred</i>	Establish Baseline	95%	95.92%	↑ 95.42%	n/a	n/a	Quarterly indicator Performance: This is a total of 24 cases where the Safeguarding Team are not the lead agency and we are waiting further information from partner agencies. All partners are aware of the timescales and every effort is made to chase outstanding information.
<a href="#">PAM025</a> <a href="#">PM19</a> <a href="#">National perform measure (SCA001)</a> <a href="#">Priority 2</a>	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <i>Lower preferred</i>	<2.5	2.2	1.52	↓ 0.66	2.8	n/a?	Quarterly indicator There has been a change in indicator definition. [Previous definition: Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+] New target has been met.
<a href="#">PM20a</a> <a href="#">National perform measure</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of adults who completed a period of reablement and 6 months later have a reduced package of care and support <i>Higher preferred</i>	Establish Baseline	60%	70.64%	↑ 65.98%	n/a	n/a	Quarterly indicator Performance: Target achieved. The Short Term Assessment services continue to support people's choice to remain to live at home as independently as is possible. The statistics of reducing long term care placements indicate not only the success of this approach to assessment but also the complexity of need that is supported in the community.
<a href="#">PM20b</a> <a href="#">National perform measure</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of adults who completed a period of reablement and 6 months later have no package of care and support. <i>Higher preferred</i>	Establish Baseline	60%	58.27%	↓ 64.22%	n/a	n/a	Quarterly indicator Performance: The service faces increasing demand. As demographics of our population change, the service is supporting more people with more than one medical condition, with advancing age comes frailty. The service continues to work hard to maximise people's independence successfully within this background of increasing frailty. The service is pro-actively looking to recruit to vacant posts.

PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">PM21</a> <a href="#">National perform measure</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The average length of time older people (aged 65 or over) are supported in residential care homes. <i>Lower preferred</i>	1055 days	1000 days	861.49 days	↑ 899 days	n/a	n/a	Quarterly indicator <b>Performance: Target achieved</b>
<a href="#">PM22</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	Average age of adults entering residential care homes <i>Higher preferred</i>	84	84	82.9	↑ 81.56	n/a	n/a	Quarterly indicator Target setting: This indicator includes people over 65 and under 65 years of age. These two groups are broken down individually in indicators PM22a and PM22b. Performance: The overall target has been slightly missed and this is due to people with complex conditions needing support in residential care at a younger age (i.e. under 65).
<a href="#">PM22a</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Average age of adults entering residential care homes over the age of 65. <i>Higher preferred</i>	Establish baseline	85	85.4	n/a	n/a	n/a	Quarterly indicator Performance: target achieved
<a href="#">PM22b</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Average age of adults entering residential care homes under the age of 65. <i>Higher preferred</i>	Establish baseline	58	48.26	n/a	n/a	n/a	Quarterly indicator Performance: This indicator relates mainly to people known to the Learning Disability and Mental Health service. Small numbers have a big impact on this PI. The target has not been achieved due to a small number of people with complex conditions needing support in residential care at a younger age including three individuals below the age of 30.
<a href="#">PM23</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of adults who have received advice and assistance from the advice and assistance service and have not contacted the service for 6 months. <i>Higher preferred</i>	Establish baseline in 16-17	70%	89.38%	↓ 91.73%	n/a	n/a	Annual indicator Performance: The 2017-18 performance is within target but has dipped compared to last year. It should be noted that last year's figure was based on a 6 month period not 12 months, following the implementation of the SSWB Act.
<a href="#">SCA018a</a> <a href="#">(SSWB 10)</a> <a href="#">CP</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year <i>Higher preferred</i>	94%	96%	97.46%	↑ 90.02	n/a	n/a	Quarterly indicator All carers contacting the common access point for advice and information are routinely offered an assessment as are people in managed care and support services. We have now ensured that in WCCIS there is a carers section on the review form, which has to be updated or the review cannot be completed. Any identified carers are routinely invited (if the individual agrees) to review meetings in order to participate. As a result of these actions we have seen an improvement in performance and the target has been met
<a href="#">PAM/024</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of adults 18+ who are satisfied with the care and support they received. <i>Higher preferred</i>	n/a	65.00%	85.97%	n/a	n/a	n/a	New Annual Indicator Performance: target met
<a href="#">PAM/026</a> <a href="#">SSWBNS15</a> <a href="#">Priority 2</a>	The percentage of carers reporting that they feel supported to continue in their caring role. <i>Higher preferred</i>	n/a	65.00%	81.1%	n/a	n/a?	n/a	New Annual Indicator Performance: target met
<a href="#">SSWB19</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of adults who received advice and assistance from the information, advice and assistance service during the year <i>Higher preferred</i>	n/a	30%	63.67%	n/a	n/a	n/a	Quarterly indicator Performance above target

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PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">SSWBNS7</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of people reporting that they have received the right information or advice when they needed it. <i>Higher preferred</i>	n/a	85%	75.5%	↓ 80.8%	n/a	n/a	Annual indicator We are below target by approximately 40 people. The service is currently analysing the individual responses to help inform how we provide our information and advice service at the right time for people using the service.
<a href="#">SSWBNS12</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of people reporting that they felt involved in any decisions made about their care and support. <i>Higher preferred</i>	70%	80%	80.66%	↑ 80.2%	n/a	n/a	Annual indicator Performance: Target met

## CHILDREN'S SOCIAL CARE

### Head of Service Comment on Performance and Issues

Our long term strategy is to develop new approaches to assist with the continued safe reduction of looked after children numbers and less use of independent fostering/residential agency placements out of county.

Our remodelling programme is making good progress:

- Our new specialist residential provision for children with disabilities (Harwood House) opened in October 2017 and feedback from Social Workers and families has been positive in relation to the experience of the children living there;
- The proposed remodelling of our general residential provision was agreed by Cabinet in February 2018 with plans for implementation now underway
- Phase 1 of the MASH has commenced with the service being located in Ravenscourt. Both phase 1 and 2 (children and adults) will be fully implemented by September 2018
- The transition team is in place and the operation model is being trialled
- We are continuing to safely reduce the number of children we looked after. Our year end (2017/18) figure was 384 compared to 390 at year end 2016/17

Of the 20 children's PIs in this report, when comparing year end data 2016/17, 10 show an improvement or sustained performance of 100%, 5 do not have comparative data from last year/data is awaited from Welsh Government and 5 show a dip in performance. Of these 5, only 2 are red.

Arrangements are in place for robust oversight in respect of performance in these particular areas and more context is detailed in the report below.

With regard to the current budget projected overspend, Children's Social Care has contributed to the directorate's revised financial plan which will be robustly monitored.

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

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.1</a>	Implement a new 52-week residential service model for disabled children and young people.	GREEN	Harwood House opened in October 2017. The two children placed there are doing well	

<a href="#">P2.2.2</a>	Establish a new model of residential provision for looked after children and young people.	<b>GREEN</b>	Cabinet has approved the proposed new model and implementation is on target. The placement and assessment hub will be operational in Autumn 2018
<a href="#">P2.2.3</a>	Finalise a transition service model to help disabled children move smoothly into adulthood.	<b>GREEN</b>	A performance management framework/governance agreement and suite of performance indicators/baseline targets has been produced and incorporated into this framework. Staffing structure has been developed and staff appointed to deliver the provision. Transition planning tool has been developed and has been put on WCCIS , with cases transferred over. Operational model has been put in place. Engagement has taken place with staff and service users prior to the pilot and the outcomes of this incorporated into the pilot. Terms of reference of the Transition Panel has been reviewed ready for sign off. The pilot will be continuing for another 12 months following the internal appointment of new staff to allow for the team to embed and monitor realisation of benefits.he Transition Pilot Project commenced in October 2017 and is due to report in March 2018. The pilot is being evaluated against a Performance Framework.
<a href="#">P2.3.2</a>	Recruit and retain carers across the range of fostering services.	<b>GREEN</b>	As at 31/03/18 there were 111 approved foster households providing 249 placements. This consists of 7 households and 10 placements approved during the year and a termination of 6 households equating to a reduction of 11 placements.  We continue to pro-actively campaign for more carers and a new campaign "Bridge the Gap" was launched and is being promoted as part of Fostering Fortnight.

## Performance Indicators

PI Ref No, PI Type, (PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Service user outcomes (O)</b>								
<a href="#">SSWB20</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of children who received advice and assistance from the information, advice and assistance service during the year <i>Higher preferred</i>	n/a	60%	71.35%	n/a	n/a	n/a	<b>New</b> Quarterly Indicator Performance: above target
<a href="#">SSWB21</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of identified young carers with an up to date care and support plan in place <i>Higher preferred</i>	n/a	90%	94.83%	n/a	n/a	n/a	New Monthly Indicator Performance: Target met
<a href="#">PAM/027</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of children aged 7-17 years who are satisfied with the care and support they received. <i>Higher preferred</i>	n/a	65%	84.09%	n/a	n/a		<b>New</b> Annual Indicator Performance: Target has been achieved.
<a href="#">PAM/028</a> <a href="#">PM24</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of assessments completed for children within statutory timescales <i>Higher preferred</i>	80%	85%	86.15%	↑ 85.4%	90.8%		Quarterly indicator Performance is above target and is an improvement on last year's figure



PI Ref No, PI Type, (PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">PM25</a> <a href="#">National perform measure</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of children supported to remain living within their family. <i>Higher preferred</i>	65%	65%	61.64%	↓ 75.6%	69.2%		Quarterly indicator Children's Social Care work with cases in tiers 3 and 4 (complex and acute needs) and their care and support cases would only be those in the higher end of tier 3. Over the last 18 months analysis of thresholds and caseloads has resulted in a high number of care and support cases being closed or stepped down to Early Help. This has resulted in social workers having more acceptable workloads. When this target was set, the project was not concluded and we had not anticipated the high number of care and support cases that would require closure whilst LAC remained stable. The effect of these 2 factors means our performance is below target and lower than last year.
<a href="#">PM26</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of looked after children returned home from care during the year <i>Higher preferred</i>	9%	10%	6.56%	↓ 9.01%	13.6%		Quarterly indicator Target Setting: Improved target for 2017/18 based on end of year 2016/17 Performance: improved during Q4, although has not reached year end target. This has not been due to our overall proportion of discharges decreasing but applies only to those who have returned to family members under no order/SGO etc. Cases are being continually reviewed within the Permanence Team to ensure we are aware of any barriers. This is being closely monitored.
<a href="#">PM 31</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of placements started during the year where the child is registered with a provider of general medical services within 10 working days of the start of the placement. <i>Higher preferred</i>	100%	100%	100%	↔ 100%	91.7%		Quarterly indicator Performance: target met
<a href="#">PM32</a> <a href="#">National perform measure (SCC002)</a> <a href="#">Priority 2</a>	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 12 months to 31 March <i>Lower preferred</i>	<14%	10%	6.54%	↑ 15.74%	12.7%		Quarterly indicator (annual until 2017/18) Performance: target met
<a href="#">PM33 (SCC004)</a> <a href="#">National Performance Measure</a> <a href="#">PAM/029 CP</a> <a href="#">Priority 2</a>	The percentage of looked after children on 31st March who have had three or more placements during the year. <i>Lower preferred</i>	12%	12%	10.94%	↑ 13.08%	9.8%		Quarterly indicator Performance: target met
<a href="#">PM34a</a> <a href="#">National perform measure</a> <a href="#">Priority 2</a>	The percentage of all care leavers who are in education, training or employment at: a)12 months after leaving care <i>Higher preferred</i>	70%	70%	60.53%	↑ 45.2%			Quarterly indicator Performance: There has been a significant improvement on last year's performance (45.16%) despite this year's figure being below target. During the year, 23 out of 38 young people were in education, training or employment during the 12th month after leaving care. The reasons for NEET include being young parents, job seeking, having illnesses or disabilities which render them unfit for work, and those over the age of 18 who are unwilling to engage in any education, training or employment opportunities. The 16+ Team continue to work closely with young people and partner services/agencies to actively engage young people in appropriate learning opportunities. The team is now co-located with the Youth Development Team which will work to strengthen referral pathways to both the preventative 'Inspire to Achieve' project and the 'Inspire to Work' project, which targets those already NEET. In recognition of the need for early intervention, Inspire to Work practitioners will be invited to attend every looked after child's LAC/Pathway review from the age of 15½ years onwards to consider progression routes. It is also envisaged that the ongoing

PI Ref No, PI Type, (PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
								work to develop apprenticeships will lead to reductions in NEETs in the future.
<a href="#">PM34b</a> <a href="#">National perform</a> <a href="#">measure</a> <a href="#">Priority 2</a>	The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care <i>Higher preferred</i>	70%	55%	46.67%	↓ 50%			Quarterly indicator Performance: The 2017-18 performance is slightly down on last year's figure (50%) and below target. During the year, 14 out of 30 young people were in education , training or employment during the 24th month after leaving care. The reasons for NEET include being young parents, job seeking, having illnesses or disabilities which render them unfit for work, and those over the age of 18 who are unwilling to engage in any education, training or employment opportunities. The 16+ Team continue to work closely with young people and partner services/agencies to actively engage young people in appropriate learning opportunities. The team is now co-located with the Youth Development Team which will work to strengthen referral pathways to both the preventative 'Inspire to Achieve' project and the 'Inspire to Work' project, which targets those already NEET. In recognition of the need for early intervention, Inspire to Work practitioners will be invited to attend every looked after child's LAC/Pathway review from the age of 15½ years onwards to consider progression routes. It is also envisaged that the ongoing work to develop apprenticeships will lead to reductions in NEETs in the future.
<a href="#">SSWB7</a> <a href="#">CP</a> <a href="#">Priority 2</a>	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 17 <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a		Quarterly indicator Performance: target met
<a href="#">PM35</a> <a href="#">CP</a> <a href="#">National Performance</a> <a href="#">Measure</a> <a href="#">Priority 2</a>	The percentage of care leavers who have experienced homelessness during the year <i>Lower preferred</i>	Establish Baseline	15%	13.79%	↓ 7.6%			Quarterly indicator Performance: As part of the Children's Residential Remodelling Project, a joint workstream has been convened involving colleagues from Housing and Supporting People, which is developing a new model of accommodation services, including a 'move-on' supported living option – which can be accessed by care leavers and will enable a step-down towards independent living.
<a href="#">SSWB 9</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of cases subject to an initial CSE strategy meeting where the plan was reviewed within three months. <i>Higher preferred</i>	100%	100%	100%	↑ 78.3%	n/a		Quarterly indicator Performance; target met
<a href="#">SSWB 8</a> <a href="#">Local</a> <a href="#">other</a>	The percentage of children and young people subject to CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework) <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a		Quarterly indicator Performance; target met
<a href="#">PM27</a> <a href="#">National performance</a> <a href="#">measure</a> <a href="#">other</a>	The percentage of re-registrations of children on local authority Child Protection Registers (CPR) <i>Lower preferred</i>	6.5%	5%	3.32%	↓ 1.6%	6.3%		Quarterly indicator Performance: The 2017-18 performance is within target but is slightly higher than last year's figure. The re-registrations involved 8 children from within 4 families. Three of the children were re-registered as a result of moving across LA borders, the remaining children were all re-registered as a result of new concerns rather than historical concerns that had not been addressed.
<a href="#">PM28</a> <a href="#">National performance</a> <a href="#">measure</a> <a href="#">other</a>	The average length of time for all children who were on the CPR during the year <i>Lower preferred</i>	265 days	265 days	265.75 days	↑ 270 days	254.1 days		Quarterly indicator Performance: End of year performance has marginally missed the target, however, it is an improving picture compared to the previous year.

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PI Ref No, PI Type, (PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">PM29a</a> <a href="#">National performance measure</a> <a href="#">Priority 2</a>	Percentage of children achieving the core subject indicator children achieving the core subject indicator at key stage 2 <i>Higher preferred</i>	n/a	55%	66.22%	↑ 55.32%	56.5%		Annual indicator Performance: Late data from Welsh Government –awaiting comment
<a href="#">PM29b</a> <a href="#">National performance measure</a> <a href="#">Priority 2</a>	Percentage of children achieving the core subject indicator at key stage 4 <i>Higher preferred</i>	n/a	17%	8.45%	↓ 17.91%	14.2%		Annual indicator Performance: Late data from Welsh Government –awaiting comment
<a href="#">PM30</a> <a href="#">National performance measure</a> <a href="#">Priority 2</a>	The percentage of children seen by a registered dentist within 3 months of becoming looked after <i>Higher preferred</i>	Establish baseline	65%	82.14%	↑ 55.56%	59.4%		Quarterly Performance: Target met

## CORPORATE DIRECTOR

### Improvement Priority One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	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.	<b>AMBER</b>	During 2017/18, 17 looked after children were identified for a 1 or 2 week placement. Of these, 15 placements are in BCBC and 2 are external. These placements are aligned to employability and "apprenticeship-ready".	Work experience placements to prepare young people who are looked after for apprenticeships will start after exams at the end of June 2018. Workshops to support supervisors are arranged and this will include an e-learning programme

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

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
p2.4.1	Work with partners and the third sector to identify the best way of providing services within local communities.	GREEN	Joint working group meeting regularly including third sector stakeholder group who have contributed to the progression of the third sector project and related development plan. Positive progress in relation to prevention and wellbeing agenda with second stakeholder workshop for BCBC and external stakeholders being developed on asset based community development. Developing a One Council approach to prevention and wellbeing is a feature of the 2018/19 business plan.	
p2.4.2	Enable community groups and the third sector to have more voice and control over community assets	AMBER	During 2017-18 the CAT Officer has supported 36 community organisations progress a total of 39 community asset transfer projects through the process, ranging from informal / formal expression of interest, development of sustainable business cases to finalising long-term leases. In addition to the day-to-day support proved by the CAT Officer a total of 13 community organisations have been provided with formal advice and guidance under the CAT Business Support contract in respect of business planning, legal structures, accounting for VAT and building and structural surveys.	The CAT Officer will continue to work with community organisations during 2018/19.  The CAT Officer will ensure that community organisations continue to receive on-going business support during 2018/19

## Improvement Priority Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2017-18 budget.	RED	New Financial Plan is in place and being robustly monitored.	Governance Group led by the Chief Executive overseeing actions and progress.
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change.	AMBER	The overall RAG is amber due to the directorate sickness PI being above target. However, the directorate has seen an improvement of 3.7% in FTE days lost to sickness absence compared to the previous year.	In terms of health and safety, the directorate group works very closely with the corporate group and there are representatives from across the services. The health and safety risk register is monitored regularly.

## Performance Indicators

I Ref No	PI Description	Annual target 17-18 £'000	Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DWB6.1.1iii</a> <a href="#">(SSWB12)</a> <a href="#">Priority 3</a> <a href="#">CP feeder</a>	Value of planned budget reductions achieved	2283	260	11.4%	974	42.6%	1049	46%	The Directorate is working towards an improved financial position and have developed a new service strategy and a financial plan.

## Performance Indicators

PI Ref No, PI Type, (PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Value for Money (V)</b>								
<a href="#">SSWB 2</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of domiciliary care contracts reviewed <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual indicator Performance: target met
<a href="#">SSWB 4</a> <a href="#">DWB4.2.3.3</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of adult social care third sector contracts reviewed <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual indicator Performance: target met
<a href="#">SSWB15</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Number of individual injury incidences <i>Lower preferred</i>	13	7	6	↑ 7	n/a	n/a	Annual indicator Performance: Target has been achieved but performance has dipped compared to last year. This is closely monitored by the service
<b>Service user outcomes (O)</b>								
<a href="#">PAM/016</a> <a href="#">(LCL001b)</a> <a href="#">Other</a>	Number of visits to public libraries during the year, per 1,000 population <i>Higher preferred</i>	4400	4444	3942	↓ 4275	5480	17	Annual indicator Performance: The visits recorded for 2017-18 are calculated on a survey based methodology and amount to 565,246. The physical visits, after a number of years of decline, have stabilised and have shown a small increase this year. The overall drop is down to the migration from the BCBC website to Awen's own website. As the Awen website is still in its infancy we anticipate that numbers will increase further over the coming years. This indicator will be replaced by Welsh Government in 2018-19 and a new national indicator that focuses on meeting welsh public library standards will be introduced.
<a href="#">PAM/017</a> <a href="#">(LCS002b)</a> <a href="#">Priority 2</a>	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity <i>Higher preferred</i>	9450	9450	9447	↓ 9600	8387	5	Annual indicator Performance: The target has been slightly missed (by 3 people only). We recognise impacts on performance include population increase, new models of working regarding playing field use, increasing competition in the leisure market, and adverse winter weather conditions. There is notable growth in visits to dual use facilities. The progression of community asset transfer may impact on performance against this indicator in future years.
<a href="#">SSWB3</a> <a href="#">DWB4.1.4.1</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of our providers receiving a quality payment <i>Higher preferred</i>	90%	90%	100%	↔ 100%	n/a	n/a	Quarterly indicator Performance: target achieved
<b>Organisational Capacity (C)</b>								
<a href="#">CHR002iii</a> <a href="#">PAM feeder</a> <a href="#">SSWB 13</a> <a href="#">Priority 3</a> <a href="#">CP feeder</a>	Number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	11.04 days	11.04 days	17.58 days	↑ 18.25 days			Quarterly indicator Performance: 2017-18 saw an increase in sickness days lost per FTE, however, compared to 2016/17, the directorate has shown an overall improvement of 3.7%.

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PI Ref No, PI Type, (PAM/ Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16 -17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend Year End 17-18 vs 16-17	Wales Average 16 - 17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DWB5.6.8.5 (SSWB14)</a> <a href="#">Local Priority 3</a>	Number of working days per full time equivalent lost due to industrial injury <i>Lower preferred</i>	0.039	0.20	0.0941	↑ 0.2021	n/a	n/a	Quarterly indicator Performance: target achieved
<a href="#">SSWB17</a> <a href="#">Local CP feeder Priority 1</a>	Number of apprenticeships in the directorate throughout the year (SS & Wellbeing) <i>Higher preferred</i>	4	4	7	↑ 4	n/a	n/a	Annual indicator Performance: target achieved
<a href="#">SSWB18</a> <a href="#">local CP Priority 1</a>	The rate (%) of apprenticeships taken by looked after children <i>Higher preferred</i>	n/a	Establish baseline	0%	n/a	n/a	n/a	<b>New</b> Annual Indicator Performance: Work experience placements will start after exams in June 2018 to help looked after children become 'apprenticeship ready'



## Additional Financial Information – Main Revenue Budget Variances

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The net budget for the Directorate for 2017-18 was £64.938 million and the actual outturn was £66.281 million, following draw down of £1.128 million from earmarked reserves, resulting in an over spend of £1.343 million. The Directorate received additional grant funding of £420,000 from Welsh Government at the end of the financial year to support social services winter pressures. It was also successful in bidding for Supporting People grant slippage of approximately £240,000. Without this additional grant funding the over spend would have been almost £2 million. This funding is non-recurring and will therefore be a cost pressure for the Directorate in 2018-19. The most significant variances are:

<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>	<b>Net Budget £'000</b>	<b>Final Outturn £'000</b>	<b>Final Variance Over / (Under) Budget £'000</b>	<b>% Variance</b>
Services to Older People (excl. OP Assessment & Care Management)	17,469	17,295	(174)	-1.0%
Adult Social Care - Assessment and Care Management	4,713	4,145	(568)	-12.1%
Learning Disabilities Residential Care	1,347	1,534	187	13.9%
Care at Home for Learning Disabilities	7,385	8,162	777	10.5%
Services to Adults with Learning Disabilities	(166)	139	305	-183.7%
Looked after Children - LAC	10,690	11,873	1,183	11.1%
Other Child & Family Services	1,173	979	(194)	-16.5%

### Services to Older People

- There is an under spend of £174,000 (excluding assessment & care management) against older person services in total. The main reason for this is a higher level of income actually received from clients compared to the level estimated at the beginning of the year. It is very difficult to estimate income to be received as it depends very much on individuals' financial circumstances and can change year on year.

### Adult Social Care - Assessment and Care Management

- There is an under spend of £568,000 across assessment and care management in adult social care, including £192,000 on assessment and care management for older people and £195,000 on services for people with physical disabilities, arising mainly from staff vacancies and vacancy management throughout the year. The Directorate has managed these vacancies in order to generate savings in-year.

### Learning Disabilities Residential Care

- There is an over spend of £187,000 as a result of the higher complexity of needs within the learning disability residential service together with the demand for residential respite services. The cost for learning difficulties care and support can be very high with the average cost of a learning difficulty residential care placement reaching up to £1,360 per week or £71,000 per annum.

### Care at Home for Adults with Learning Disabilities

- There is an over spend of £777,000 as a result of higher spend on domiciliary care and supported living schemes. Due to the complex nature of care and support within learning difficulties, the costs of packages of care for domiciliary care and other support are particularly high.

### Services to Adults with Learning Disabilities

- There is an over spend of £305,000 due to MTFs budget reduction targets being applied to the budget but actual savings being unrealised to date. The Directorate has undertaken a full financial review and formulated a service delivery plan to identify alternative cost reduction opportunities.

### Looked After Children (LAC)

- There is an over spend of £1.183 million on the Looked After Children budget. 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 a £1.4 million over spend, the current financial projection represents a significant improvement, which reflects the service's strategy to place more children into more cost effective placements.
- Whilst the average number of LAC has increased to 387 compared to 385 in 2016-17, there has been a substantial change in the type of placements, which is driving the reduction in expenditure per child.

Other Child & Family Services

- There is an under spend of £194,000 against other child and family services. This is mainly due to a year end repayment of £196,000 to Bridgend Council from the Western Bay Adoption Service, in line with the partnership agreement, where the joint service costs are apportioned to partners based on the number of adoptions placed by each authority. It is very difficult to estimate the actual contribution required each year so an adjustment is made at year end to reflect the actual requirement.

**Additional Financial Information – Outstanding Budget Reduction Variances 2016 -17**

Budget Reduction Proposal	Original 2016-17 £000	Amount of saving likely to be achieved £000	Mitigating Actions
Develop a Delivery Model for the Bridgend Resource Centre	108	8	Budget reduction of £100k not achieved in 2017-18. This is contributing to the current over spend within Social Services. The directorate has developed a Service Plan to address budget shortfalls in 2018-19 onward.
Reduction in Safeguarding LAC numbers and related reduction in costs	357	0	The early intervention and safeguarding board are working to reduce the number of looked after children and related costs. This proposal is unable to generate this level of budget savings and the directorate has developed a Service Plan to address the budget shortfalls in 2018-19 onward.
Management, Admin and Training Implement measures to achieve 7% and 5% across the 2 years	76	50	The shortfall was offset from under spends across the service in 2016-17. Staffing budgets are being reviewed as they become vacant and staff savings have been identified as part of the new Service Plan.
Changes in Workforce	100	0	The shortfall was offset from under spends across the service in 2016-17. Staffing budgets are being reviewed as they become vacant and staff savings have been identified as part of the new Service Plan.
Remodelling of Children's Respite and Residential Care	200	100	Remodelling underway. £100k achieved to date. Further remodelling will hopefully result in further savings against out of county cost,s contributing to this proposal. Savings proposals have been revised in line with new Service Plan in 2018-19.

**Additional Financial Information – Outstanding Budget Reduction Variances 2017 -18**

Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving achieved £000	Mitigating Actions
Managed Service Reductions Residential & Respite Care	414	200	New Service Plan identifying alternative savings has been developed for 2018-19 onward
Reduction in Safeguarding LAC numbers and related reduction in costs	260	0	New Service Plan identifying alternative savings has been developed for 2018-19 onward
Transfer of directly operated centres and review of grant support to voluntary organisations	39	20	Shortfall met from under spends in other service areas.
Develop income stream for specialist Mental Health placements at Glyn Cynffig	73	0	New Service Plan identifying alternative savings has been developed for 2018-19 onward
Impact of the Prevention and Wellbeing agenda	668	0	New Service Plan identifying alternative savings has been developed for 2018-19 onward

## Sickness broken down by Service Area

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Unit	FTE 31.03.2018	QTR4 2016/17			QTR4 2017/18			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2016/17	Target 2017/18
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Adult Social Care	607.99	2833.70	305	4.54	3491.78	348	5.74	18.86	19.43	11.04
Children's Social Care	165.02	604.49	48	3.82	810.44	79	4.91	17.57	18.09	
Prevention and Wellbeing	16.07	1.69	1	0.11	16.00	3	1.00	4.10	0.15	
Business Support - SS&W	58.08	217.65	18	3.69	173.49	27	2.99	8.45	11.04	
<b>Social Services and Wellbeing Total</b>	<b>848.16</b>	<b>3657.53</b>	<b>372</b>	<b>4.26</b>	<b>4491.71</b>	<b>457</b>	<b>5.30</b>	<b>17.58</b>	<b>18.25</b>	

## Number of FTE days lost by absence reason - Cumulative 2017/18

Absence Reason	Social Services & Wellbeing	
	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	106.46	0.71%
Chest & Respiratory	859.59	5.71%
Eye/Ear/Throat/Nose/Mouth/Dental	285.01	1.89%
Genitourinary / Gynaecological / Pregnancy	53.23	0.35%
Heart / Blood Pressure / Circulation	532.74	3.54%
Infections	1434.83	9.53%
Injury	176.49	1.17%
MSD including Back & Neck	2588.58	17.19%
Neurological	236.13	1.57%
N1H1 Virus	5.00	0.03%
Other / Medical Certificate	0.00	0.00%
Pregnancy related	181.79	1.21%
Return to Work Form Not Received	370.85	2.46%
Stomach / Liver / Kidney / Digestion	976.66	6.49%
Stress / Anxiety / Depression / Mental Health	5637.98	37.44%
Tests / Treatment / Operation	1612.27	10.71%
<b>TOTALS</b>	<b>15057.60</b>	

**KEY:**

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

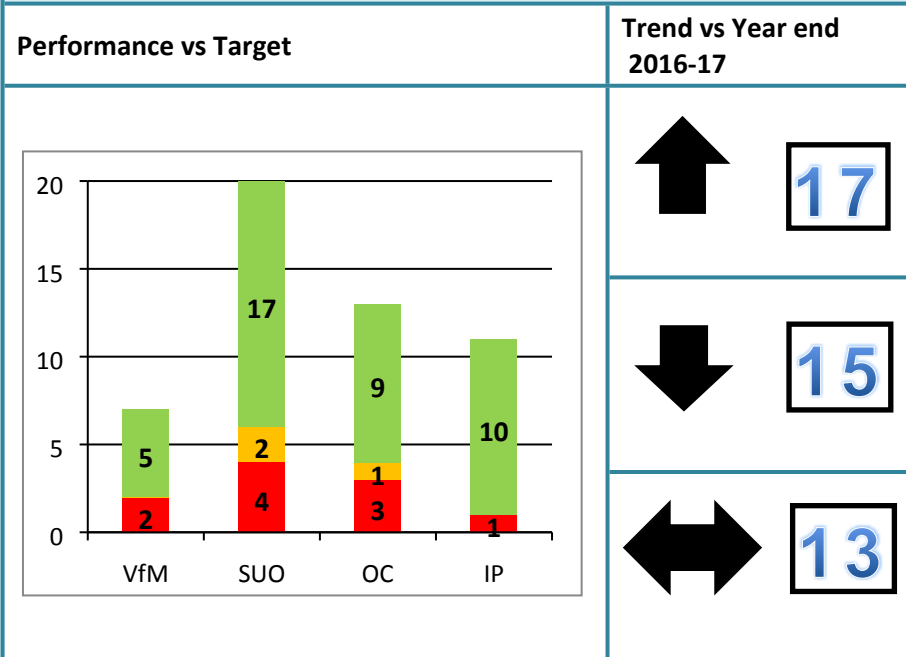
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### Operational and Partnership Services Directorate Performance

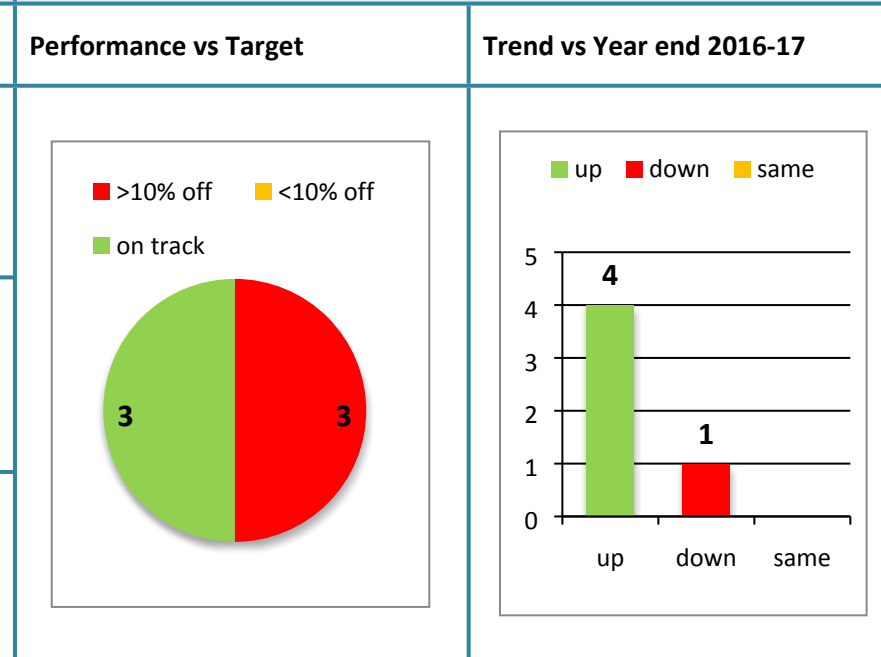
The directorate remains on track in terms of its performance and budget. Workforce planning has continued to support the filling of long term vacant posts through the appointment of new trainees and apprentices. Sickness targets have not been achieved due to key staff suffering accidents outside the workplace and some suffering serious illnesses. This is managed strictly in accordance with policy.

Commitments 2017-18	RAG – current progress against commitment			
	Total	Red	Amber	Green
Q4 2017-18 Directorate Commitments to delivering Corporate priorities				
Priority One – Supporting a successful economy	3	0	0	3
Priority Two – Helping people to be more self reliant	2	0	0	2
Priority Three – Smarter use of resources	7	0	0	7

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



### National Indicators



### Finance

- Revenue Budget**
- The net revenue budget for the Directorate for 2017/18 is **£15.388 m**
  - The year-end outturn is **£14.259m** following draw down of **£584,000** from earmarked reserves, resulting in an under spend of **£1.129 million**
- Capital Budget**
- The capital budget for the Directorate for 2017/18 is **£4.609m**, with a capital spend for the year of **£4.005k** and slippage of **£604k** requested.

**Efficiency Savings**

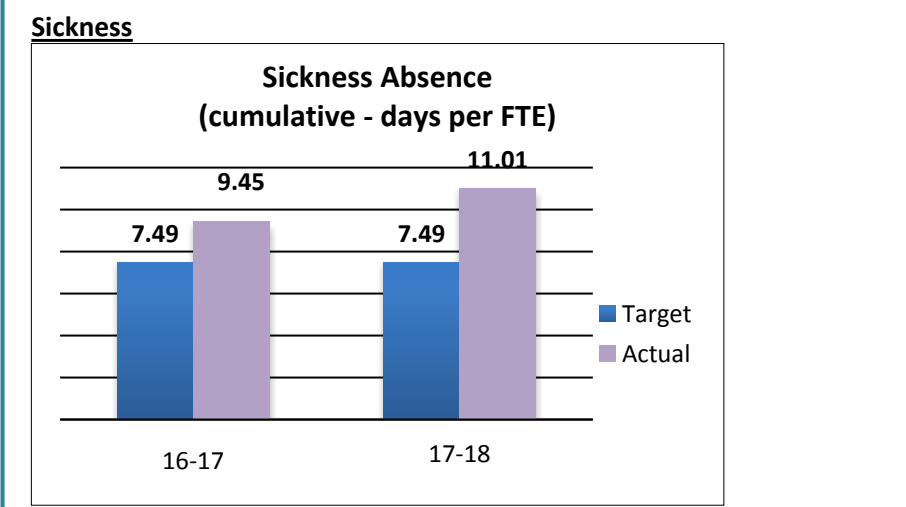
Savings (£000)	2017-18 YTD	%
Savings Target	535	100%
Likely to be achieved	535	100%
Variance	0	

Additional financial information is provided at the end of the report

### Human Resources

**Staff Number (FTE)**

2016-17	2017-18
296.79	285.64



Unfortunately, an unusual incidence of injuries outside the workplace and ongoing treatment for serious illnesses have taken the Directorate over target. Absence is managed strictly within the policy.



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

There are obvious implications for the continuing reduction of the budget. The Directorate has taken its responsibilities seriously and has made reductions whilst seeking to relieve the additional pressure placed on remaining staff through workforce planning and particularly by the training and development of staff to fill those vacancies and planning for future service cuts. Management has been restructured and additional resource placed in the training of the future workforce.

**High Corporate Risks**

Homelessness requires a review of corporate policy (if a priority) and is likely to require investment as this area has been used for budget reductions in the past.

Risk	Improvement Priority	Likelihood	Impact	Overall
Healthy Lifestyles	2	4	4	16
The impact of homelessness	2	5	3	15
An unfunded NJC pay claim	All	4	4	16
Compliance with the Welsh Language Standards	All	4	3	12
Implementation of the General Data Protection Regulation	3	6	2	12

**HEAD of HR, OD and CUSTOMER SERVICE:****Head of Service Comment on Performance and Issues –**

Performance has been good in 2017/18 with most actions having achieved a “green” status. Attendance at management training has fallen below the expected target. There has been a particular problem with non-attendance and this is now being monitored closely. Some sessions were cancelled due to the training providers’ unavailability (health reasons and inclement weather).

**IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES**

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.2.2</a>	Automate most common internal processes to reduce transaction costs and streamline processes	<b>GREEN</b>	In relation to the developments in iTrent and the electronic library for job descriptions, whilst progress has been made in each of these areas, capacity has hampered the ability to advance these areas further.	
<a href="#">P3.4.1</a>	Support managers to lead staff through organisational change	<b>GREEN</b>	A range of training provision has been available for managers, to equip them with people management skills. This has included accredited leadership and management programmes which have been fully funded through the Welsh Government Apprenticeship Programme (funded by the levy).	
<a href="#">P3.4.2</a>	Provide the learning and development opportunities for staff to meet future service needs	<b>GREEN</b>	In relation to the 5 year Skills strategy, the pilot skills assessment has been completed and actions will be taken forward in Customer Services. Meanwhile training provision has continued, enabling those who wish to improve their Welsh language skills to do so.	
<a href="#">P3.4.3</a>	Improve our understanding of citizens views by developing and promoting mechanisms that increase responses to consultations	<b>GREEN</b>	<p>The technical issues with the digital screen in Civic offices were resolved late in quarter four and can now be used as a mechanism to raise the profile of key consultations.</p> <p>During this quarter we have used the digital sessions we have attended to increase panel representation as an opportunity to raise the profile of other key consultations e.g. public conveniences and subsidised buses.</p> <p>We have made some links with partners in terms of improving our ‘easy read’ versions of surveys and will be looking at developing on this in readiness for the budget consultation later in 18/19 with the aim of increasing responses from those who require more accessible versions of the survey.</p> <p>With the new GDPR changes surrounding consent which will be effective from May 2018, we have used this as an opportunity to cleanse the database of over 2000 people who have told us they want to be kept up to date with key consultations. Although it is anticipated this will initially reduce the overall number it should help to increase the response rates from this group in the longer term.</p> <p>In the spring CP survey we have included questions asking about feedback on the panel and consultation and engagement methods and this information can help us to shape future activities for the panel as well as separate consultation exercises.</p> <p>During 18/19 we will be looking at improving our internal processes which support the Citizens Panel such as mailing and analysis of paper copies of surveys. If achievable having a more effective system for analysing paper surveys can be rolled out for all consultations and will allow the team to be able to report on results more efficiently.</p> <p>The consultation and engagement team will be undertaking further training in 18/19 to help them develop their skills and knowledge of relevant survey software.</p>	

## Performance Indicators

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PI Ref No, PI Type, PAM/Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 17-18	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Service User Outcomes</b>								
<a href="#">DOPS4</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Increase the number of interactions ( percentage increase on the previous year) from citizens on the corporate social media accounts (Facebook and Twitter) <i>Higher preferred</i>	10% increase	5%	93.9%	↑ 11.3%	n/a	n/a	<p><b>Quarterly Indicator</b>  <b>Target setting:</b> Target for 2017-18 is a further 5% increase in interactions. Target based on strong part year performance in 2016-17</p> <p>We've achieved 69,414 interactions compared with 35,803 last year – an increase of 93.9% for the year.</p> <p>Our social media activity during the two instances of snow in March attracted large levels of interaction. This was supplemented by activity around the Mayor's Citizenship Awards, introduction of recycling and waste enforcement, and the public conveniences and supported bus routes consultations, as well as the introduction of the bilingual social media accounts.</p> <p>Facebook advertising surrounding fostering and consultation activity contributed 208,882 during the quarter.</p> <p>PLEASE NOTE this is an unprecedented increase in interactions due in large part to the two instances of snowfall and also the ongoing high level of interactions surrounding the new recycling and waste contract, heightened further by the two bag enforcement. This isn't a figure that should be used to benchmark for increases in future years and instead we should continue with a 5% increase on last year's target of 37593 to give us an objective 39473 for 18/19 as we would not be able to meet this level of interactions again in normal circumstances let alone achieve a 5% increase.</p>
<a href="#">DRE6.7.1</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Customer Service Centre: Percentage of calls answered within 30 seconds <i>Higher preferred</i>	70%	70%	71.98%	↓ 78.33%	n/a	n/a	<p>Quarterly Indicator  <b>Target setting:</b> Target set to maintain performance            Q4 perf = 57.96%            Target achieved despite there being an increased volume in calls due to council tax calls being routed to TCC from 1pm</p>
<a href="#">DRE6.7.2</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Customer Service Centre: Percentage of customers seen within 10 minutes <i>Higher preferred</i>	70%	70%	69.42%	↓ 77.13%	n/a	n/a	<p>Quarterly Indicator  <b>Target setting:</b> Target set to maintain performance            Q4 perf =57.8 %            There was a decrease in the last quarter due to staff sickness and increased volume which impacted on the annual target figure.</p>
<a href="#">DRE6.7.3</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of correspondence responded to within 5 working days (written enquiries received by the Customer Service Centre will be responded to within 5 working days) <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	<p>Quarterly Indicator  <b>Target setting:</b> Target set to maintain performance</p>

PI Ref No, PI Type PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DRE6.7.4i</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Citizens' Panel – percentage rating service very good or fairly good: Phone <i>Higher preferred</i>	75%	75%	58%	↓76%	n/a	n/a	Annual Indicator Target setting: Target set to maintain performance The panel survey was delayed because of capacity issues and issues with Imail which have caused delays with the paper surveys. The survey will now be open until the first week of June to allow sufficient time for those who complete paper surveys to respond. Data will be available from 22 June.
<a href="#">DRE6.7.4ii</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Citizens' Panel – percentage rating service very good or fairly good: Customer Service Centre <i>Higher preferred</i>	75%	75%	69%	↓78%	n/a	n/a	Annual Indicator Target setting: Target set to maintain performance See above
<a href="#">DRE6.7.5</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of citizens surveyed who said that their individual access requirements are met when contacting the Council via the Customer Service Centre. <i>Higher preferred</i>	60%	75%	79%	↑75%	n/a	n/a	Annual Indicator Target setting: Target set to maintain performance See above
<a href="#">DRE6.7.6</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Develop targeted marking / techniques to help improve representation on the Citizens Panel with the aim of increasing engagement with the following groups: Those responding electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards <i>Higher preferred</i>	10%	10%	20.4%	↑19.8%	n/a	n/a	Quarterly Indicator Target setting: Target is a 10% increase Target set to improve performance  Increase overall from December 2017 to March 2018 of 71 members: • Jan 18 6 new members • Feb 18 29 new members • March 18 36 new members. Two keys consultations (supported bus and public conveniences) and a recruitment drive will have contributed to the increases. Recruitment drive throughout March involved attendance at digital mornings, SHOUT group and Pavilion Tea Dance. Increase in online residents from 1162 to 1214 = 4.5% increase for quarter Increase in Welsh speakers 46 to 48 = 4.4% increase for quarter Increase in 16-24 year olds 44 to 45 = 2.3% for quarter Increase in Disabled people from 294 to 304 = 3.4% for quarter The underrepresented wards remained unchanged = 3 wards in total under represented. We will carry out a further recruitment drive in Q1 of 2018/19 for Caerau, Llangynwyd and Bettws – current under represented wards.
<b>Organisational capacity (C)</b>								
<a href="#">DOPS36</a> <a href="#">CP</a> <a href="#">Priority 1</a>	The number of apprenticeships available across the organisation <i>Higher preferred</i>	10	15	31	n/a	n/a	n/a	Annual indicator – New indicator for 2017-18. Data for actuals not comparable between 2016-17 and 2017-18. Target setting: We aim to see a 50% increase in apprenticeship opportunities
<a href="#">DOP55</a> <a href="#">CP</a> <a href="#">Priority 3</a>	The number of managers receiving training to improve their people management skills (including absence management) <i>Higher preferred</i>	200	200	179	↓231	n/a	n/a	Quarterly indicator Target setting: The 200 target is additional staff to be trained, taking account of staff turnover and level of training previously undertaken Annual Performance: 179 managers have received training to improve their people management skills. Some managers will have attended at least on training course. A number of courses have needed to be cancelled during the year due to both insufficient numbers booking onto the available dates and unavailability of the training provider due to weather conditions and ill health. Attendance at external training is being monitored by CMB.

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PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DOPS5(i)</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of managers receiving training to improve their people management skills <i>Higher preferred</i>	n/a	80%	77.2%	↑ 66.5%	n/a	n/a	Quarterly indicator New indicator for 2017-18. Target set at 80% to improve on 2016-17 actual (66.5%) Annual Performance: The % target has not been met. This has been influenced by a number of factors; level of interest in the training; non attendance: and availability of trainer. This training is targeted at those at Grade 12 and above and whilst other managers and supervisors have attended this training, these are not included in this PI. This was actually the case in Q4, as those attending training were below Grade 12. NB This is not a cumulative PI as it measures training provided in previous years also.
<a href="#">DOPS5(ii)</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of managers who have received training on managing short term absence and or long term absence <i>Higher preferred</i>	54%	80%	50.1%	↓ 54%	n/a	n/a	Quarterly indicator New for 2017-18. Target set to improve on 2016-17 actual of 54%.Percentage report on absence mgt separately from DOPS5 as the baseline figures differ Annual Performance: The % target has not been met. This has been influenced by a number of factors; level of interest in the training; non attendance: and availability of trainer. This training is planned to meet identified need as opposed to a fixed group of employees. Therefore the baseline changes regularly, which causes difficulty measuring as a percentage. Attendance at face to face training is being monitored by CMB NB This is not a cumulative PI as it measures training provided in previous years also.
<a href="#">DRE6.6.4i</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Percentage of employees completing e-learning modules <i>Higher preferred</i>	40%	45%	50.2%	↓ 59.1%	n/a	n/a	Quarterly Indicator Target setting: Improving target is based in current performance against target. E-learning has continued to offer employees opportunities to improve knowledge and in some cases skills in order to carry out their responsibilities. Additional e-learning modules have been launched during the year.
<a href="#">DOPS6</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Number of employees receiving training to improve Welsh Language skills <i>Higher preferred</i>	150	75	81	↓ 295	n/a	n/a	Quarterly Indicator Target setting: Target set to reflect demand in 2017-18 following high number of staff trained in 2016-17
<a href="#">DRE6.5.6</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of Return to work forms completed (excluding schools) <i>Higher preferred</i>	90%	90%	98.8%	↓ 99%	n/a	n/a	Quarterly Indicator Target setting: Target set to maintain performance

## HEAD OF PERFORMANCE and PARTNERSHIP SERVICES

### Head of Service Comment on Performance and Issues –

Performance and budget has generally been on target across the service area. The performance of the "Disabled Facilities Grants" has been impacted due to reassessments and requirement changes. However it is recognised that, going forward, the performance must improve and a review of the DFG process is underway which will see additional resource added with regards to Occupational Therapy. The service area continues to support the directorate's drive for organisational development through the embedding of apprenticeship programmes within staff structures.

### IMPROVEMENT PRIORITY ONE: SUPPORTING A SUCCESSFUL ECONOMY

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	Continue to work with the Cardiff Capital Regional Skills and Employment Board and other BCBC led projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs	GREEN	The Council worked with the Public Service Board members to develop a local skills strategy to improve qualification level among their workforce. A task and finish group was established to work on the strategy. The recommendations of the group were reported to the PSB in September and were incorporated in the draft PSB well-being plan.	
<a href="#">P1.1.2</a>	Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities	GREEN	The Communities First programme ended on the 31st March and during the year exit strategy actions were put in place to end any commitments that were unable to be taken forward eg small SLA arrangements, contract arrangements with CAB, and deal with HR and redundancy matters for the staff that were left at the end of the programme. Although some delivery continued in the lead up to March much of it was reduced due to reducing staffing levels.  The on-going Communities 4 Work project remains in place and the new C4W+ has been subject to on-going discussion with Welsh Government. Both of these programmes have been transferred to another team to form part of a county wide single employability theme. This has brought together key employability projects under the Skills and Sustainable Development Manager.	
<a href="#">P1.1.3</a>	Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children	GREEN	During the year, the Council worked with Welsh Government to align the Welsh Government tackling poverty grants. Bridgend is a pilot on the pathfinder programme relating to the poverty grants, with the Path Finder status being granted. A central poverty grants team is being setup which will review and develop the strategy as well as support funding flexibility.	



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

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.2.4</a>	Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation	GREEN	<p>A pilot homelessness early intervention service has been commissioned and awarded. The contract start date was 1st August 2017. The service is called "Early Doors" and enables private sector landlords to easily contact the support provider at an early stage when their tenants begin to fall into difficulties in paying their rent. The service attempts to provide wrap around intensive support to the tenant offering advice, assistance and support, with the aim of preventing a possible eviction.</p> <p>Interim supported temporary accommodation has been commissioned and awarded. The contract start date is 1st April 2018. As part of this contract, supported accommodation will be offered to people who have substance misuse issues that wish to become abstinent as well as people who are owed a homelessness duty.</p>	
<a href="#">P2.3.1</a>	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	GREEN	Engagement with partners has occurred and questionnaires have been circulated to capture data to evaluate the current situation. During Q4, Bridgend Carers centre has provided support to 652 Carers, 88 Adult Carers Assessments have been completed and 20 Young Carers Assessments have been completed. A commissioned provider (Action for Children) are now delivering the work in schools; during this quarter 2700 pupils participated in school assemblies, and 150 pupils participated in young carers PSE lessons.	

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Value for money</b>								
<a href="#">DOPS40</a> <a href="#">Local</a> <a href="#">Priority 2</a>	The percentage of Supporting People Programme accommodation based units that have been void (empty) in the quarter <i>Lower preferred</i>	n/a	<5%	3.4%	n/a	n/a	n/a	This is a new indicator and will be reported at the end of the year. Recording mechanisms are being set up to review and monitor voids and will be reported on a quarterly basis in future years Target setting: Improving target set based on number of voids in 2016-17 The data reported is for QTR4. The indicator is reliant on data from external support providers. As data for all providers was not available the reported figure is an indicative figure based on the sample of providers for whom data was available.
<a href="#">PSR004</a> <a href="#">PAM/013</a> <a href="#">Other</a>	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 <sup>st</sup> April that were returned to occupation during the year through direct action by the local authority <i>Higher preferred</i>	7.86%	7.86%	3.48%	↑ 2.2%	8.79	18 <sup>th</sup>	Annual Indicator Target setting: Target to be kept the same. Performance of this indicator is mainly reliant on owners of empty properties engaging with the Local Authority. Engagement has been relatively low over the past few years and a survey of owners is currently underway to establish the reasons for this and establish what help owners would like to bring their empty properties back into use.

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DOPS8</a> <a href="#">Local</a> <a href="#">Other</a>	The percentage reduction in spend on bed & breakfast temporary accommodation for homeless households <i>Higher preferred</i>	25%	25%	-38.7%	74.5% ↓	n/a	n/a	Quarterly indicator Target set to continue to improve performance 2017-18 target - reduction greater than 25% Figure being reported is cumulative QTR1, QTR2, QTR3 and QTR4. Spend on B&B accommodation in QTR4 increased significantly due to there being limited availability of other forms of accommodation and issues with the applicants placed. Therefore, performance worsened in QTR4.
<a href="#">PAM/014</a> <a href="#">Other</a>	Number of additional dwellings created as a result of bringing empty properties back into use <i>Higher preferred</i>	n/a	0	0	n/a	n/a	n/a	Quarterly indicator – New indicator for 2017-18 Target setting: The number of additional dwellings created as a result of bringing empty properties back into use can be only be reported for properties that have received an empty homes grant or an empty property loan. Those properties receiving a grant or loan in the year have been for like for like and not conversion into additional dwellings. Therefore the target was zero as it was not expected that any additional dwellings would be created. Target set in March following national guidance notes.  The number of additional dwellings created as a result of bringing empty properties back into use can be only be reported for properties that have received an empty homes grant or an empty property loan. Those properties receiving a grant or loan in the year have been for like for like and not conversion into additional dwellings.
<b>Service User Outcomes</b>								
<a href="#">DCO16.3ii</a> <a href="#">Local</a> <a href="#">Priority 1</a>	Number of participants we expect to work under Communities First (BESP and Communities for Work) <i>Higher preferred</i>	549	366	659	↑ 469	n/a	n/a	Quarterly indicator Target setting: The target for 2017-18 has been reduced due to the fact that the C1st programme is closing next year and activities will be tapered off during the year
<a href="#">DOPS38</a> <a href="#">CP</a> <a href="#">Priority 1</a>	Percentage of children living in households where no one is working <i>Lower preferred</i>	n/a	n/a	14.9%	↑ 19.4%	n/a	n/a	Annual indicator – New indicator for 17-18 Target setting: This indicator is not suitable for target setting as the figures are dependant on external factors over which we have no control. The figure (14.9) is most recent data available, which was released on 13/12/17. It is the data for 2016. The data for 2017 calendar year is not available until November 2018.
<a href="#">DOPS39</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority as a legal responsibility to provide suitable accommodation <i>Lower preferred</i>	<23.60%	14.07%	9.4%	n/a	n/a	n/a	Quarterly indicator Target setting: The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target.
<a href="#">DOPS41</a> <a href="#">CP</a> <a href="#">Priority 2</a>	The percentage of people who feel they are able to live more independently as a result of receiving an adaptation to their home <i>Higher preferred</i>	n/a	75%	87.7%	n/a	n/a	n/a	This is a new indicator and will be reported at the end of the year. Recording mechanisms are being set up to collate information and will be reported on a quarterly basis in future years Target setting: Target for this new indicator is based on existing studies undertaken on the effectiveness of housing adaptations QTR3 and QTR4 2017-18 data is based on people who had a DFG 6 months prior to the quarter (QTR1 and QTR2 2017-18) and responded to the survey. The reported figure is cumulative.

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DOPS42</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of households that register for My Account <i>Higher preferred</i>	n/a	Establish baseline	n/a	n/a	n/a	n/a	Annual indicator Target setting: There is no baseline data to help set a target for 2017-18 My Account is being launched in April 2018 and therefore this indicator is no longer relevant for 2017/18
<a href="#">DOPS44</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of contract awarded in line with programme guidelines and on time <i>Higher preferred</i>	n/a	100%	100%	n/a	n/a	n/a	Annual indicator New for 2017-18. Target set at 100% - The highest service standard we aim to maintain.
<a href="#">PSR002</a> <a href="#">PAM/015</a> <a href="#">Other</a>	The average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower preferred</i>	231	<208	282.55	↓ 242.41	224	13th	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Some of the children's cases completed in the year took longer than normal due to the families, who remain in the properties whilst works are on-going, having to reconfigure their living and sleeping space to enable the works to take place. There were a number of cases completed that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete. There continues to be a backlog of referrals awaiting processing by the Occupational Therapist Service which has resulted in a lower number of bathroom and stairlift adaptations being completed in the financial year, which in turn has impacted upon the indicator figure.
<a href="#">PSR009a</a> <a href="#">Local</a> <a href="#">Other</a>	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people <i>Lower preferred</i>	421	379	485.83	↓ 421.18	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Some of the children's cases completed in the year took longer than normal due to the families, who remain in the properties whilst works are on-going, having to reconfigure their living and sleeping space to enable the works to take place. There were a number of cases completed that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete. There continues to be a backlog of referrals awaiting processing by the Occupational Therapist Service which has resulted in a lower number of bathroom and stairlift adaptations being completed in the financial year, which in turn has impacted upon the indicator figure. that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete.
<a href="#">PSR009b</a> <a href="#">Local</a> <a href="#">Other</a>	The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults <i>Lower preferred</i>	221	199	266.51	↓ 225.16	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Performance: There were a number of cases completed that required re-assessments by the Occupational Therapists which resulted in additional works being added into the schemes which in turn took longer to complete. The two fast track scheme contracts (bathing grant and stair lift grant) ended in Q2 2017/18 and are in the process of being re-commissioned.
<a href="#">DOPS15</a> <a href="#">PAM/012</a> <a href="#">Local</a> <a href="#">Priority 2</a>	Percentage of applicants who were prevented from becoming homeless <i>Higher preferred</i>	65.14%	70.73%	77.3%	↑ 75.2%	n/a	n/a	Quarterly indicator The target is set to be greater than 70.73%

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PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DOPS33</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good <i>Higher preferred</i>	90%	90%	96.31%	95.55% ↑	n/a	n/a	Quarterly Indicator Target set to maintain performance.
<a href="#">DOPS35</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of statutory responsibilities undertaken by the Corporate Performance, Partnerships and Projects Team that fail to meet requirements <i>Lower preferred</i>	0%	0%	0%	0% ↔	n/a	n/a	Annual Indicator Target setting: Low is good. We aim to achieve the best result for the Council.
<b>Organisational Capacity (C)</b>								
<a href="#">DOPS47</a> <a href="#">Local</a> <a href="#">Other</a>	Number of performance indicators that are qualified by external auditors <i>Lower preferred</i>	n/a	0	0	↔0	n/a	n/a	Annual Indicator – New indicator for 17-18 Target setting: Low is good. We aim to achieve the best result for the Council
<a href="#">DOPS48</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of internal and external clients reporting satisfaction with quality of support provided by the CPP Team <i>Higher preferred</i>	n/a	Establish baseline	n/a	n/a	n/a	n/a	Annual Indicator – New indicator for 17-18 Target setting: We don't have baseline data to help set a target for the year. Unable to collect data for this indicator due to organisational constraint with regard to obtaining staff feedback.
<a href="#">DOPS43</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Percentage of staff whose need for project and programme management training is met through E-learning module or other means <i>Higher preferred</i>	n/a	Establish baseline	42%	New for 17-18	n/a	n/a	Annual Indicator – New indicator for 17-18 Target setting: There is no baseline data to help set a target for 2017-18. During the year, 42 members of staff completed the e-learning module to meet their needs for project and programme management.
<b>Internal Processes</b>								
<a href="#">DOPS49</a> <a href="#">(FIN3.2.2)</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Number of services that are available to the public online <i>Higher preferred</i>	6	2	0	↔0	n/a	n/a	Annual Indicator Target setting: 2 Services - Focus is on 2 core services In 2017-18 Council Tax & Revenues and Benefits (by end of year) Even though all the work had been tested and signed off before the end of the financial year, we didn't launch My Account until April, so in theory we didn't put any service online by the deadline (Jan 2018)
<a href="#">DOPS34(a)</a> <a href="#">Local</a> <a href="#">Other</a>	Availability of voice and data network (%) <i>Higher preferred</i>	99.99%	99.9%	100%	↔100%	n/a	n/a	Quarterly Indicator Target setting: Set to maintain performance
<a href="#">DOPS34(b)</a> <a href="#">Local</a> <a href="#">Other</a>	Availability of storage area network (core computing) (%) <i>Higher preferred</i>	99.9%	99.9%	100%	↔100%	n/a	n/a	Quarterly Indicator Target setting: Set to maintain performance

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PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">DOPS34(c)</a> <a href="#">Local</a> <a href="#">Other</a>	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices <i>Higher preferred</i>	99.90%	99.9%	99.97%	↑ 99.91%	n/a	n/a	Quarterly Indicator Target setting: Set to maintain performance

## CORPORATE DIRECTOR

### IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2017-18 budget.	GREEN	Complete	
<a href="#">P3.5.1</a>	Review procurement processes to ensure best value is achieved through eProcurement and utilising national and regional arrangements	GREEN	Within the corporate procurement unit we reviewed how we procure goods, works and services following corporate guidance and on time. The introduction of category management has successfully developed working relationships both internally and externally. We continued to utilise national and regional arrangements for common and repetitive spend – this reduced cost and resource to allowed us to concentrate on strategic projects and achieve optimum value for money. Working strategically to get more for less meant that we had to work closely with the third sector and support volunteering. Our procurement approach has changed and we look at innovation and co-production working.	
<a href="#">P3.5.2</a>	Monitor the corporate contracts register to ensure compliance and opportunities to aggregate spend	GREEN	The council's corporate contracts register was fully established. It allows the corporate procurement unit to monitor and review spend, ensure compliance and look for opportunities to collaborate. It also informs the contract manager when contracts are expiring, which contributes to our overall forward work plan. Contracts were monitored throughout the financial year and will continue to be monitored.	

## Performance Indicators

### Value for money

PI Ref No	PI Description	Annual target 17-18 £'000	Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DLR6.1.1.vi</a> <a href="#">CP feeder</a> <a href="#">Priority 3</a>	Value of planned budget reductions achieved (OaPs)	535	0	0	0	0	535	100%	

PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Value for money</b>								
<a href="#">DOPS7</a> <a href="#">CP</a> <a href="#">Priority 3</a>	Percentage of tenders above EU threshold compliant with the Public Contracts Regulations 2015 that are compliant <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual Indicator Target setting: Less than 100% compliance would risk reduced efficiency
<a href="#">DOPS32</a> <a href="#">Local</a>	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors framework <i>Higher preferred</i>	30%	30%	60.35%	↔ 60.35%	n/a	n/a	Annual indicator Target setting: To be 30% cheaper than comparable external service
<b>Service User Outcomes</b>								
<a href="#">PPN-009</a> <a href="#">PAM/023</a> <a href="#">Other</a>	The percentage of food establishments which are 'broadly compliant' with food hygiene standards <i>Higher preferred</i>	94%	94%	96.69%	↑ 94.7%	95.16%	14th	Quarterly indicator Target setting: Target set in line with previous performance
<a href="#">DOPS17</a> <a href="#">Local</a> <a href="#">Other</a>	The total number of formal committee meetings made available to the public using webcasts <i>Higher preferred</i>	10	10	12	↓ 13	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance and weighted towards Q3 and Q4.
<a href="#">DOPS27</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS29</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of satisfied customers (Registrars Service) <i>Higher preferred</i>	95%	95%	100%	↑ 99.5%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS31</a> <a href="#">Local</a>	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<b>Organisational Capacity</b>								
<a href="#">DOPS37</a> <a href="#">Local</a> <a href="#">CP feeder</a> <a href="#">Priority 1</a>	The number of apprentices in the directorate <i>Higher preferred</i>	6	3	12	n/a	n/a	n/a	Annual indicator – New indicator for 17-18 Target setting: To support the corporate plan target to see a 50% increase in apprenticeship opportunities Annual Performance: During the 12 month period there were 17 Apprentices employed. At 1st April 2017 there were 6 Apprentices in post with a further 11 being appointed during the year. At 31st March 2018 there were 12 Apprentices in post.



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PI Ref No, PI Type, PAM /Local) link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative & RAG	Trend vs Year End 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<a href="#">CHRO02vi</a> <a href="#">PAM</a> <a href="#">CP feeder</a> <a href="#">Priority 3</a>	Number of working days per full time equivalent lost due to sickness absence (OaPs) <i>Lower preferred</i>	7.49	7.49	11.01	↑ 11.83	10.3	13	Quarterly indicator
<a href="#">DOPS18</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Number of working days lost to industrial injury (OaPs) per FTE <i>Lower preferred</i>	0	0.003	0	↑ 0.0016	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS19</a> <a href="#">Local</a> <a href="#">Priority 3</a>	Number of industrial injury incidents (OaPs) <i>Lower preferred</i>	0	1	0	↑ 1	n/a	n/a	Quarterly Indicator Targets based on the outturn from 2016/17
<a href="#">DOPS30</a> <a href="#">Local</a> <a href="#">Other</a>	The average number of chargeable hours per FTE fee-earner in the legal service department <i>Higher preferred</i>	1200	1200	1460.13	↑ 1420.8	n/a	n/a	Quarterly indicator Target setting: 100 hours (chargeable) per month
<b>Internal Processes</b>								
<a href="#">DOPS24</a> <a href="#">Local</a> <a href="#">Other</a>	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel <i>Higher preferred</i>	90%	90%	90.23%	↓ 93.38%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS25 (a)</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of births registered within 42 days <i>Higher preferred</i>	99%	99%	99%	↑ 98.47%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS25 (b)</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of still-births registered within 42 days <i>Higher preferred</i>	98%	98%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS26</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of customers registering a birth or death seen within 30 mins of arrival <i>Higher preferred</i>	90%	90%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS28</a> <a href="#">Local</a> <a href="#">Other</a>	Percentage of applications dealt within 7 days of receipt <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
<a href="#">DOPS45</a> <a href="#">Local</a> <a href="#">Other</a>	The number of staff identified at being at risk having received appropriate manual handling training <i>Higher preferred</i>	n/a	100	100	n/a	n/a	n/a	Annual indicator - New indicator for 17-18 Target setting : All identified staff to receive training
<a href="#">DOPS46</a> <a href="#">Local</a> <a href="#">Other</a>	Number of OaPs Directorate vehicles that are checked and maintained in accordance with the appropriate procedures <i>Higher preferred</i>	n/a	20	20	n/a	n/a	n/a	Quarterly indicator – New indicator for 17-18 Target setting: 5 vehicles each quarter

## Additional Financial Information – Main Revenue Budget Variances updated

The net budget for the Directorate for 2017-18 was £15.388 million and the actual outturn was £14.259 million, following draw down of £584,000 from earmarked reserves, resulting in an under spend of £1.129 million. The most significant variances are:

OPERATIONAL AND PARTNERSHIP SERVICES DIRECTORATE	Net Budget £'000	Final Outturn £'000	Final Variance Over/(Under) Budget £'000	% Variance
Housing Options and Homelessness	1,556	1,048	(508)	-32.6%
Legal (including Admin)	2,480	2,220	(260)	-10.5%
Member and Mayoral Services	1,857	1,554	(303)	-16.3%
HR & Organisational Development	1,646	1,555	(91)	-5.5%
Customer Services	1,284	1,078	(206)	-16.0%
ICT	3,891	4,264	373	9.6%

### Housing Options and Homelessness

- The net under spend of £508,000 is a combination of reduced costs on temporary accommodation of £110,000, following the receipt of non-recurrent grant funding, and also vacancy savings of £116,000 across the service, including community safety. There is also an under spend against the Housing Prevention budget of £221,000. Funding from this budget was set aside to undertake essential works at Brynmenyn Hostel, but this has been delayed until 2018-19, so the corresponding amount of funding has been placed into an earmarked reserve to enable the works to progress in 2018-19.

### Legal Services

- The under spend on legal services is mainly due to staffing vacancies, and some under spends on non-pay budgets. The service has identified £190,000 MTFs staff savings in 2018-19.

### Member and Mayoral Services

- The majority of the actual under spend (£239,000) is in respect of the Members' Community Action Fund, following the delay in implementation after the Council elections in May 2017. Any under spend will be carried forward and ring-fenced for members to use prior to the end of October 2018, as agreed in the training provided.

### HR and Organisational Development

- The under spend is mainly staff related (£66,000) and relates to staff vacancies. The service has identified £43,000 of MTFs staff savings in 2018-19.

### Customer Services

- The under spend is mainly staff related and is made up of vacant posts together with temporary secondments. The service has identified £116,000 of staff savings in 2018-19.

### ICT

- The net over spend has arisen following a decision by Council to use revenue under spends to fund ICT capital on a one-off basis. The additional revenue contribution was £818,000 in 2017-18. Without this revenue contribution the service would have under spent by £445,000. This was mainly made up of staff related costs (£294,000) and software costs (£200,000). There were other over spends across the service to the value of £49,000. The service has identified MTFs savings of £210,000 in 2018-19.

### Additional Financial Information – Capital Budget Monitoring Variances 2017-18

Main Scheme	Revised Budget 2017/18	Total Expenditure to 2017/18	Over/ (Under) budget	Slippage Requested	Comments
ICT Laptop Replacement (Life Expired)	250	223	- 27	27	
Civic Desktop PC's	120	-	- 120	120	To be spent in 2018-19
Digital Meeting Spaces	150	21	- 129	129	To be spent in 2018-19
Target Hardening Grants	-	3	3	-	Overspend offset by Housing Renewal Schemes
Empty Homes Grant	-	130	130	-	Overspend offset by Housing Renewal Schemes
Comfort Safe & Security Grants	-	10	10	-	Overspend offset by Housing Renewal Schemes
Emergency Repair Lifetime Grant	-	30	30	-	Overspend offset by Housing Renewal Schemes
Housing Renewal/Disabled Facilities Grants	2,705	1,993	- 712	209	
Homes in Town Grant	-	330	330	-	Overspend offset by Housing Renewal Schemes
Brynmenyn Homelessness Unit	120	1	- 119	119	

### Additional Financial Information – Budget Reduction Monitoring Variances 2017-18

Overall budget reductions have been achieved.

Budget Reduction Proposal	Original 2017-18 £'000	Amount of saving likely to be achieved £000	Mitigating Actions
Restructure of Legal, Democratic and Procurement.	150	135	Savings made elsewhere due to reallocation of target.
To reduce number of staff in HR, OD and Communications and business support	140	118	Savings made elsewhere because the MTFS saving target was reallocated within the directorate.
Call tariff efficiency	40	25	Savings made from Software
Review non staff budgets for communications, supplies training and equipment	65	155	None required
Staff restructure	60	22	Remainder of target met from Performance section of Legal.

## Sickness broken down by Service Area

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Unit	FTE 31.03.2018	QTR4 2016/17			QTR4 2017/18			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2016/17	Target 2017/18
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Human Resources and Organisational Development	99.03	395.93	39	4.06	396.17	45	4.00	13.92	9.99	7.49
ICT	58.24	89.00	16	1.58	185.00	25	3.18	6.69	6.41	
Legal Section	44.91	236.00	12	5.44	103.65	21	2.31	7.11	13.11	
Housing & Community Regeneration	40.30	123.54	19	2.14	217.76	21	5.40	18.55	8.13	
Corporate Performance and Transformation Team	14.00	5.00	3	0.38	17.00	5	1.21	2.27	5.04	
Register Office	4.30	1.49	1	0.35	22.70	1	5.28	14.31	8.48	
Business Support & CMB Support	22.86	77.00	5	3.37	71.32	11	3.12	6.89	8.89	
<b>OAPS TOTALS</b>	<b>285.64</b>	<b>927.95</b>	<b>95</b>	<b>3.13</b>	<b>1015.60</b>	<b>131</b>	<b>3.56</b>	<b>11.01</b>	<b>9.45</b>	

## Number of FTE days lost by absence reason - Cumulative 2017/18

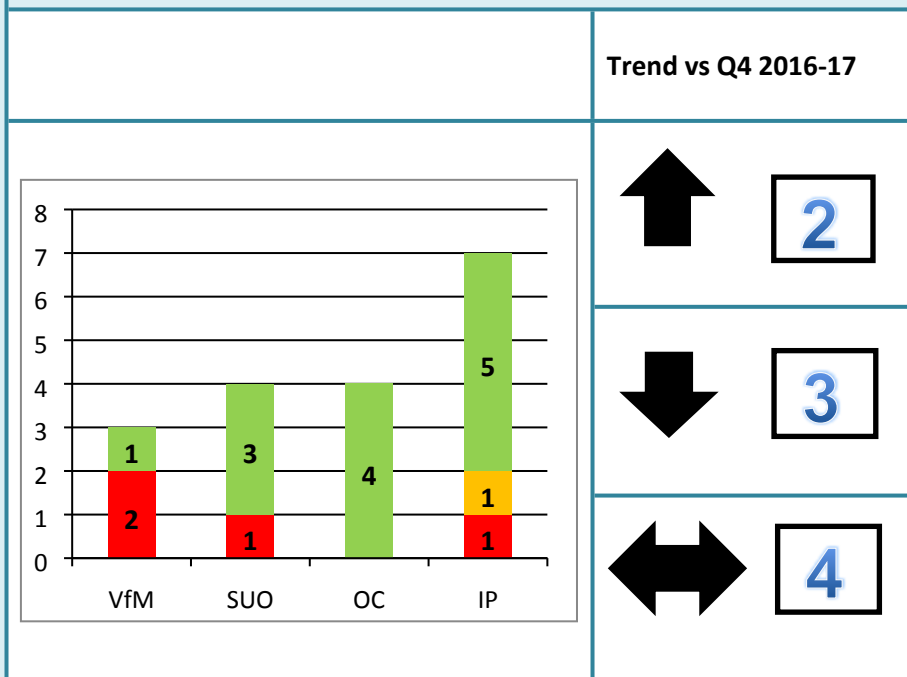
Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	35.00	1.10%
Chest & Respiratory	57.50	1.80%
Eye/Ear/Throat/Nose/Mouth/Dental	95.88	3.01%
Genitourinary / Gynaecological / Pregnancy	23.00	0.72%
Heart / Blood Pressure / Circulation	39.39	1.24%
Infections	409.94	12.85%
Injury	50.00	1.57%
MSD including Back & Neck	322.46	10.11%
Neurological	75.07	2.35%
N1H1 Virus	0.00	0.00%
Other / Medical Certificate	70.00	2.19%
Pregnancy related	48.05	1.51%
Return to Work Form Not Received	80.95	2.54%
Stomach / Liver / Kidney / Digestion	201.40	6.31%
Stress / Anxiety / Depression / Mental Health	1406.24	44.09%
Tests / Treatment / Operation	274.60	8.61%
<b>TOTALS</b>	<b>3189.47</b>	

Commitments		Action	
Red	<p><b>A RED status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>• A significant negative variance against the budget or savings of more than 10%.</li> <li>• Delays against key milestone/s of more than 10% of the total length of the planned action.</li> <li>• Problems with quality that lead to significant additional costs/work.</li> <li>• Significant lack of resources which cannot be resolved by the directorate.</li> <li>• PIs identified to measure success of the commitment are mostly red.</li> <li>• Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.</li> </ul>	CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td>Red (alert)</td> <td>Performance is worse than target by 10% or more</td> </tr> </table>	
Red (alert)	Performance is worse than target by 10% or more		
Amber	<p><b>An AMBER status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>• A negative variance against the budget or savings of less than 10%.</li> <li>• Delays against critical milestones less than 10% of the total length of the planned action.</li> <li>• Problems with quality but not causing delay.</li> <li>• Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies).</li> <li>• PIs identified to measure success of the commitment are a mixture of red, amber and green.</li> <li>• Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.</li> </ul>	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td>Amber (caution)</td> <td>Performance is worse than target by under 10%</td> </tr> </table>	
Amber (caution)	Performance is worse than target by under 10%		
Green	<p><b>A GREEN status usually means one or more of the following:</b></p> <ul style="list-style-type: none"> <li>• The forecast expenditure is on budget.</li> <li>• Milestone/s on track to complete on time.</li> <li>• Quality at expected levels.</li> <li>• No resource problems.</li> <li>• PIs identified to measure success of the commitment are mostly green.</li> <li>• Stakeholders satisfied with the outcome.</li> </ul>	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		<p><b>Performance Indicators (RAG)</b></p> <table border="1"> <tr> <td>Green (clear)</td> <td>Performance is equal to or better than target</td> </tr> </table>	
Green (clear)	Performance is equal to or better than target		
<b>Performance Indicators (Trend)</b>		<b>Performance Indicator types</b>	
↑	Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Performance declined vs same quarter of previous year		

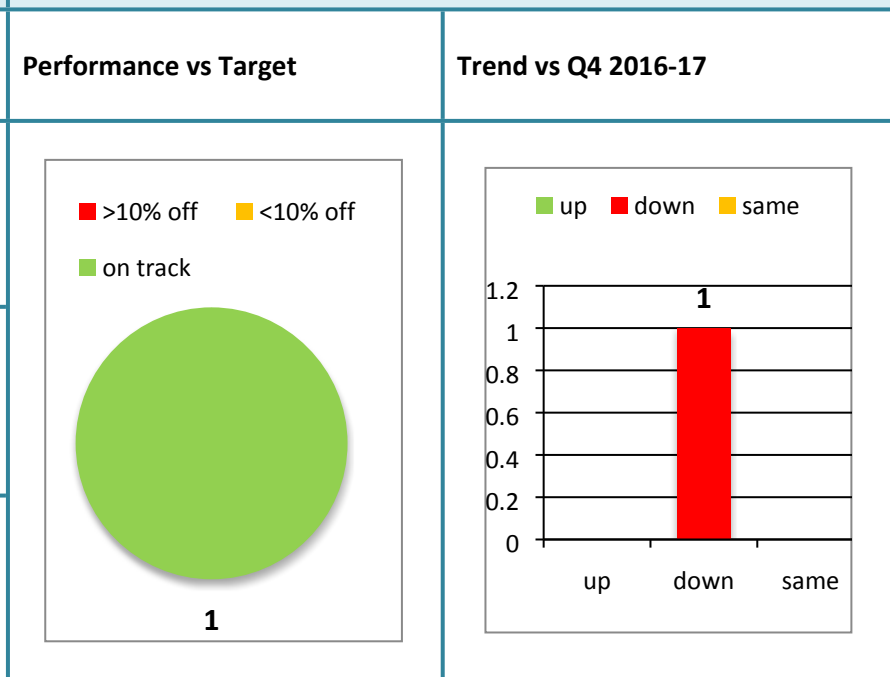
**Finance Performance** - The service continues to deliver against planned targets. The delivery of on-line Council Tax and benefits was delayed until Q1 2018-19 as it was reliant on the launch of the new Council website.

Commitments 2017-18	RAG – current progress against commitment			
	Total	Red	Amber	Green
Q4 2017-18 Directorate Commitments to delivering Corporate priorities				
Priority One – Supporting a successful economy	1	0	0	1
Priority Two – Helping people to be more self reliant	1	0	1	0
Priority Three – Smarter use of resources	4	0	1	3

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



**National Indicators**



**Finance**

**Revenue Budget**

- The net revenue budget for the Directorate for 2017/18 is **£3.924m**
- The actual outturn was **£3.746m** following draw down of **£101k** from earmarked reserves, resulting in an **underspend of £178k**

**Efficiency Savings**

Savings (£000)	2017-18 YTD	%
Savings Target	414	100%
Likely to be achieved	339	82%
Variance	75	18%

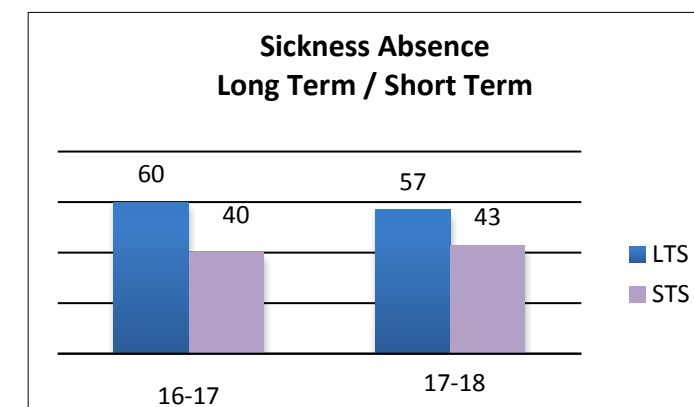
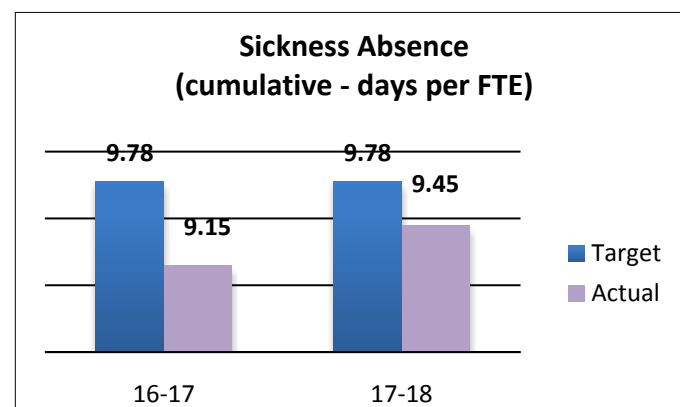
Additional financial information is provided at the end of the report.

**Human Resources**

**Staff Number (FTE)**

2016-17	2017-18
118.53	111.58

**Sickness**



Despite a slight increase in sickness levels, these remain below target.



Implications of Financial Reductions on Service Performance and other Key Issues/challenges	High Corporate Risks																								
<p>It has taken significantly longer than expected to deliver the initial online service officing, comprising Council Tax and Housing Benefits. This has meant that MTFS reductions have not been possible in this area</p> <p>Whilst the service continues to deliver, it is apparent that the existing staff structures provide little/no resilience against either any extra workload or sickness levels.</p>	<table border="1"> <thead> <tr> <th data-bbox="1199 310 1923 380">Risk</th> <th data-bbox="1923 310 2136 380">Improvement Priority</th> <th data-bbox="2136 310 2312 380">Likelihood</th> <th data-bbox="2312 310 2472 380">Impact</th> <th data-bbox="2472 310 2647 380">Overall</th> </tr> </thead> <tbody> <tr> <td data-bbox="1199 380 1923 415">Making the cultural change necessary to deliver the MTFS</td> <td data-bbox="1923 380 2136 415">Links to all</td> <td data-bbox="2136 380 2312 415">5</td> <td data-bbox="2312 380 2472 415">4</td> <td data-bbox="2472 380 2647 415">20</td> </tr> <tr> <td data-bbox="1199 415 1923 451">Welfare Reform</td> <td data-bbox="1923 415 2136 451">Links to all</td> <td data-bbox="2136 415 2312 451">6</td> <td data-bbox="2312 415 2472 451">3</td> <td data-bbox="2472 415 2647 451">18</td> </tr> <tr> <td data-bbox="1199 451 1923 529">If an unfunded NJC pay claim for 2018 to 2019 is accepted the Council may fail to deliver its Medium Term Financial Strategy</td> <td data-bbox="1923 451 2136 529">Links to all</td> <td data-bbox="2136 451 2312 529">4</td> <td data-bbox="2312 451 2472 529">4</td> <td data-bbox="2472 451 2647 529">16</td> </tr> </tbody> </table>					Risk	Improvement Priority	Likelihood	Impact	Overall	Making the cultural change necessary to deliver the MTFS	Links to all	5	4	20	Welfare Reform	Links to all	6	3	18	If an unfunded NJC pay claim for 2018 to 2019 is accepted the Council may fail to deliver its Medium Term Financial Strategy	Links to all	4	4	16
Risk	Improvement Priority	Likelihood	Impact	Overall																					
Making the cultural change necessary to deliver the MTFS	Links to all	5	4	20																					
Welfare Reform	Links to all	6	3	18																					
If an unfunded NJC pay claim for 2018 to 2019 is accepted the Council may fail to deliver its Medium Term Financial Strategy	Links to all	4	4	16																					

## FINANCE

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## IMPROVEMENT PRIORITY ONE: SUPPORTING A SUCCESSFUL ECONOMY

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P1.1.1</a>	Continue to work with the Cardiff Capital Regional skills and employment Board and other BCBC led projects to help shape employment opportunities, including continuing to capture apprentice opportunities, and develop a skilled workforce to meet those needs	GREEN	CIPFA trainee recruitment process was highly successful (66 applications) – appointment made and trainee started in September	

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

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P2.4.1</a>	Work with partners and the third sector to identify the best way of providing services within local communities	AMBER	Cabinet report approved, procurement documents being prepared.	With the imminent implementation of Universal Credit full service (scheduled for 6 June 2018) – requirements of supporting citizens are currently under reconsideration.

## IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
<a href="#">P3.1.1</a>	Implement the planned budget reductions identified in the 2017-18 budget	AMBER	All savings proposals achieved with the exception of savings arising from digitalisation of housing benefits and council tax. Due to be implemented from April 2018.	Review staffing structures as digitilisation rolls out.
<a href="#">P3.2.1</a>	Increase the number of citizens using our online system to manage their council tax and housing benefit accounts and deliver financial savings	GREEN	On track for April 2018 go-live	
<a href="#">P3.2.2</a>	Automate most common internal processes to reduce transactions costs and streamline processes.	GREEN	The use of electronic feeders for invoice processing is reducing transaction costs of processing manual invoices. There are now over 70% of all invoices being processed in some form of electronic way.	
<a href="#">P3.3.6</a>	Review capital expenditure to ensure alignment with corporate objectives.	GREEN	Capital bids assessed against corporate priorities and against proposed funding framework. Bids discussed with Cabinet and built into MTFs for 2018-19 onwards.	

## FINANCE

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative and RAG	Trend Year end 17-18 vs 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<b>Value for Money (V)</b>								
<b>FIN3.1.1</b> Local IP3	Value of proposed reductions to corporate budgets <i>Higher preferred</i>	938,000	£407,000	407,000	938,000	n/a	n/a	Annual Indicator Target setting: Budget reduction planned to achieve all savings required All corporate budget reductions achieved, including £300,000 on Council Tax Reduction Scheme
<b>FIN3</b> Local IP3	Cost of purchase to pay (P2P) process <i>Lower preferred</i>	n/a	Establish baseline	0	n/a	n/a	n/a	Annual Indicator Target setting: Reduce cost year on year
<b>FIN3.2.2.1</b> Local IP3	Percentage of invoices processed through digital purchase to pay (P2P) process <i>Higher preferred</i>	10	10	0	↔0	n/a	n/a	Annual Indicator Within the Basware process, there have been no electronic invoices during 17-18. However this will be developed throughout 18-19. There have been increases in using other types of electronic invoices through Feeders as an alternative and this percentage of total invoices was over 70% .
<b>Service user outcomes (O)</b>								
<b>DRE6.12.1</b> Local Other	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTR) new claims <i>Lower preferred</i>	17 days	16 days	17.88days	↓12.49	n/a	n/a	Quarterly Target setting: National target
<b>DRE6.12.2</b> Local Other	Average time (days) taken to process housing benefit (HB and council tax benefit (CTR) change events <i>Lower preferred</i>	9 days	6 days	5.31days	↓4.06	n/a	n/a	Quarterly Target setting: Target set to maintain current performance Performance:
<b>FIN2.4.1</b> Local IP2	Number of citizens supported by new arrangements <i>Higher preferred</i>	n/a	Establish baseline	0	0	n/a	n/a	Annual Indicator Target setting: n/a This indicator was linked to PIP support (working with 3rd sector). The service to take this work forward is currently under review prior to going out to tender.
<b>FIN3.1.2.1</b> Local IP3	Total value of investments made in new financial instruments <i>Higher preferred</i>	£2 million	£2 million	£12.3m	0	n/a	n/a	Annual indicator
<b>DRE6.2.3</b> Local IP3	Percentage of undisputed invoices paid within 30 days <i>Higher preferred</i>	95%	95%	97.30%	↑95.86%	n/a	n/a	Quarterly Target setting: to run an efficient process which does not negatively impact on local businesses' cashflow Exceeded the target throughout the year of paying suppliers within 30 days
<b>Organisational Capacity (C)</b>								
<b>CHR002vii</b> CP feeder, PAM feeder IP3	Number of working days per full time equivalent lost due to sickness absence (Finance) <i>Lower preferred</i>	9.78	9.78	9.45	↓9.15	10.3	13	Quarterly Target setting: Set corporately. Target retained at current levels is challenging against current performance

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 16-17	Annual Target 17-18	Year end 17-18 Cumulative and RAG	Trend Year end 17-18 vs 16-17	Wales Average 16-17 PAMs	BCBC Rank 16-17 PAMs	Comments
<u>FIN3.4.1</u> <u>Local</u> <u>IP3</u>	Number of working days lost per FTE through industrial injury (Finance) <i>Lower preferred</i>	0	0.008	0	↔0	n/a	n/a	Quarterly Target setting: Set through Health and Safety Management Group
<u>FIN3.4.2</u> <u>Local</u> <u>IP3</u>	Number of industrial injury instances (Finance) <i>Lower preferred</i>	0	1	0	↔0	n/a	n/a	Quarterly Target setting: Set through Health and Safety Management Group
<u>FIN1</u> <u>CP feeder</u> <u>IP1</u>	The number of apprentices in the service (Finance) <i>Higher preferred</i>	n/a	1	1	n/a	n/a	n/a	Annual indicator Target setting: To support the corporate plan target to see a 50% increase in apprenticeship opportunities
<b>Internal Processes (P)</b>								
<u>DRE6.2.2</u> <u>Local</u> <u>IP3</u>	Percentage of feeder invoices over all invoices processed <i>Higher preferred</i>	60%	70%	74.18%	↑71.92%	n/a	n/a	Quarterly Target setting: stretching but realistic target to deliver increased process efficiency Exceeded the target but next development area will be Electronic Invoices through Basware
<u>FIN3.2.1</u> <u>Local, CP</u> <u>IP3</u>	Percentage of Council Tax customers accessing on-line service through “my account” <i>Higher preferred</i>	30%	50%	0%	↔0%	n/a	n/a	Annual indicator Target setting: Improving target is set on current performance and plans for production Go-live now scheduled for April 2018; PI to be carried forward into 2018/19
<u>FIN4</u> <u>Local</u> <u>Other</u>	Council Tax – In year collection rate <i>Higher preferred</i>	n/a	97.1%	97.3%	n/a	n/a	n/a	Annual indicator
<u>FIN5</u> <u>Local</u> <u>Other</u>	Average Value of uncleared funds <i>Lower preferred</i>	n/a	5,000	4,217	n/a	n/a	n/a	Quarterly Indicator - New Indicator for 17-18 Target setting: n/a Performance:
<u>FIN6</u> <u>Local</u> <u>Other</u>	Number of days VAT return is submitted before deadline <i>Higher preferred</i>	n/a	10	24	n/a	n/a	n/a	Monthly Indicator: New Indicator for 17-18 Target setting: n/a
<u>FIN7</u> <u>Local</u> <u>Other</u>	Treasury Management – investment yield vs Welsh LAs average <i>Higher preferred</i>	n/a	0.1% above average	0.49%	n/a	n/a	n/a	Annual indicator Target setting: To exceed the Welsh Local Authority Investment Yield Average
<u>FIN2</u> <u>Local</u> <u>IP2</u>	In year collection rate achieved of BID levy <i>Higher preferred</i>	n/a	80% of in year business rates collection rate	78.5%	n/a	n/a	n/a	Annual indicator Target setting: Expected to be more challenging to collect due to some opposition plus low engagement from any new businesses which did not participate in the BID vote

PI Ref No	PI Description	Annual target 17-18 £'000	Performance as at Q4 2017-18						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
FIN3.1.1.2 CP feeder Priority 3	Value of proposed budget reductions (Finance)	414	0	0	75	18%	339	82%	Of total budget reduction target of £414,000, only £339,000 achieved. Shortfall was on CEX3 in respect of channel shift for council tax and housing benefits. This proposal was not achieved in full due to the delay in updating the Council website and consequent roll out of digitalisation (My Account).

### Additional Financial Information – Main Revenue Budget Variances

The net budget for the Directorate for 2017-18 was £3.924 million and the actual outturn was £3.746 million, following draw down of £101,000 from earmarked reserves, resulting in an under spend of £178,000. The most significant variances are:

CHIEF EXECUTIVES AND FINANCE	Net Budget £'000	Final Outturn £'000	Final Variance Over /(Under) Budget £'000	% Variance
Internal Audit	313	251	(62)	-19.8%
Housing Benefits Administration	689	482	(207)	-30.0%
Taxation and Sundry Debtors	41	156	115	280.5%

#### Internal Audit

- The under spend mainly relates to a rebate in respect of a reduced number of audit days received in the 2017-18 financial year as a result of staff vacancies within the service. There is currently a review of the service in progress.

#### Housing Benefits Administration

- There is an under spend in respect of the administration of housing benefit arising mainly from staffing vacancies, but also changes in staffing hours, additional annual leave purchases and unanticipated grant income.

#### Taxation and Sundry Debtors

- There is a shortfall of £91,000 on income from court costs, together with an over spend on staffing arising from the delay in implementing “channel shift” in line with 2017-18 MTFS proposals.

### Additional Financial Information – Budget Reduction Monitoring Variances 2017-18

Budget Reduction Proposal	Original RAG 2017-18 £'000	Amount of saving achieved £000	Mitigating Actions
To put Council Tax and some aspects of benefits online and to collaborate with others	150	75	Savings allocated between Housing Benefits & Council Tax and staffing reduction has been incorporated into the 18-19 structure. Council tax savings will not be achieved until Channel Shift has been incorporated for several months (fully implemented 24-4-18) and it is too early to identify if saving will be achieved in 18-19. Under spends realised elsewhere will mitigate overall.

## SICKNESS

## DIRECTORATE SICKNESS ABSENCE FINANCE

Unit	FTE 31.03.2018	QTR4 2016/17			QTR4 2017/18			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2016/17	Target 2017/18
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Benefits and Financial Assessments	40.54	118.99	18	2.98	136.49	30	3.37	12.52	9.72	9.78
Finance	49.17	100.77	16	1.90	152.01	28	3.09	8.40	5.88	
Revenues	21.87	55.69	11	2.29	61.57	10	2.81	6.64	15.25	
<b>FINANCE DEPARTMENT</b>	<b>111.58</b>	<b>276.44</b>	<b>46</b>	<b>2.33</b>	<b>350.07</b>	<b>68.00</b>	<b>3.14</b>	<b>9.45</b>	<b>9.15</b>	

## Number of FTE days lost by absence reason - Cumulative 2017/18

Absence Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	0.00%
Chest & Respiratory	84.14	7.96%
Eye/Ear/Throat/Nose/Mouth/Dental	107.36	10.16%
Genitourinary / Gynaecological / Pregnancy	0.00	0.00%
Heart / Blood Pressure / Circulation	0.00	0.00%
Infections	142.99	13.53%
Injury	0.00	0.00%
MSD including Back & Neck	42.18	3.99%
Neurological	182.91	17.31%
N1H1 Virus	0.00	0.00%
Other / Medical Certificate	0.00	0.00%
Pregnancy related	14.50	1.37%
Return to Work Form Not Received	0.00	0.00%
Stomach / Liver / Kidney / Digestion	137.26	12.99%
Stress / Anxiety / Depression / Mental Health	144.92	13.72%
Tests / Treatment / Operation	200.20	18.95%
<b>TOTALS</b>	<b>1056.46</b>	



**KEY:**

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