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

Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate
Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694
Gofynnwch am / Ask for: Mrs Julie Ellams

Ein cyf / Our ref:
Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 14 January 2020

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 **Monday, 20 January 2020** 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 - 12
   To receive for approval the minutes of 25/09/2019 and 07/11/2019

4. Medium Term Financial Strategy 2020-21 to 2023-24 13 - 62

   Invitees:
   Mark Shephard – Chief Executive
   Kelly Watson – Chief Officer – Legal, HR & Regulatory Services
   Martin Morgans – Head of Performance and Partnership Services
   Councillor Huw David – Leader
   Councillor Hywel Williams – Deputy Leader
   Councillor Dhanisha Patel – Cabinet Member Future Generations and Wellbeing
   Gill Lewis – Interim Head of Finance and S151 Officer
   Christopher Morris – Finance Manager – Budget Management: Social Services and Wellbeing / Chief Executives

5. Incident and Near Miss Reporting Procedure 63 - 80

   Invitees
   Gill Lewis, Interim Head of Finance and S151 officer

By receiving this Agenda Pack electronically you will save the Authority approx. £2.96 in printing costs

6. Council Performance Against Its Commitments at Quarter 2 of 2019-20 (information Report) 81 - 134

7. Corporate Parenting Champion Nomination Report 135 - 138

8. Forward Work Programme Update 139 - 148

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

Yours faithfully
K Watson
Chief Officer, Legal, HR & Regulatory Services

Councillors:	Councillors	Councillors
JPD Blundell	T Giffard	KL Rowlands
NA Burnett	CA Green	RMI Shaw
N Clarke	M Jones	JC Spanswick
J Gebbie	RL Penhale-Thomas	T Thomas

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 25 SEPTEMBER 2019

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON WEDNESDAY, 25 SEPTEMBER 2019 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

NA Burnett, N Clarke and J Gebbie

Officers:

Mark Galvin	Senior Democratic Services Officer - Committees
Tracy Watson	Scrutiny Officer

Invitees:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Robin Davies	Group Manager - Business Strategy and Performance
Gill Lewis	Interim Head of Finance and Section 151 Officer
Martin Morgans	Head of Performance and Partnership Services
Councillor Dhanisha Patel	Cabinet Member for Wellbeing and Future Generations
Mark Shephard	Chief Executive
Kelly Watson	Head of Legal & Regulatory Services
Councillor Philip White	Cabinet Member for Social Services and Early Help
Councillor Hywel Williams	Deputy Leader
Councillor Richard Young	Cabinet Member Communities

132. DECLARATIONS OF INTEREST

Councillor C Webster declared a personal interest in Agenda item 4, due to her son receiving Home to School Transport to an Out of County Placement. The subject of Home to School Transport was included as a provision of the report and debated.

133. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of the Corporate Overview and Scrutiny Committee dated 17 July 2019 be approved as a true and accurate record.

At the request of the Interim Head of Finance and S151 Officer and with the agreement of Members, it was recommended that the Senior Democratic Services Officer – Committees seeks further clarification from the Scrutiny Section, on the Conclusions detailed in Minute 130, and if necessary, reports back to the Committee at the next meeting with a further explanation regarding these.

134. BUDGET MONITORING 2019/20 - QUARTER 1 REVENUE FORECAST

The purpose of this report is to provide the committee with an update on the Council's revenue financial position as at 30th June 2019 and virements over £100,000, which was approved by Council on the 24th July 2019.

The report outlined certain background information, following which, it gave a summary of the Council's financial position at 30 June 2019 with Table 1 here, showing a comparison of budget against projected outturn at this date. This reflected a net over spend of £264k comprising of £763k net over spend on Directorates and £499k net under spend on corporate budgets.

The Interim Head of Finance and S151 Officer confirmed that there had been a number of budget virements and technical adjustments between budgets since the MTFS was approved by Council in February 2019. The main virements and technical adjustments were outlined in paragraph 4.1.4 of the report.

In February 2019 Council approved the Medium Term Financial Strategy for 2019-20 to 2022-23. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to around £35.2 million over the next four years. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

With regard to the monitoring of Budget Reduction Proposals and Table 2 in this section of the report, showed that of the £2.342m outstanding reductions, £1.795m is likely to be achieved in 2019-20, leaving a shortfall of £547k. Paragraph 4.2.3 of the report outlined some of the proposals that were likely not to be achieved.

Paragraph 4.2.5 of the report, then outlined Budget Reductions for 2019-20. The approved budget for this year included reduction proposals totalling £7.621m, which was broken down in Appendix 2 (to the report) and summarised in Table 3 on page 12 of the report.

A summary of the financial position for each of the Council's main service areas comprising each of the Authority's Directorates, was attached at Appendix 3 to the report and comments on the most significant variances were shown in paragraph(s) 4.3 of the report, including a further explanation on Council Wide budgets.

Invitees responded to a number of questions from Members on the content of the report and RAG status detailed in the report's attached Appendices, following which, it was

RESOLVED: That Committee noted the project Revenue budget for 2019-20 and further noted the ongoing areas of concern.

135. DIGITAL TRANSFORMATION

The Head of Performance and Partnerships presented a report, the purpose of which, was to update the Corporate Overview and Scrutiny Committee of progress on the corporate Digital Transformation programme.

The report gave some background information, following which it gave a summary of progress in respect of the My Account Platform, with paragraph 4.1 of the report detailing a timeline that demonstrated progress made in this area from 2016 to the present day.

He confirmed that since My Account had been launched in April 2018, the following services have been made available online via the My Account self-serve portal:

- Council Tax;
- Housing Benefits
- School Admissions
- Blue Badges, and
- Residential Parking Permissions

Subsequent sections of the report expanded upon these areas and the accessibility to them through the My Account service, together with other potential benefits that were being looked at where My Account on-line services would prove to be beneficial to the public/constituents of the County Borough, in terms of accessing services.

The report then elaborated upon Communications and Marketing and this section of the report covered the following areas:-

1. Corporate website
2. Microsite Transition
3. Communications Strategy
4. Welsh Translations
5. i-Trent – internal HR Solution
6. Digital Strategy
7. Digital First – Channel Capacity

In terms of the report's financial implications, the original Digital Transformation Programme funding of £2.5m was split into £1m for capital expenditure and £1.5m for revenue expenditure. The current position is that as of the 1 April 2019, there is £520k of capital funding and £899,722 of revenue funding remaining. The table in this part of the report, summarised the expenditure to date incurred on the Digital Transformation programme.

The Chairperson then invited questions from Members.

A Member referred to on-line Council Tax billing/ebilling and asked if any consideration had been given for discount to be given to customers for payments they make in respect of these through My Account as an incentive to sign-up to this.

The Head of Performance and Partnerships confirmed that this could not be given retrospectively to people who have already signed up to the scheme and therefore it would not be fair to do so for new customers. Also, if such discount was given, customers could take the discount and then opt out and resort back to paper based bills.

A Member commended the report and detail and informative accompanying presentation, adding that the area of Digital Transformation in the Authority including the My Account initiative, had come on leaps and bounds in the last 12 months since it was last considered by Overview and Scrutiny, when Members had raised some concerns in particular, to automation and possible future job losses of staff. He noted that there were concerns previously at that time regarding the introduction of automation and the effect this in turn may have, on staff job losses. He asked if this may take place, due to the advances made in Digital Transformation within the Authority.

The Head of Performance and Partnerships, advised that under the Council's Medium Term Financial Strategy (MTFS), efficiency savings were required to be made moving forward across all areas of the Authority, so jobs were at risk in any Council Directorates and Departments due to this.

The Chief Executive added to this, by stating that advancing in the area of Digital Transformation was key to the Authority as it gave customers more avenues within which to engage with the Authority on a whole range of important issues, including business transactions. He added that it had also assisted the public/constituents engaging more effectively in the budget consultation process on-line and their feedback on the Council's MTFS was considered very important. He reiterated the point that considerable savings were still needed to be made across all areas of the Council and this unfortunately would include the loss of some posts, otherwise the extent of savings that was required would not be made.

A Member asked how much it would cost the Authority over the next few years, in order to continue the development of Digital Transformation.

The Head of Performance and Partnerships confirmed that the Council had delivered on what it had paid for and was contracted to thus far in terms of its Digital Programme and there was a planned budget allocation in place to develop Digital Transformation further in other departments, service areas of Directorates that comprise BCBC.

A Member commended the progress made in this area of work which he felt was beneficial with regards to meeting the expectations of the public. He added that consideration should be given to monitor how we are progressing in future in respect of this area of work, through data collation such as the number of constituents who were communicating with the Council through the likes of Oggie, My Account, Facebook and the like etc, and possibly benchmarking with other authorities who were also making advances here. It was important he felt, that further strides and development continued going forward, particularly as this was being financially supported by the Council at a time when budget cuts were being made in other service areas.

The Transformation, Performance and Customer Service Manager, advised that the Council had a numerous amount of telephone queries from the public and some of these disappeared in a 'pothole' or were not fully responded to/followed-up. Departments also mostly could not confirm to the customer how long an enquiry would take to be responded to or the business it related to concluded, however, timelines could be given for this through Oggie, the Council's chatbot (Robot) communicator. He added that as the area of Digital Transformation developed further with time, systems would be configured through establishing digital channels that meet customer expectations and needs.

He further added, that there had been some IT glitches in respect of parents and guardians etc submitting School Admissions Appeals on-line via the My Account self-serve portal, which resulted in a large quantity of these not being received. The next submission round was in October coming and the issues that caused the above problem were in the process of being resolved in time for this, so hopefully the submission of the next batch electronically to the Council, would process more smoothly.

A Member referred to paragraph 4.8 of the report with regards to the 'Love Clean Streets (BBITS) Environmental reporting – "Report it" initiative, and he asked if through this Members/Officers of the Authority were able to log into our internal mapping service.

The Head of Performance and Partnership Services responded by stating that he was looking at this with the GIS team with a view of improving processes with 'Fix My Street' to make this form of electronic contact more user friendly than is currently the case.

As this concluded debate on this particular item, the Chairperson thanked the Invitees for their attendance and they then duly left the meeting.

Conclusions:

The Committee thanked the Head of Performance and Partnership Services on his report and noted the positives advances made in the last 12 months.

Members acknowledged the positive contribution digital transformation had on the authority but were concerned about impact on jobs, particularly those in front-facing roles.

Members noted the increase in school admissions completed online during the last academic year and asked what changes are going to be made to resolve any IT issues going forward?

Members noted the financial overview in terms of the cost of digital transformation and further noted that it would be useful to receive details of how much had been saved in future reports.

Members suggested refinement on an analytical tool to identify contacts ringing the Council and the purpose of their call.

136. OVERVIEW AND SCRUTINY - FEEDBACK FROM MEETINGS

The Head of Legal and Regulatory Services submitted a report, the purpose of which, was to present feedback from the previous meetings of the Corporate Overview and Scrutiny Committee for discussion, approval and actioning.

Following consideration of the information contained in Appendices A and B to the report, it was

RESOLVED: That the RAG status of the following be agreed:-

- Social Services Annual Report 2018/19 – Comment/Conclusion 1 – **Green,** Comment/Conclusion 2 – **Amber**, Comment/Conclusion 3 – **Amber**
- Bridgend Replacement Local Development Plan 2018-2033 Draft Vision & Objectives, Growth & Spatial Options – Comment/Conclusion 1 - 4 – **all Green**,
- Financial Performance 2018-19 – Comment/Conclusion 1 & 2 – **Amber,** Additional Information – **Green**
- Council's Council's Performance against its Well-being Objectives for 2018-19 – Comment/Conclusion 1 – **Green,** Additional Information 1 – **Amber,** Additional Information 2 – **N/A**

137. FORWARD WORK PROGRAMME (FWP) UPDATE

The Scrutiny Officer presented a report on behalf of the Head of Legal and Regulatory Services on the above topic.

Attached at Appendix A to the report, was the Corporate Overview and Scrutiny Committee FWP, which included the items for the next scheduled meeting.

Attached at Appendix B to the report, was the Subject Overview and Scrutiny Committees FWP which included the topics prioritised and agreed by the Corporate Overview and Scrutiny Committee for the next set of Subject Overview and Scrutiny Committees in Table 1, as well as a list of proposed future topics at Table 2.

The Chairperson together with Members discussed the feasibility of establishing a combined Overview and Scrutiny Committee to comprise the membership of the Council's Corporate Overview and Scrutiny Committee and Subject Overview and Scrutiny Committees 1, 2 and 3, in order to consider the MTFS proposals, prior to these being in turn presented to Cabinet, for consideration. Such a Committee would hopefully allow for all such Members on this to raise questions on the budget and also have voting rights. This meeting would be in addition to all such Scrutiny Committees meeting in their own right to consider the MTFS proposals.

The Monitoring Officer advised that any such joint arrangement along the lines of the above, would have to be reported to and approved by Council. She would therefore look into this suggestion in conjunction with the provisions of the Constitution, prior to any such report being compiled.

RESOLVED: That the report and supporting information in the form of Appendices be noted, with it further agreed that Subject Overview and Scrutiny Committee 1 would consider the subject of Education Outcomes at its meeting on 3 February 2020, and Subject Overview and Scrutiny Committee 2 considers the topic of Home to School Transport at its meeting dated 5 February 2020.

138. URGENT ITEMS

None.

The meeting closed at 12:36

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN COUNCIL CHAMBER, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON THURSDAY, 7 NOVEMBER 2019 AT 09:30

Present

Councillor CA Green – Chairperson

JPD Blundell	NA Burnett	N Clarke	J Gebbie
T Giffard	M Jones	RL Penhale-Thomas	KL Rowlands
RMI Shaw	JC Spanswick	T Thomas	

Apologies for Absence

Cllr C Smith

Officers:

Sarah Daniel Democratic Services Officer - Scrutiny

Invitees:

Susan Cooper	Corporate Director - Social Services & Wellbeing
Lindsay Harvey	Corporate Director Education and Family Support
Mark Shephard	Chief Executive

1. DECLARATIONS OF INTEREST

Cllr John Spanswick declared a prejudicial interest on page 17 of the report in relation to care at home for older people as his wife works in this service area. Cllr Spanswick withdrew from the meeting while this was discussed.

2. APPROVAL OF MINUTES

RESOLVED: The minutes of the meeting from 26 June 2019 were approved as a true and accurate record of the meeting

3. BUDGET MONITORING 2019-20 - QUARTER 2 REVENUE FORECAST

The Head of Finance and Deputy Section 151 Officer presented the report to Members with an update on the Councils financial position as at 30 September 2019. She explained that on the 20 February 2019, Council approved a net revenue budget of £270.809million for 2019-20.

The following concerns were raised by Members:

- Why was Home to School Transport not achieving savings?
  The Corporate Director Education and Family Support and the Leader confirmed that the situation was complex and costs were rising in this area, however a list of reductions had been secured. They advised that members would receive feedback on a review of Home to School Transport early next year. The Chairperson reiterated that the Committee remained concerned about the overspend in this area

- Clarification was sought on the further savings of £60,000 that were unlikely to be achieved in the library and cultural facilities.
  The Corporate Director Social Services and Wellbeing confirmed that this was down to management fees and mobile library facilities still under consultation

- Underspend in relation to parking fees was questioned by members. There was potential for a lot of income generation and therefore we should be investing to save. Residents parking permits would increase the use of town centre car parks and keep residents happy so should be a priority. It was also raised that the payment machines in the Rhiw car park are often not working and that staff attending to fix these should be a priority as there is a high potential income lost in this area for every day it is not working.
  The Leader confirmed he would consider the above point and explore if the issues with the payment machines can be addressed as a priority.

- Was the income generated from the Salt Lake Car Park being reinvested directly back into the common for Porthcawl as there was an understanding that this should be the case
  The Chief Executive stated that this arrangement was not currently formalised but could be explored. He agreed he would confirm arrangements and get back to members.

- What was the delay in approval for the permitting scheme for road works?
  The Chief Executive confirmed that the Authority were not allowed to progress with the scheme without WG permission and that there was a possibility of a national scheme being introduced so it would be delayed until the outcome of the national scheme is known.

- How does the staffing vacancies in the CEX Directorate affect performance?
  The Chief Executive confirmed that 88% of the CEX budget was made up of staff. He added that at a time when so many cuts were being made there was a fear if a post was recruited to that in a years' time the directorate could be faced with making posts redundant and incurring costs associated with redundancy. He added that this inevitably has an effect on resilience and capacity across the Directorate.

- Concerns were raised on the underspend of the homecare budget which was primarily due to staffing vacancies and asked how this would affect a potential winter crisis
  The Corporate Director Social Services and Wellbeing advised that the Authority had just received a grant for winter pressures. She added that the Directorate do not hold vacancies long term and that replacement staff are usually in place within 2-3 months with only one member of staff not replaced during a recent restructure.

- Concern at the rise in homelessness and vacancies in this Directorate also being held. The Chief Executive stated that the Authority were not deliberately under resourcing and that staff that had left in housing over recent months would be replaced. He added that the structure was being reviewed to ensure full support was sustained in this area.
  The Cabinet Member for Future Generations and Wellbeing advised that

- Members asked how the authority could support the public in understanding the pressures that the Authority are facing and raise awareness of the cuts that we are facing and understand what their priorities are.

The Chief Executive stated that the Authority does need to improve on getting the message out to the public that they will be faced with unpalatable options as the Authority has to find cuts of £35 million over the next 4 years and that we will have to change the way we work.
The Cabinet Member Social Services and early help stated that the Authority has faced a cut in the budget for the last 9/10 years and austerity has far from ended with future cuts, not savings needing to be realised.

- Poor budget management from WG has been passed on to LA's. Grant funding was not known. Members queried what we as an Authority were doing to tell WG that this was not acceptable
  The Leader advised that as we were in the Purdah period WG had sought legal advice on whether they could set their budget during this time. He added that as an Authority we make this point to WG all the time that it is not acceptable and will continue to make the point to them as it has a major impact on all Local Authorities trying to set a budget.

- Members were concerned at possible grant funds that come into the authority which are often not known or guaranteed until the last minute, leaving it impossible for the Authority to properly prepare their budgets. One member stated that there is an online petition regarding grant funding so this would be debated in the Senedd shortly and WLGA will continue to lobby for us to have timey settlements from Westminster.

Following discussions members concluded the following:

- The Authority should invest to save and prioritise the resident's car parking scheme as this would keep residents satisfied and also increase the usage of town centre car parks. The Authority should also ensure that these areas are sufficiently staffed to ensure immediate response when car parking machines are not working sufficiently.
- The Authority should prioritise areas where there are staff vacancies that are having a knock on effect to the community, especially in areas such as housing and that filling these vacancies should be prioritised.
- Members appreciate that further cuts are needed but the Authority should prioritise income generation opportunities
- Members asked that Homelessness Strategy be scheduled to come to Scrutiny
- Members asked for further information on the Porthcawl parking Investment agreement.

4. OVERVIEW AND SCRUTINY - FEEDBACK FROM MEETINGS

The Scrutiny Officer presented the feedback to members from the Corporate Overview and Scrutiny Committee of the 25 September on the items of Digital Transformation and Budget Monitoring Q1 Revenue Forecast.

Members thanked officers for the feedback and agreed to mark the actions as amber. The actions would then be followed up on in 6 months' time.

5. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the report to Members and sought confirmation of the information required for the subsequent meetings on the 13 January 2020 and 13 February 2020

Following discussion Members agreed to schedule the following:

24 January 2020 – MTFS
13 February 2020 – Budget Monitoring 2019/20 Q3 Forecast
Commissioning plan for Social Care in Bridgend CBC

23 March 2020 - Shared Regulatory Service

6. URGENT ITEMS

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

20 JANUARY 2020

REPORT OF THE INTERIM SECTION 151 OFFICER

MEDIUM TERM FINANCIAL STRATEGY 2020-21 to 2023-24

1.0 Purpose of this report

1.1 The purpose of this report is to present the Committee with the draft Medium Term Financial Strategy 2020-21 to 2023-24, which sets out the spending priorities of the Council, key investment objectives and budget areas targeted for necessary savings. The strategy includes a financial forecast for 2020-2024 and a detailed draft revenue budget for 2020-21.

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 Corporate Plan and Medium Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next four financial years, with particular focus on 2020-21.

3.0 Background

Corporate Plan - Policy Context

3.1 The Council's well-being objectives under the Well-being of Future Generations (Wales) Act 2015 are currently:

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

3.2 This draft MTFS has been significantly guided by these priorities. Although previous year-on-year reductions in Aggregate External Finance (AEF) have necessitated significant budget reductions across different service areas, the Council still plays a very significant

role in the local economy of Bridgend County Borough and is responsible for annual gross expenditure of around £420 million and is the largest employer in the county borough. The Corporate Plan will be presented to Council for approval alongside the MTFS 2020-24 in February 2020 and will be fully aligned with the MTFS including explicit links between resources and corporate priorities.

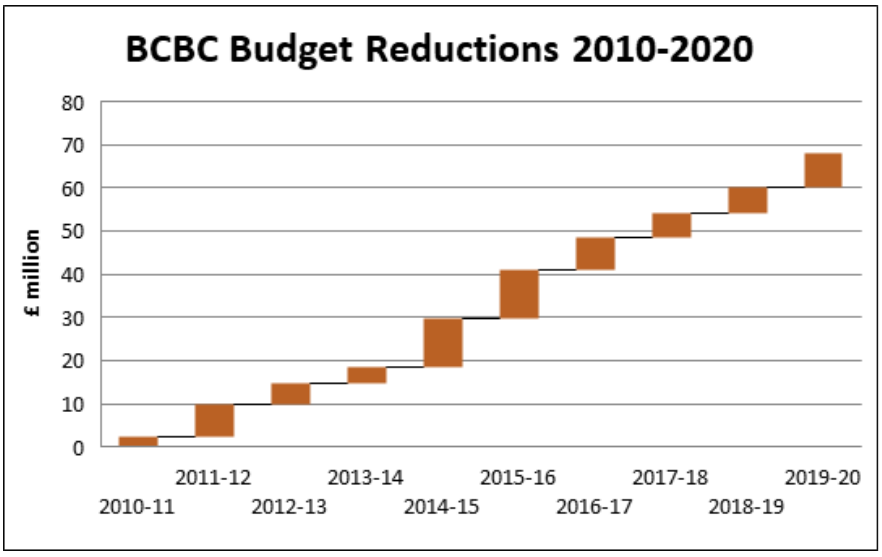
3.3 Budget Narrative

3.3.1 The Council aspires to improve understanding of its financial strategy, link more closely to the agreed corporate wellbeing priorities and explain the Council's goal of delivering sustainable services in line with the overarching ambition of the Well-being of Future Generations (Wales) Act 2015. The 2017-2021 MTFS introduced a budget narrative, which aims to articulate the continued and significant investment in public services that the Council will make. It sets out how the Council aims to change particular areas of service delivery and the financial consequences of this.

3.3.2 Corporate Financial Overview

Over the last 10 years, the Council has made £68 million of budget reductions, as shown below. This represents 30% of the Council's 2009-10 budget:

Bridgend County Borough Council Budget Reductions 2010 to 2020



While the Council's net revenue budget is planned at £286.885 million for 2020-21, its overall expenditure far exceeds this. Taking into account expenditure and services which are funded by specific grants or fees and charges, the Council's gross budget will be around £420 million in 2020-21. The local authority's annual revenue budget covers the day-to-day running costs of the local authority (including staff salaries, housing maintenance, pensions, operational costs etc.). Around £175 million of the gross budget is spent on the Council's own staff including teachers and school support staff. Much of the cost of the services provided by external organisations is also wage related – these include for example waste collection operatives, domiciliary care workers, leisure staff and foster carers.

The Council gets the majority of its revenue funding from Welsh Government through the Revenue Support Grant and a share of Non Domestic Rates. It supplements this through

council tax collection, other grants and fees and charges. Council tax is a charge that local authorities charge to help to pay for their services. The amount that council tax payers pay is made up of 3 elements:

- Bridgend County Borough Council charge
- Community Council charge
- Police and Crime Commissioner for South Wales charge

In terms of council tax, the proportion of council tax required to balance the Council's budget has steadily increased over recent years and it currently funds almost 30% of the budget.

As well as having reduced income to fund services, there are other pressures that squeeze resources. One of these is legislative changes. This includes regulations and legislation from Welsh Government (WG) either directly or indirectly – for example pressures and new responsibilities arising from, for example, the Environmental (Wales) Act 2016, the Well-being of Future Generations (Wales) Act 2015, and the Additional Learning Needs and Education Tribunal (Wales) Act 2018.

Another significant pressure arises through demographic changes. People are living longer which is good news but that also can bring increased dependency through people living with more complex or multiple conditions. Additionally, we are seeing an increase in the number of pupils at our schools, which places increased pressure on school budgets.

The Council has adopted a Corporate Plan that sets out the approaches that it will take to manage these pressures whilst continuing to ensure that, as far as possible, services can be provided that meet the needs of the citizens and communities in Bridgend . These approaches are:

- Though a large and complex organisation, the Council will make every effort to work as one single organisation. That means avoiding duplication and double handling of data through sharing of systems and processes. This isn't always as easy as it sounds because often different rules or opportunities apply to different services. Nevertheless acting as 'One Council working together to improve lives' is enshrined in the Council's vision.
- Wherever possible the Council will support communities and people to become more resilient by creating their own solutions and reducing dependency on the Council. This is because it is not sustainable for the Council to continue to aspire to meet all and every need that arises and because there is capacity, talent and ideas in other parts of the community that can be encouraged to play an active and effective role in sustaining and often enhancing local services. The Council has a role in encouraging, enabling and leading this approach and has adopted this as one of its underlying principles.
- The Council has agreed a principle of focusing diminishing resources on communities and individuals with the greatest need. Parts of our community have long standing problems of poverty and dis-advantage. The solutions to this are not all in the direct control of the Council (for example the effects of changes to the welfare system) but where possible the Council has agreed that it wants to both alleviate problems in these areas and develop longer term sustainable solutions.
- The Council has three priorities that reflect these and other principles. One of these priorities is to make "Smarter Use of Resources". This means we will ensure 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.

3.3.3 Education

The Council is proposing to spend £121 million on services delivered by the Education and Family Support Directorate in 2020-21. The majority of this money will be spent by Bridgend's 59 schools and one pupil referral unit.

In addition to the £100 million proposed budget to be delegated to schools in 2020-21, which mostly pays for the salaries of teaching and other school staff, and the running costs of the facilities (ongoing revenue expenditure), the Council has already spent £21.6 million in building and refurbishing schools as part of our 21st Century School Modernisation Band A Programme and has provisionally committed to a further £19 million as part of the Band B Programme. This comprises one-off capital expenditure across several years, with significant match funding from Welsh Government. Welsh Government has provided approval in principle in respect of the Strategic Outline Programme submitted by the Council around our aspirations for Band B funding. However, approval will also be required for individual project business cases. While it is too early to say how this will progress, the concepts proposed are based around forecast demand for primary school places, our support to promote the growth in Welsh-medium education and our desire to create additional capacity to meet the needs of children with additional learning needs in our main special school, mainly in the primary sector. While this is inevitably dependent to some extent on an increased population as a result of new housing, it is likely that this will represent the most significant area of capital expenditure for the Council in future years.

The Council has a longer-term goal to make the overall schools system more efficient (e.g. through making sure we have the right number of school places available in the right parts of the county (including ensuring enough capacity for anticipated future increases in school age population)).

For 2020-21 the level of budget reductions required is not as great as had been feared. As a result, it has been possible to protect schools from a proposed 1% saving for one year. However, the forecast pressure on Council budgets for future years is such that it may be unavoidable for 2021-2022 onwards, and so it will be necessary for headteachers and governing bodies to plan ahead.

The Council has identified 'Helping people to be more self-reliant' as a 'Well-being Objective' and early intervention is an important part of this – taking steps wherever possible to prevent people becoming reliant on Council services. As well as being of great social value to individuals and communities, this approach is more cost effective. Successful intervention at an early age and at an early stage can prevent needs from escalating and requiring more costly and complex help later on.

In seeking to protect our investment in education and early intervention, the Council is making minimal changes to the services delivered at this time. We are proposing the following changes in 2020-2021 that are reflected in the budget:

- We intend reviewing our staffing structures within the directorate, which we anticipate will secure efficiency savings of around £50,000.
- We would like to reduce our contribution to Central South Consortium over the coming years. This is, however, subject to agreement with our partners. For 2020-2021, we

predict a further cut of £56,000 (10%). We will continue discussions around savings that can be made in future years.

- We will review the management of our ancillary support in primary schools, with proposals to delegate funding to primary schools, in line with what happens in secondary schools.

We will continue our phased implementation of the Council's revised Home-to-School/College Transport Policy, where we have established it is safe to do so. We expect to achieve at least £67,000 of efficiency savings during 2020-21. We are also reviewing other aspects of our transport provision including post-16 transport and a full consultation exercise is being carried out to inform this.

3.3.4 Social Care and Early Help

After Education, the largest area of Council spend is on social care. This includes social care for children and for adults who are vulnerable or at risk. Within the Directorate there is a strong ethos on social care as a professional discipline and by the two areas working more closely together there is a strong focus on ensuring positive outcomes for those people we work to support. The Directorate continues to develop new approaches to service delivery and this includes better support and outcomes for prevention, early intervention and wellbeing. This approach supports the corporate priority of 'helping people to be more self-reliant' and is also part of the Directorate's transformation plan with a clear link to the Medium Term Financial Strategy.

There are established working relationships between children's social care and early help and intervention services with mechanisms in place to ensure close working and appropriate and proportionate responses to families and children in need.

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

Social services is largely a demand led service and whilst the long term strategy is to enable people to be more self-reliant, the demographics show that people are living longer, often with more complex conditions than ever before. This means that there are more people living in the community who would previously have remained in hospital or entered a care home. Children's social care is also demand led and the financial pressure to meet need can fluctuate very rapidly. This needs to be achieved within available budgets. In total, the Council is proposing to spend £71 million on social care and wellbeing services in 2020-21.

Though some pressures are allowed for in planning the 2020-21 budget, we are not simply increasing the budget to meet demand. This would be unsustainable and if we increased budgets year on year to meet new demand, it would increasingly mean the Council would have to restrict other services. Therefore the Council's strategy is to transform how services are delivered. Introducing new ways of working which will be sustainable in the long term alongside a demand led service is inevitably taking time. The service has made good progress in achieving the required savings, however the increase in demand and complexity of care required continues to put pressure on our budgets.

In order to be sustainable going forward, the Council is ensuring that any changes are introduced in a planned and timely way in order to take existing and future customers with

us as well as the general workforce. This work has already commenced and the budget saving proposals for 2020-21 build on the implementation plans that are already underway. The re-modelling programmes focus on changing the culture and reviewing what has become ‘custom and practice’.

The Council has already made changes. In adult social care we have changed the assessment framework in order to improve the outcomes for people who need care and support whilst also reducing the numbers of people who require long term support. The Council focuses on helping people to achieve the outcomes they want for themselves, targeting our interventions on what is missing, rather than going straight to what package of care we can give them. We are also actively reviewing the way we deliver domiciliary care, day services and residential care for children. There has also been an increased focus on developing foster care.

Importantly these transformations are designed to both better support people and cost less. The Council has identified a number of further transformations that continue this approach and which are reflected in changes to the budget. These include a full review of the learning disability accommodation strategy for complex needs and remodelling of Children’s residential and fostering services

Income generation has been hard to achieve as Welsh Government legislation limits the charges for services due to the application of a cap of £90 per week (current rate, but rising to £100 in 2020-21) for non-residential services. In addition we are currently unable to charge for Children’s Services.

The Council is continuing to invest in a range of services that give early support to children and families. 80% of these services are funded separately, typically by annual grants from Welsh Government. However the short-term nature of these grants and uncertainty from one year to the next, means that many of these interventions have some fragility (e.g. it can be difficult to retain or recruit staff if we can’t give them certainty that their role will still exist the following year). These grants include the Children and Communities Grant, Housing Support Grant and European Social Fund grants.

Housing as a determinant of physical and mental health is widely recognised and this link is reinforced by the range of activities and services provided by the Housing Team. The Housing Act (2014) introduced the need to move to a more preventative approach to homelessness and this is a core principle of the work undertaken. The Council does not have any housing stock of its own but retains a number of statutory functions relating to addressing housing need and combatting homelessness. The service also administers the Supporting People Grant from Welsh Government (£5.8 million).

The support activities are both broad and diverse. This is done both through a range of corporate joint working and contract arrangements with third sector organisations, delivering specific projects for people who are vulnerable with complex needs. These projects include services for people suffering domestic abuse, mental health and substance misuse issues, learning disabilities, accommodation for young people, people with mental health support needs and other housing related support for people who need help to access or maintain accommodation successfully.

As a demand led, statutory service it is difficult to predict trends or patterns of needs. It is intended to ensure that the use of grant and core funding is effective, efficient and used to its optimal effect to ensure it supports the Council in meeting the needs of its citizens.

Housing will be looking at service efficiencies in 2019-20 through changing the way we operate in terms of Disabled Facilities Grants (DFGs) and the development of an interactive experience for housing applicants. Alongside the continued adoption of a strategic approach to homelessness prevention and provision by working with partner organisations, housing will continue to use the Social Housing Grant effectively to increase the supply of social housing.

3.3.5 Public Realm

Most of the Council's net budget is spent on education and social care – these are very valued services, but are naturally aimed at certain groups within our community. However, the Council's work on the public realm has a more direct and visible impact on everybody. This includes our work to maintain highways, parks and open spaces, clean our streets, collect and dispose of our waste.

In 2020-21 the Council is likely to receive around £4.5 million of direct Welsh Government grant for public realm services. This includes waste services, public transport, rights of way and road safety.

The overall net budget that the Council proposes to spend on public realm services is £19.6 million. The fact that schools have had a high degree of financial protection in previous years has meant that the Council's other services have been under considerable pressure to make savings and in many cases we have had to reduce levels of service. However the services in the Communities Directorate have also been subject to service changes that have resulted in alternative delivery models that have increased productivity, as well as collaborative approaches that have increased both efficiency and service resilience.

With the advent of a new seven year contract with Kier, the costs associated with waste collection increased but still remain competitive on an all Wales basis. During the first two years of the contract there has been a significant increase in the amount of waste recycled, (Bridgend is currently the second best performing authority in Wales), and therefore a significant reduction in the volume of our residual waste – we expect this to benefit the Council financially over time, subject to contractual conditions with our disposal arrangements. An indicative net saving of £1.3 million was identified in 2019-20 as a result of negotiating new operating arrangements at the Materials Recovery and Energy Centre (MREC) but achieving these savings is dependent on reaching agreement with Neath Port Talbot Council to appoint a new operator able to run the site in a more cost efficient manner, with a reduced cost per tonne, recognising the substantial reduction in the overall tonnage of residual waste Bridgend now takes to the facility. We expect to spend in the region of £8.5 million on the collection and disposal of waste in 2020-21.

A major challenge for the Council is how to continue to meet public expectations for many highly visible and tangible services when the available budget inevitably means the Council will be less able to deliver these services to the same level and frequency. These services are often the ones the public identify with their council tax payments.

The Council's strategy is to retain and maintain the most important public services in this area whilst driving ever greater efficiency, making some service reductions where we think it will have the least impact across Council services, recognising that this still may be significant in some areas. We will also develop alternative ways of delivering and sustaining services including greater and more effective collaboration and encouraging others to work with us or assume direct responsibility for services in some cases. The

most significant proposed change in this respect is:

- A move to shift the responsibility for the management and maintenance of sports fields and pavilions from the Council to user clubs and groups or local town and community councils. The Council will adopt a flexible approach to community asset transfer (CAT), utilising the new streamlined CAT process, and ensuring that appropriate advice and both capital investment (from the CAT fund in the capital programme) and revenue support (from the new sports club support fund) are made available. The Council aims to achieve savings of £300,000 in 2021-22 from transferring these assets.

Reductions in spend in these areas will allow us to protect our investment in the Council's priorities and in areas where we have far less ability to exercise control (such as children's social care).

3.3.6 Supporting the Economy

Whilst this is a Council priority, services such as regeneration and economic development have nevertheless made significant reductions to their budgets over recent years. The Council has delivered this by employing fewer but more highly skilled staff, and focussing activity more narrowly on priority areas to maximise impact. Going forward, we will increasingly collaborate on a regional basis with the nine other Councils that make up the Cardiff Capital Region City Deal, particularly in areas such as transport, economic development and strategic planning. The City Deal is creating a £1.2 billion fund for investment in the region over the next 20 years. This long term investment will be targeted to focus on raising economic prosperity, increasing job prospects and improving digital and transport connectivity. In order to play an effective part in the City Deal, the Council will maintain as far as possible existing investment in its transport planning, spatial planning and regeneration teams to reflect this direction of travel. The Council will be spending in the region of £1.7 million net a year running these services, plus a further £700,000 as Bridgend's contribution to the Deal itself. These teams will ensure successful delivery of high profile regeneration projects as well as efforts to mitigate the Ford engine plant closure. We are also in the process of developing a new Local Development Plan and an important part of our budget planning is making sure that it is resourced appropriately to ensure our plan is properly researched and evidenced and sets out the development planning proposals for the County Borough which will shape its future, including housing growth. More specifically, the Council has made and continues to make good progress in pursuit of the development of our main towns. These include the development of Cosy Corner and the Harbour Quarter and the marketing of the initial development sites at Salt Lake in Porthcawl, the redevelopment of Maesteg Town Hall, and investment in initiatives to improve the town centre in Bridgend. Much of this investment is not the Council's own money, but skilled teams are required to bid successfully in a competitive environment to ensure money is levered in.

The Council will continue to operate a number of grant funded programmes of work to support our most vulnerable groups and those furthest away from employment, including training and skills and work support programmes such as Bridges into Work.

3.3.7 Other Services

The Council operates a number of other services which it recognises fulfil specific and

important roles. In many cases these are statutory though the precise level of service to be provided is not defined in law. The most significant areas are as follows:

Regulatory Services

The Council proposes to spend around £1.8 million on this group of services that includes Trading Standards, Environmental Health, Animal Health and Licensing (Alcohol, Gambling, Safety at Sports Grounds, Taxis etc.). These services all ensure in different ways that the public is protected.

In 2015 the Council combined these services with Public Protection services in the Vale of Glamorgan and Cardiff City Councils. This collaboration has allowed all Councils to make efficiency savings through the shared service. As well as allowing for financial savings, the collaboration delivers greater resilience in the service and stronger public protection across all three Council areas.

Registrars

The Council operates a registrar's service that deals primarily with the registration of Births, Marriages and Deaths. The service also undertakes Civil Partnership and Citizenship ceremonies. Councils are allowed to charge for these services, but by law are not allowed to make a profit. The Council operates these services so that they cover their own cost (i.e. they are not subsidised by the general tax payer). The Council will continue to ensure that the services are efficient and provide good service to our customers and it is proposed that the main base for the registrars' service is moved from Tyr Ardd to Civic Offices during 2020-21, creating efficiencies in terms of operating costs by rationalising the Council's estate and generating an additional capital receipt.

Council Tax and Benefits

Whilst not immediately recognisable as a "service", taxation is in fact an important part of the Council's business. If we were inefficient or ineffective in collecting Council tax, the burden of funding Council services would fall more heavily on those who do pay.

The taxation service collects over £80 million in Council tax from around 65,000 households across the county borough. Our collection rates over the last two years have been the highest ever in the Council's history. We are determined to maintain this high level, but we are seizing the opportunity to reduce the cost of operating the service, by offering online services. We now offer a range of secure Council tax functions online, allowing residents to self-serve at a time and location convenient to them. This will allow us to reduce the cost of running the service.

Benefits are funded by the central UK government but the administration of Housing Benefit and the Council Tax Reduction Scheme falls to the Council. Similar to the Council Tax service, the Council plans to make some significant savings through digitising this service. However, we are mindful that many of the people in receipt of benefits are not able to manage this online and we need to introduce this carefully.

Universal Credit (UC) for working age people was fully introduced in Bridgend during June 2018. In conjunction with Citizens Advice, the Benefits Service will provide digital and personal budgeting support to assist people making new claims for UC.

We are continuing to invest in the automation and digitisation of services where appropriate, for example the schools admissions service is now almost entirely automated, and while some of the financial benefits have taken longer to achieve, as developing the necessary systems has taken longer than anticipated, work is ongoing to identify priority areas throughout the council which will help achieve savings in future years of the MTFS.

3.3.8 Behind the Scenes

There are a number of things that the Council does that support the delivery of services but which themselves are not visible to the public. We need to maintain these services with sufficient capacity to support our services whilst making them as efficient and effective as possible. In many cases we operate such services by sharing with other organisations. Opportunities for further collaboration or sharing in these service areas has been and will continue to be explored.

During 2018 we merged a number of these functions into a single Directorate that reports directly to the Chief Executive. As well as releasing savings through a reduction in senior management, this change is allowing for further savings by moving to common systems, for example by sharing business support (we have saved £150,000 in 2019-20 and propose to save a further £100,000 next year through this approach). However the creation of the single Directorate is also allowing us to better support new ways of working – in these support services and across the organisation.

Property and building maintenance

The Council is undertaking a review of its commercial property portfolio, to identify ways of increasing income through more intensive management and investment approaches. The review involves challenging the existing make-up and management of the portfolio, identifying asset management opportunities and the mechanisms required to deliver a sustainable increase in income. It also advises on potential future growth in the investment portfolio.

Alongside this, the Council is continuing to dispose of assets it no longer requires to deliver services, in order to provide further investment in our capital programme. The Council has brought together its asset management and building maintenance functions, and has centralised all premises repairs, maintenance and energy budgets into a single ‘corporate landlord’ service within the Communities Directorate. This will better enable us to manage compliance, embed ‘whole life costing’ approaches into decision-making, manage the quality of work undertaken by contractors, and thereby deliver efficiencies in the management of our estate.

A priority for the council is to ensure the ongoing implementation of the Corporate Landlord model. This is intended to produce further savings of £350,000 with effect from 2020-21 including from further operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management and the deletion of some vacant staff posts.

Legal services

The Council needs to maintain effective legal support for all of its services. At a time when the Council is trying to transform services it is important to bring about these changes within the law. The service also directly supports front line services such as Education and

Social Services, and is provided by a mix of permanent internal staff and expertise purchased from the private sector when necessary. Almost half of our in-house legal team is specifically focussed on child protection cases.

In previous years, we have made reductions in this service but we are seeking to avoid doing so again in the coming year because of the level of transformation across services that will require legal support. The service is nevertheless very lean and so our focus will be on ensuring that we can build more resilience and responsiveness into the service through some changes in responsibilities and operating practice.

Finance

The Council has a central team that manages the Council's accounts and supports the oversight and management of the Council's finances. The service fulfils certain legal requirements that ensures transparency and accountability in the way that public money is used – for example in producing accounts which are then audited.

The Council is in the process of upgrading its finance system to achieve improvements in the way the Finance Section works, including improved data processing and reporting capabilities. Significant progress has been made in automating payments and we will continue to develop and extend this to a wider range of suppliers. Work continues to implement electronic invoicing and the use of on-line ordering processes. The Council will continue to develop improved year-end reporting processes to meet the challenges of earlier closing of accounts in advance of statutory changes.

Human Resources (HR) and Organisational Development (OD)

With over 6,000 employees including schools, the Council needs a dedicated human resources service. The primary role of the service is to provide professional advice, guidance and support to managers and staff on a wide range of HR and OD issues as well as provide HR services for the payment of salaries, pension, contract and absence administration.

As the Council changes and reduces in size, (for example over the past four years we have reduced the number of employees by approximately 400, which has included redundancies) the HR service is increasingly called upon to support managers to deal with complex case management issues relating to change, performance and attendance. Working closely with our recognised trade unions, it maintains positive and transparent employee relations arrangements.

The service also supports managers and staff through the provision of training, in particular providing development opportunities to enable our managers to be the best they can be in managing their employees. Opportunities for accessing funded training are maximised and promoted across the Council.

Planning for changes to our workforce is important and the HR service provides advice and guidance on: recruitment and retention issues, developing employee skills and "growing our own". For example we have increased the number of apprenticeship positions across the Council over the past 4 years with 28 apprentices currently in post.

A full review of the HR/OD service has been completed and a new delivery model is currently being implemented to increase resilience and focus resource more effectively on priority areas of work.

ICT

The ICT service is assisting the Digital Transformation programme, supporting the changes across a range of services that in turn allow savings or improvements through more flexible working or new ways to access services. The Council spends around £5 million on its ICT services provision to support main Council activities and schools. The ICT service has focused on developing staff through the apprenticeship programme in conjunction with HR, developing skills and enabling career progression in-house. ICT plan to make reductions across its budgets in 2020-21 as part of the overall saving against Partnership Services.

Digital Transformation

The Digital Transformation programme is focused on the use of digital approaches, and how the Council engages with citizens, providing the digital channel as an alternative to "Face to Face", "Telephony" and "Email". Council Tax and Housing Benefits services were prioritised, making it easier for residents to make applications and manage their accounts online. Phase 1 of the digital programme went live in April 2018 and has achieved the following:

- Over 29,180 people registering for My Account;
- 13,551 people registering their Council Tax account (9,587 subscribing to eBilling),
- 514 people registering for Housing Benefits;
- Over 18,000 online forms completed:
  - 7,354 school admissions
  - 3,964 council tax discounts and exemptions
  - 2,522 direct debits created and amended
  - 2,149 housing benefit claims and applications for discretionary housing payments, free school meals and distinctive school uniform
  - 1,150 school transport
  - 1,053 blue badge applications
- 31,795 Council Tax payments made via My Account totalling £4.628 million

The Council will be investing up to £2.5 million on this digital transformation on the basis that the new approaches will be more flexible and convenient for service users but also linked to tangible savings within Service areas. Some of these savings will be achieved through reduced staffing levels. By taking a phased approach we aim to maximise our ability to make staff reductions through natural turnover thus minimising the impact on staff as well as reducing the Council's exposure to redundancy costs.

Procurement

The Council has a central team that provides procurement support across the range of services that we provide. Effective procurement is essential to ensuring good value for money across the Council, but we will still continue to seek corporate wide efficiencies in the operation of this service. The service is also focusing more efforts on developing the foundational economy based on local procurement as well as reviewing its overall approach in an effort to secure better outcomes for the Council from its large annual spend in this area.

Democratic Services

The Council is a democratic organisation with 54 elected members (Councillors) who make decisions, set policy direction and oversee the general performance of the Council. Like many Councils, Bridgend has a mayor whose job is to chair meetings of the Council and represent the Council in the community (this is completely different to the elected mayors in cities like London and Bristol). These democratic processes require support to ensure accountability and transparency in decision making. The number of elected members in each authority is set independently. Their remuneration is also determined by an independent Panel.

Audit

All public bodies have audit functions. Our internal audit is provided by a joint service that we share with the Vale of Glamorgan Council. The service carries out investigations and routine checks to ensure that the Council maintains good governance – especially as it relates to the proper accountability of money and other resources. We have reduced spend in this area over recent years, and are now extending the shared service to include Merthyr Tydfil and Rhondda Cynon Taf Councils as well – bringing further resilience and potentially some savings.

In addition the Council undergoes external audit work that is set by the Wales Audit Office (WAO). The Council has little control over the fee that is set, though a good internal control environment is a strong argument for a lower fee being imposed. We will continue to discuss with the WAO how we can work together to reduce its fees.

4.0 Current Situation / Proposal

The Financial Context

4.1 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government's priorities and legislative programme. The MTFS articulates how the Council plans to use its resources to support the achievement of its corporate priorities and statutory duties, including the management of financial pressures and risks over the next four years. It helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of balances to meet changes in resources or demands from year to year without impacting unduly on services or Council tax payers.

4.2 The MTFS includes:

- The principles that will govern the strategy and a four year financial forecast, comprising detailed proposals for 2020-21 and outline proposals for 2021-22 to 2023-24.

- The capital programme for 2019-20 to 2029-30, linked to priority areas for capital investment and the Capital Strategy, which will be presented for approval by Council in February 2020, along with the Treasury Management Strategy 2020-21.

- The Corporate Risk Assessment, which will be updated and included in the final MTFS in February 2020.

4.3 In September 2019 the Chancellor, Sajid Javid, undertook a fast tracked one-year Spending Round to set departmental budgets for 2020-21. In his report he announced that the UK government will ramp up government spending next year at the fastest rate in 15 years, vowing to "turn the page on austerity". This included new funds to boost the NHS, improve schools and tackle violent crime, along with £600 million extra for the Welsh Government's budget in 2020-21. In response to the Spending Round, Rebecca Evans AM, Minister for Finance and Trefnydd, announced that Welsh Government's revenue budget for 2020-21 would increase by 2.3% or £593 million. The spending round also included an increase of £18 million to the WG capital budget, which had already been set for 2020-21. She also stated that on the basis of the Chancellor's announcement, the Welsh Government's budget in 2020-21 will still be 2 per cent, or £300 million, lower in real terms than in 2010-11. She added that the additional funding does not even return our spending power to the levels of a decade ago.

4.4 Following this, on 28 October 2019 EU ambassadors agreed to further delay Brexit until 31 January 2020, and then on 6 November 2019 the Prime Minister, Boris Johnson, called a UK General Election for 12 December 2019. As a result of this, Welsh Government decided to defer the announcement of their draft budget until 16 December 2019 but stated that they would also publish the provisional local government settlement for 2020-21 on the same day to *"enable Authorities to engage with their communities and undertake their own democratic scrutiny before settling their budgets and council tax rates by 11 March"*.

4.5 The Minister for Finance and Trefnydd, Rebecca Evans, announced the Welsh Government's draft budget for 2020-21 on 16 December. Due to the nature of the spending round in September, the budget set by Welsh Government includes a one year only revenue budget and makes additional allocations to previously published indicative capital plans for 2020-21. She stated that "This Budget delivers on our promises, and commits new funding to deliver new ambitions to help protect the future of our planet. Our proposals underpin the delivery of our Programme for Government, and key pledges we made to the people of Wales on our NHS, affordable housing, all-age apprenticeships, childcare, help for small businesses, and much more."

4.6 The budget includes an above-inflation increase of more than £400 million in health and social care, a new package of more than £140 million of capital funding to support WG ambitions for decarbonisation and to protect the environment, £175 million of capital targeted at housing investment, and an additional £19 million in a package of measures which are specifically targeted to help some of the most vulnerable people living in poverty in our communities. Measures include "new funding to extend PDG Access, ongoing funding to tackle period poverty, as well as extending provision for the School Holiday Enrichment Programme".

Welsh Government Provisional Local Government Settlement 2020-21

4.7 Councils also received their provisional settlements from Welsh Government on 16 December. The headline figure is an overall increase, after adjusting for transfers, of £183.8 million, or 4.3%, across Wales and, for Bridgend, an increase of 4.7% in Aggregate External Finance (AEF), or £9.18 million. However once the adjustment for the change in the tax base is taken into account the real increase is 4.57% or £8.878 million. This increase will be required to fund the full year effect of the teachers' pay and pensions increases for the period April to August 2020, the future impacts of teachers' pay awards which will come into effect from September 2020 and to provide funding for free school meals, given the continued rollout of Universal Credit by the UK Government. This is in

addition to other pressures such as the non-teachers' pay increase from April 2020 and other legislative and demographic pressures, including rising pupil numbers.

4.8 Whilst the provisional settlement is a significant improvement compared to the -1.5% "most likely" assumption that is contained within the Council's original MTFS for 2020-21, as stated it does not recognise a number of new pressures that the Council will have to meet so should be viewed with a degree of caution.

Settlement Implications for 2021 to 2024

4.9 The Minister for Finance and Trefnydd stated that, following the one-year budget for 2020-21, funding implications for the WG Budget beyond that will be determined as part of the next UK Comprehensive Spending Review. As announced by the UK Government at the end of August, a full multi-year Comprehensive Spending Review is planned for 2020.

Transfers into and out of the 2020-21 Revenue Settlement

4.10 The provisional settlement includes information on a small number of transfers into the Revenue Support Grant (RSG) in respect of the Teachers' Pensions Grant (£1.807 million) and the Teachers' Pay Grant (£555,000) for the period September 2019 to March 2020, along with £80,000 towards the costs of social care tasks performed by registered nurses in nursing homes.

Specific Grants

4.11 The picture on changes to specific grants is available at an all Wales level, but not yet at an individual authority level for most grants. While many of the grants remain unchanged from the 2019-20 figure, there is a significant decrease in the Sustainable Waste Management grant of around 10%. However, there are also increases in several grant schemes, including the Social Care Workforce and Sustainability Pressures Grant which has increased by an additional £10 million, from £30 million to £40 million, an increase of £8 million to the PDG Access Grant to cover more year groups and an increase to the Pupil Development Grant. Welsh Government has advised that the specific information will be updated for the final settlement.

Council Tax

4.12 The 2020-21 draft Revenue Budget, shown in Table 8, assumes a Council tax increase of 4.5%. This is lower than the options included in the public budget consultation (6.5% minimum), due to the better than anticipated settlement, but it also needs to strike a balance between the responses received from residents about council tax increases, and the need to mitigate against a number of unfunded, unavoidable pressures, including pay increases and demographic changes. Going forward the scale of the financial challenge remains considerable once external pressures and risks have been taken into consideration so an assumed annual increase of 4.5% has been included for 2021-2024.

Welsh Government Capital Settlement

4.13 In February 2019 Council approved a capital programme for 2018-19 to 2028-29, based on the assumption that local authorities would receive the third tranche of the additional £100 million capital funding allocated for 2018-19 to 2020-21 (£20 million for 2020-21) and

then funding would return to its pre 2018-19 level. Council has approved revised versions of the capital programme during the financial year to incorporate budgets carried forward from 2018-19 and any new schemes and grant approvals. The provisional local government capital settlement provides this Council with £7.983 million capital funding for 2020-21, which is £318,000 more than 2019-20 but £761,000 more than was originally anticipated. This is as a result of an additional un-hypothecated allocation of £15 million which Welsh Government hopes "will enable local authorities to respond to the urgent need to decarbonise, in light of the climate emergency declared by the Welsh Government and many councils over the past year". No indications have been given for 2021-22 or beyond but it is anticipated that the funding will return to the pre 2018-19 levels.

Current Year (2019-20) Financial Performance

4.14 The in-year financial position as at 30 September 2019 is shown below.

Table 1- Comparison of budget against projected outturn at 30 September 2019

Directorate/Budget Area	Original Budget 2019-20 £'000	Revised Budget 2019-20 £'000	Projected Outturn Q2 2019-20 £'000	Projected Over / (Under) Spend 2019-20 £'000	Projected Over / (Under) Spend Qtr 1 2019-20 £'000
Directorate					
Education and Family Support	116,208	113,848	114,442	594	548
Social Services and Wellbeing	70,834	70,948	71,866	918	274
Communities	25,331	25,886	25,918	32	559
Chief Executive's	18,609	18,573	17,688	(885)	(618)
Total Directorate Budgets	**230,982**	**229,255**	**229,914**	**659**	**763**
Council Wide Budgets					
Capital Financing	7,430	7,329	6,759	(570)	0
Levies	7,376	7,134	7,134	0	0
Apprenticeship Levy	700	700	623	(77)	(80)
Council Tax Reduction Scheme	14,854	14,854	14,751	(103)	(162)
Insurance Premiums	1,588	1,588	1,330	(258)	(257)
Repairs & Maintenance	870	870	870	0	0
Pension Related Costs	430	430	430	0	0
Other Corporate Budgets	6,579	8,649	4,849	(3,800)	0
Total Council Wide Budgets	**39,827**	**41,554**	**36,746**	**(4,808)**	**(499)**
Appropriations to Earmarked to Reserves			**3,574**	**3,574**	**0**
Total	**270,809**	**270,809**	**270,234**	**(575)**	**264**

4.15 The overall projected position at 30 September 2019 is a net under spend of £575,000, comprising £659,000 net over spend on directorates and £4.808 million net under spend on corporate budgets, offset by net appropriation to earmarked reserves of £3.574 million. The main reason for the under spend of £3.8 million on 'Other Corporate Budgets' is due to Welsh Government advising local authorities of additional grant funding being made available during 2019-20 to meet the increased cost of teachers' pensions, fire service pensions and teachers' pay increases, all of which were originally funded in full through the MTFS. Directorates are seeking to identify mitigating actions to meet the

balance of the budget reduction shortfalls in this financial year, both current year and historic shortfalls. In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position and relieve any pressure on Council funds.

4.16 In accordance with the Council's Financial Procedure Rules any planned over spends or under spends by Directorates may be carried forward into next year to meet known funding pressures. Fortuitous under spends in budgets may be applied to offset over spends on other budgets.

Medium Term Financial Strategy (MTFS) 2020-21 to 2023-24

4.17 This section of the report sets out the proposed MTFS for the Council for the next four financial years, based on the latest information available from Welsh Government. It does not include fixed funding, expenditure or activity projections, but sets best, worst and most likely scenarios for the resources that will be available. The MTFS is reviewed regularly and amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.

4.18 The development of the MTFS 2020-21 to 2023-24 is led by Cabinet and Corporate Management Board (CMB) and takes into account auditors' views, the recommendations of the Budget Research and Evaluation Panel (BREP) and issues arising during 2019-20, underpinned by the ongoing aim to embed a culture of medium term financial planning closely aligned with corporate planning.

4.19 Implementation of the MTFS will continue to be led by Cabinet and CMB, supported by financial and performance data. Cabinet and CMB will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners).

MTFS Principles

4.20 As well as consideration of future income and expenditure scenarios, the MTFS provides a set of clear principles which drive the budget and spending decisions over 2020-2024 and which Members and others can examine and judge the Council's financial performance against. The fourteen key principles included within the MTFS for 2019-20 to 2022-23 have been considered by BREP and Cabinet and updated to reflect the current Council situation. There are now thirteen updated principles as follows:

1. There will be a "One-Council" approach to the Medium Term Financial Strategy with a view on long term, sustainable savings proposals that are focused on re-shaping the Council over the full period of the MTFS.

2. All budget related decisions will align with the principles of the Well-being of Future Generations (Wales) Act 2015.

3. The Council will continue to meet its statutory obligations and demonstrate how it directs resources to meet the Council's corporate priorities. Other resource strategies (including the Treasury Management Strategy and Capital Strategy) are kept under review to maintain alignment with the MTFS and the Corporate Plan.

4. The financial control system is sufficiently robust to support the delivery of financial plans and mitigate corporate risks, with adequate provision being made to meet outstanding and reasonably foreseen liabilities.

5. All services will seek to provide value for money and contribute to public value, and will continuously review budgets to identify efficiency savings.

6. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue, with opportunities for generating additional income taken in line with the Council's Income Generation and Charging Policy.

7. Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays.

8. Balances are not used to fund recurrent budget pressures or to keep down Council Tax rises unless an equivalent budget reduction or increase in Council Tax is made in the following year in recognition that balances are a one-off resource.

9. The Council Fund balance should be set at a prudent but not excessive level. This will normally be maintained at a level of 5% of the Council's net budget, excluding schools.

10. Capital investment decisions are in alignment with the Council's Capital Strategy, and mitigate any statutory risks taking account of return on investment and sound option appraisals.

11. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.

12. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.

13. Resources are allocated to deliver transformational projects based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFS.

The MTFS Budget Reduction Contingency Reserve referenced in Principle 7 enables the Council to manage delays or unforeseen obstacles to the delivery of significant MTFS budget reduction proposals. Table 2 below identifies the allocations to date from this reserve during 2019-20:

Table 2: MTFS Proposals supported by MTFS Budget Reduction Contingency Reserve in 2019-20

MTFS Reference	Original Saving Proposal £'000	Funding from MTFS Budget Reduction Contingency £'000
COM 52 - MREC	1,300	500
EFS 1 – Learner Transport Policy (17-18)	20	20
EFS 2 – School Transport Route Efficiencies (17-18)	40	40
EFS 1 – Learner Transport Policy (18-19)	67	67
EFS 1 – Learner Transport Policy (19-20)	67	67
TOTAL	**1,494**	**694**

The level of this reserve will be kept under review by the Section 151 officer in light of forecast difficulties in delivering specific future budget reduction proposals.

MTFS Resource Envelope

4.21 The published provisional 2020-21 Aggregate External Finance (AEF) figure is an increase of 4.7%. In the MTFS 2019-20 to 2022-23, it was stated that the Council would continue to work towards a most likely scenario in its planning assumptions for 2020-21 of an annual reduction in AEF of -1.5% and an assumed increase in Council tax of 4.5% for 2020-21 to 2022-23, recognising the ongoing uncertainty around our funding in future years following Brexit. Whilst the settlement for next year is significantly better than anticipated, which allows us to set a council tax increase of 4.5% for 2020-21, which is lower than the level that was consulted on, given the uncertainty going forward and the significant pressures resulting from pay, pensions and demographic increases in 2020-21 onwards, the proposed Council Tax increase for 2021-22 onwards will remain at 4.5%.

4.22 The MTFS will be regularly reviewed against service performance and external economic and fiscal information to ensure that early action can be taken as necessary to keep it and the Corporate Plan on track. In view of the uncertainties, the MTFS has been developed taking into account possible resource envelope scenarios, based on percentage changes in AEF shown in Table 3. These will be amended as further fiscal and economic information is made known.

Table 3 – MTFS Scenarios: % Change in AEF

	2020-21 % Change	2021-22 % Change	2022-23 % Change	2023-24 % Change
Best Scenario	+4.7%	-1.0%	-1.0%	-1.0%
Most Likely Scenario	+4.7%	-1.5%	-1.5%	-1.5%
Worst Scenario	+4.7%	-3.0%	-3.0%	-3.0%

4.23 Table 4 shows the Council's potential net budget reduction requirement based on the forecast resource envelope, inescapable spending assumptions and assumed Council Tax increases.

Table 4: MTFS Potential Net Budget Reductions Requirement

	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Total £'000
Best Scenario	2,452	8,162	7,972	7,775	**26,361**
Most Likely Scenario	2,452	9,178	8,962	8,740	**29,332**
Worst Scenario	2,452	12,225	11,872	11,518	**38,067**

Managing within the MTFS Resource Envelope

4.24 The financial forecast for 2020-2024 is predicated on £29.332 million budget reductions being met from Directorate and Corporate budgets and these are referred to later in the report. It is also predicated on a number of spending assumptions, including:

- Projections for demographic changes, including an ageing population and an increasing number of young people with complex disabilities living into adulthood and adding progressively to the demand for care.

- Inflationary uplifts to support specific contractual commitments including increases in energy costs.

- The future impact of national policies and new legislation which may not accompanied by commensurate funding such as the Additional Learning Needs and Educational (Tribunal) Act Wales 2018 and the Environment (Wales) Act 2016.

- Fees and Charges will increase by the statutory minimum or CPI (+1.5% at November 2019) plus 1%.

- Significant increases in staffing costs as a result of the 6.2% increase in the national living wage from April 2020 (with further increases expected in April 2021), along with the impact of staff pay increases in 2020-21. These include the full year effect of the teachers' pay increase in September 2019 (minimum 2.75%) and potential increases for non-teachers following the unions recent pay claim, which includes a 10% pay increase for all NJC pay points, an increase in annual leave and reduction in the working week. If these were agreed, in part or in full, they would be completely unaffordable for the Council and would require a significant increase in the value of budget reductions required or a significant increase in council tax, beyond that proposed already. These agreements would significantly increase the overall pay bill, and the amount we pay in respect of external contracts.

- With regard to pensions' contributions, the employer contribution rate for teachers' pensions increased from 16.48% to 23.68% from September 2019. The part-year cost for Bridgend for 2019-20 is around £2.1 million, and this was met in the main from one-off grant funding from Welsh Government. This grant has transferred into the settlement in 2020-21 and the amount allocated to Bridgend is £1.807 million, which just falls short of the total requirement. The full year effect is around £3.6 million, an additional £1.8 million for 2020-21, and this is one of the pressures to be funded from within the 4.7% increase in AEF announced by the Welsh Government.

Net Budget Reduction Requirement

4.25 Table 5 shows the current position in respect of addressing the most likely forecast budget reduction requirement of £29.332 million. It shows that £8.257 million of budget reduction proposals have already been identified over the period of the MTFS, including the full £2.452 million required for 2020-21. The table shows that the Council still needs to develop proposals to the value of £21.1 million and a range of options are under consideration including:

- Digital transformation of wider Council services
- Income generation opportunities
- Further reductions in employee numbers
- Working with partners to asset transfer and protect community facilities
- Further implementation of the Corporate Landlord Model.

Table 5 - Risk Status of Budget Reduction Proposals 2020-21 to 2023-24

Year	GREEN: Proposal developed and deliverable	AMBER: Proposal in development but includes delivery risk	RED: Proposals not fully developed and include high delivery risk	Budget reductions Identified so far	Budget reductions not yet developed	Total Required
	£'000	£'000	£'000	£'000	£'000	£'000
2020-21	919	1,028	505	2,452	0	2,452
2021-22	309	1,924	1,231	3,464	5,714	9,178
2022-23	0	955	208	1,163	7,799	8,962
2023-24	0	955	223	1,178	7,562	8,740
Total	**1,228**	**4,862**	**2,167**	**8,257**	**21,075**	**29,332**
Percentage of total required	4%	17%	7%	28%	72%	100%

4.26 Table 5 illustrates the difficult position that the Council finds itself in financially over the life of the MTFS. For 2021-22 only £3.464 million (38%) of savings have been identified, which leaves the Council at risk of balancing the budget. This will depend on the level of settlement that the Council receives and the total budget reductions required to balance the budget. If the Council receives a similar settlement to that proposed for 2020-21 then the position will not be as stark, but there are a number of uncertainties going forward which do not allow us to plan on this basis. Consequently we will continue to identify options to close the gap during the remainder of the financial year and into 2020-21, at the same time seeking additional funding from Welsh Government, particularly for new responsibilities.

4.27 The budget reduction proposals identified can be categorised as:

i. Smarter Use of Resources;
ii. Managed Service Reductions;
iii. Collaboration and Service Transformation; and

iv. Policy Changes.

4.28 The value of budget reduction proposals identified to date is shown in Table 6 by category. The categories are also shown by individual proposal in Appendix B.

Table 6 – Budget Reduction Proposals Identified 2020-21 to 2023-24

	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Total £'000	%
Smarter Use of Resources	1,561	1,649	955	955	5,120	62%
Managed Service Reductions	541	1,405	208	223	2,377	29%
Collaboration & Service Transformation	35	300	0	0	335	4%
Policy Changes	315	110	0	0	425	5%
Total Identified	**2,452**	**3,464**	**1,163**	**1,178**	**8,257**	**100%**

4.29 The table shows that almost two thirds of the proposed budget reductions identified so far will come from Smarter Use of Resources, for example through:

- The wider digital transformation of Council services;
- Further development of efficiencies in the corporate landlord function;
- Income generation opportunities;
- Further reductions in employee numbers;
- Working with partners to protect sustainable community facilities.

4.30 Budget reduction proposals relating to Collaboration and Service Transformation amount to 4% of the total budget reductions. Policy changes amount to 5% and include reducing services to the statutory minimum as well as cutting some discretionary services. The policy change proposals are subject to consultation.

4.31 All of the proposals have implications for the Council workforce given that around two thirds of the Council's net revenue budget relates to pay costs. It follows that annual real terms' reductions in Council budgets over the next four years will lead to a reduced workforce over the MTFS period. The intention is to manage such a reduction through the continuation of strong vacancy management, redeployment, early retirements and voluntary redundancies, but some compulsory redundancies will continue to be necessary.

Scrutiny and Challenge

4.32 A full consultation "Shaping Bridgend's Future" was launched on 9 September 2019 and ran until 3 November 2019. This covered a range of budget proposals under consideration as well as seeking public views on resource allocation, priorities and the principles around budget protections and taxation levels. The consultation included an online survey, community engagement stands, attendance at town and community council meetings and social media debates. The results were collated and presented to Cabinet on 17 December in order to further inform decisions on the MTFS. A summary of the headline figures and themes is presented in Table 7 below:

Table 7 – Budget Consultation Headlines

Headlines from the Public Consultation	
Council Tax	
64% of respondents stated that they would be prepared to pay an additional 6.5% council tax (this was the lowest amount that could be chosen).	
83% of respondents were not willing to pay an additional 13.6% council tax in order to protect all services for 12 months.	
The proposals to make savings that were supported by respondents were:	
Close Community Recycling Centres for one day per week each (70%).	
The council is not best placed to provide pest control services (58%).	
Remove funding for town centre events (54%).	
Remove funding for all strategic events (40%) and remove funding for Elvis Festival (32%).	
Remove funding for Bridgend Business Forum (72%).	
Reduce the funding for Adult Community Learning to save £65k (58%).	
Support for a model of localised day services through the development of Community Hubs (69%).	
Remove escorts from school transport where there are less than eight pupils (56%).	
Delegate funding to primary schools for pupils with additional learning needs (57%).	
Move to less face to face interactions within the Customer Services Contact Centre within Civic Offices (70%).	
Move to an appointment based system in the Customer Services Contact Centre (59%).	
The proposals that were not supported by respondents were:	
Move to a reactive street cleaning service (63%).	
Removal of funding for CCTV (70%).	
Removal of funding for Pop-up Business School (58%).	
Reconfiguration of the homelessness service (54%).	
Reconfiguration of the homelessness service (54%).	
Delegation of money for cognition and learning services to schools (52%).	
Generating Income	
61% of respondents agreed that the council should consider commercial ventures to fund and protect front line services.	
60% of respondents stated that the council should consider the possibility of providing energy to its residents to generate income.	
Social Media Responses – most common comments:	
Theme	**No.**
Don't increase council tax by 13.6%	242
We pay more council tax yet receive less services	203
Cut council staff/wages/expenses/pensions	200
Requests for more information on annual accounts and budget reductions	116
Cut councillors/wages/expenses	99
Council should challenge central government funding cuts	88
Issues with recycling and waste service	73

4.33 Cabinet and CMB have reflected on the responses received from the public consultation and have drafted the budget based on the comments and responses received.

Consequently, some budget reduction proposals which were previously under consideration have either been amended, deferred or removed for this draft budget. These included:

- removal of adult community learning
- reduced funding for the pop-up business school
- removal of the CCTV service
- reducing or removing street cleaning provision
- removal of certain community recycling centres, and
- reduced funding for highways.

2020-21 Draft Revenue Budget

4.34 The following table shows the draft revenue budget for 2020-21.

Table 8 – Draft Revenue Budget 2020-21

	Revised Budget 2019-20	Specific Transfers to/ (from) WG	Inter-Directorate Transfers	Pay / Prices / Pupil Growth	Budget Pressures	Budget Reduction Proposals	Revenue Budget 2020-21
	£000	£000	£000	£000	£000	£000	£000
Service Directorate Budgets:							
Central Education & Family Support	21,319	45	-166	64	356	-278	21,340
Schools	95,546	2,121	-298	808	1,375	0	99,552
Education and Family Support	**116,865**	**2,166**	**-464**	**872**	**1,731**	**-278**	**120,892**
Social Services & Wellbeing	**71,577**	80	-353	0	410	-820	**70,894**
Communities	**25,862**		-157	45	2,686	-646	**27,790**
Chief Executives	**18,622**		-152	0	266	-508	**18,228**
Total Directorate Budgets	**232,926**	**2,246**	**-1,126**	**917**	**5,093**	**-2,252**	**237,804**
Council Wide Budgets:							
Capital Financing	7,329						7,329
Levies	7,406						7,406
Repairs and Maintenance	870						870
Council Tax Reduction Scheme	14,854			400			15,254
Apprenticeship Levy	700					-50	650
Pension Related Costs	430						430
Insurance Premiums	1,588			0		-150	1,438
Other Council Wide Budgets	4,706	196	1,126	8,639	1,037		15,704
Total Council Wide Budgets	**37,883**	**196**	**1,126**	**9,039**	**1,037**	**-200**	**49,081**
Net Budget Requirement	**270,809**	**2,442**	**0**	**9,956**	**6,130**	**-2,452**	**286,885**

Council Tax Implications

4.35 Based on the proposed budget of £286.885 million, the Council Tax increase for 2020-21 will be 4.5%.

Pay, Prices and Demographics

4.36 As mentioned in paragraph 4.24, the National Joint Council (NJC) negotiating body has submitted a pay claim for non-teaching local government workers for 2020-21 and discussions are ongoing. No agreement has been reached on this at present. Depending on the final outcome of these discussions there could be additional budget pressures that the Council has to meet, which may not be known until during the 2020-21 financial year.

In addition, whilst the teachers' pay award has been agreed for the 2019-20 academic year, there will be additional pressure from any new pay award to be implemented from September 2020. Welsh Government has indicated that the increased funding that it has provided through the settlement should recognise the future impacts of teachers' pay awards which will come into effect from September 2020.

4.37 Funding for price inflation has been allocated to service budgets, where known, including provision for increases in business rates, rents, allowances and contractual commitments. A further review of allocations will be undertaken before the final budget is agreed and any necessary amendments made.

4.38 The remaining inflationary provision will be retained centrally and allocated during the year as any unknown or unforeseen contract price inflation is agreed, in particular where the index is set after the Council's budget is approved.

Non-Teachers' Pensions

4.39 The Council has received the provisional results of the actuarial valuation of the Local Government Pension Fund as at 31 March 2019. The valuation shows that, based on the performance of the fund at that time, the employer's contributions required by the authority from April 2020 for the next three years is a potential reduction from the current 21.3% to a proposed 19.8%. This is based on changes to the assumptions used to value liabilities and changes to membership since the last valuation. The impact of this is a potential reduced cost of employer's contributions of £1.126 million per annum, the budget for which has been centralised under 'Inter-Directorate Transfers' in Table 8 to be set aside for the unknown non-teachers' pay award referred to above until such time as the final contribution rate and the costs of the pay award are known with certainty.

Schools' Budgets

4.40 In 2019-20 school budgets were again protected from the proposed 1% annual efficiency target. However, the forecast pressure and uncertainty around Council budgets for future years was deemed to be such that it was felt to be almost impossible not to include the 1% efficiency target in proposals for 2020-21 onwards, given that school budgets account for around a third of net revenue expenditure, so head teachers and governing bodies were advised to use the 2019-20 financial year to plan ahead. However, following receipt of the better than anticipated 2020-21 provisional settlement from Welsh Government, and recommendations from the various consultation events, school budgets have again been protected from the 1% efficiency target in 2020-21.

4.41 There are a significant number of pressures on school delegated budgets for 2020-21 and beyond, not least the full year cost of the teachers' pay award and pensions increase, and pressures of funding additional learning needs. The total impact of these pressures is around £4.3 million, which is partly met from transfers into the settlement and partly from funding for pay, prices and unavoidable pressures.

4.42 It should be noted that the efficiency target is maintained for 2021-22 and beyond, in recognition of the pressures stated above, uncertainty around future budget settlements and mounting external pressures across Council services.

Budget Pressures

4.43 During 2019-20 a number of unavoidable 2020-21 service budget pressures have arisen, detailed in Appendix A. In addition to this, Cabinet have considered the responses to the budget consultation and other issues arising during the year and have included a new recurrent budget pressure of £2 million to address a number of public realm and place shaping issues, not least carriageway resurfacing, transport and road safety, gulley cleaning, pitch drainage and play areas, site preparation for housing and commercial development and general maintenance issues throughout the county borough, along with supporting infrastructure. This will, in part, help to address the estimated £50 million backlog of highways repairs and maintenance work that exists. This could be a combination of capital or revenue spend, and any capital requirements will be subject to full Council approval in line with financial procedures.

4.44 Further provision has been made to develop an apprenticeship programme throughout the Council to enable staff to undertake formal training alongside the development of practical skills. The aim is to "grow our own" skilled and professional workforce particularly in services where we are struggling to recruit to specialist posts, e.g. building control, transportation officers, engineers, planners and surveyors. The total pressures identified equate to £6.130 million. A number of the figures are provisional at this stage and will be refined as further information becomes available. As such they may change between draft and final budget.

Budget Reduction Proposals

4.45 Budget reduction proposals of £2.452 million have been identified from service and corporate budgets to achieve a balanced budget, detailed in Appendix B.

Council Wide Budgets

4.46 Council Wide budgets include funding for the Council Tax Reduction Scheme, costs of financing capital expenditure, levies, centrally held pay and prices provisions, insurance budgets, discretionary rate relief and provision for redundancy related costs. A thorough review of recent years' under spends within corporate budgets was undertaken in 2017-18 which led to budget reductions totalling £2.610 million in 2018-19 and a further £2.388 million in 2019-20. Consequently the scope available for further reductions is quite limited, as a number of these budgets are fixed and unavoidable, without putting the Council at risk. The higher than anticipated pay awards, pensions' increases and inflationary increases has put also additional pressure on these budgets.

Fees and Charges

4.47 Generally, income from fees and charges will be increased by CPI (+1.5% at November 2019) plus 1%, subject to rounding, or in line with statutory or service requirements. Schedules of fees and charges will be reported separately, as usual, under Delegated Powers.

Council Reserves

4.48 In line with the MTFS principle 9, the Council Fund will normally be maintained at a level of 5% of the Council's net budget, excluding schools. Details of the Council's earmarked reserves position at 30 September 2019 (as previously reported to Cabinet) are shown in

Table 9. These are kept under review, and will be drawn down where required, and the position will be updated in the Final MTFS report to Council in February 2020.

Table 9 – Usable Earmarked Reserves

Opening Balance 01-Apr-19	Reserve	Net Additions/ Reclassification	Draw-down	Unwound	Closing Balance 30-Sep-19
£'000		£'000	£'000	£'000	£'000
	Corporate Reserves:				
(9,243)	Education & Family Support	-	41	-	(9,202)
(841)	Social Services & Wellbeing	-	15	-	(826)
(7,397)	Communities	(2,297)	476	313	(8,905)
(5,415)	Chief Executives	770	223	47	(4,375)
(13,833)	Non-Directorate	(2,530)	770	248	(15,345)
(36,729)	**Total Corporate Reserves**	**(4,057)**	**1,525**	**608**	**(38,653)**
	Directorate Earmarked Reserves:				
(634)	Education & Family Support				(634)
(1,854)	Social Services & Wellbeing		152		(1,702)
(2,539)	Communities		115		(2,424)
(2,770)	Chief Executives	(125)	111		(2,784)
(7,797)	**Total Directorate Reserves**	**(125)**	**378**	**-**	**(7,544)**
	Equalisation & Grant Earmarked Reserves:				
(850)	Education & Family Support	(7)	452		(405)
(1,634)	Communities				(1,634)
(483)	Chief Executives	7			(476)
(2,967)	**Total Equalisation Reserves**	**-**	**452**	**-**	**(2,515)**
(614)	**School Balances**	**-**	**-**	**-**	**(614)**
(48,107)	**Total Usable Reserves**	**(4,182)**	**2,355**	**608**	**(49,326)**

Capital Programme and Capital Financing Strategy

4.49 This section of the report deals with the proposed Capital Programme for 2019-20 to 2029-30, which forms part of, but extends beyond the MTFS. It has been developed in line with the MTFS principles and reflects the Welsh Government draft capital settlement for 2020-21, which provides General Capital Funding (GCF) for the Council for 2020-21 of £7.983 million of which £3.986 million is un-hypothecated supported borrowing and the remainder £3.997 million provided through general capital grant.

4.50 In the Final Local Government Settlement 2019-20 the Welsh Government announced an additional £100 million capital across all local authorities in Wales, £50 million in 2018-19, £30 million in 2019-20 and £20 million in 2020-21. The draft capital settlement for 2020-21 includes the final tranche of this funding, along with an additional £15 million to enable local authorities to respond to the urgent need to decarbonise, in light of the climate emergency declared by the Welsh Government and many councils over the past year. This is in addition to the additional £60 million capital provided over the same three years for a local authority road refurbishment scheme, funded by grant. No indicative allocations have been provided for 2021-22, so for now it is assumed that the level of funding will revert to the pre 2018-19 level, assuming the end of the £100 million capital grant, but this will be indicative only.

4.51 The original budget approved by Council on 20th February 2019 has been further revised and approved by Council during the year to incorporate budgets brought forward from 2018-19 and any new schemes and grant approvals. A review has also been undertaken of the capital resources available to the Council, along with the capital pressures that it faces. Due to the limited capital resource available, following a number of years of significant investment in the Council's infrastructure, service managers have not been asked to submit capital bids for funding at this stage.

4.52 Following the approval by Council of the new Capital Strategy in February 2019, and the subsequent quarterly monitoring reports to Cabinet and Council, any amendments to the capital programme are usually dealt with during the year rather than just as part of the MTFS. Any new schemes that require funding will be picked up in the quarter 3 monitoring reports to Cabinet and Council, or they will be built into the capital programme in readiness for the final MTFS in February 2020.

4.53 The capital programme contains a number of annual allocations that are met from the total general capital funding for the Council. The allocations for 2019-20 are shown in Table 10 below:

Table 10 – 2019-20 Annual Allocations of Capital Funding

	2019-20 £'000
Highways Structural Works	200
Carriageway Capital Works	250
Disabled Facilities Grant	1,950
Housing Renewal / Empty Property Schemes	100
Special Regeneration Funding	540
Minor Works	1,130
Community Projects	50
Corporate Capital Fund (Renewals / Match Funding)	200
Street lighting / Bridge infrastructure replacement	400
Total	**4,820**

4.54 These annual allocations have been reviewed by Cabinet and Corporate Management Board, and no changes are proposed to be made to them in 2020-21 at this time.

Capital Receipts

4.55 The Council estimated that around £21 million could be generated as part of the enhanced disposals programme which commenced in 2014. So far, circa £18 million has already been delivered, with £2.56 million under contractual agreement and the balance projected to be realised over the next 6 months (2019-2020). Of the £21 million, £9.8 million relates to school buildings and land vacated through the 21st Century Schools Programme, to be used as match funding for the programme. It excludes any receipts anticipated from the sale of Waterton or Porthcawl Regeneration sites which will be the focus of the disposal

programme in the future. Receipts are subject to the exchange of contracts, so it is prudent not to commit them until we have a contractual agreement.

Prudential (Unsupported) Borrowing

4.56 Total Prudential Borrowing taken out as at 1 April 2019 was £43.998 million, of which £27.796 million was outstanding. It is estimated that the total borrowed will increase to £44.95 million by the end of this financial year.

4.57 Future prudential borrowing could include an estimated £2 million towards the costs of the 21st Century Schools Band B Programme.

5.0 Effect on Policy Framework and Procedure Rules

5.1 The budget setting process is outlined within the Council's Constitution and Financial Procedure Rules.

6.0 Equality Impact Assessment

6.1 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the local population in different ways. In developing these proposals, consideration has been given to their potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups.

6.2 An Equality Impact Assessment will be carried out and included within the Final MTFS in February 2020.

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

7.1 The Well-being of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of Council and has major implications for the long-term planning of finances and service provision. The 7 well-being goals identified in the Act have driven the Council's three well-being objectives:

1. Supporting a successful economy

2. Helping people to be more self-reliant

3. Smarter use of resources

The well-being objectives are designed to complement each other and be part of an integrated way of working to improve wellbeing for people in Bridgend County. In developing the MTFS, officers have considered the importance of balancing short-term needs in terms of meeting savings targets, with safeguarding the ability to meet longer-term objectives.

7.2 The proposals contained within this report cover a wide range of services and it is inevitable that the necessary budget reductions will impact on the wellbeing goals in different ways. A Wellbeing of Future Generations Assessment will be undertaken on proposed individual projects and activities where relevant and will feed into specific reports to Cabinet or Council.

7.3 The Council's approach to meeting its responsibilities under the Well-being of Future Generations (Wales) Act 2015, including acting in accordance with the sustainable development principle, is reflected in a number of areas within the Medium Term Financial Strategy, not least:

5 Ways of Working	Examples
Long Term	• Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council. • Majority of savings generated from making smarter use of resources with service reductions kept to a minimum and only as a last resort. • The development of a Capital Strategy and 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing. • Investment in capital schemes that support the Council's corporate priorities and benefits the County Borough over a longer period.
Prevention	• Investment in preventative measures to reduce the burden on more costly statutory services.
Collaboration	• Savings generated from collaboration and integrated working.
Integration	• Explicit links between the Corporate Plan, the Capital Strategy, the Treasury Management Strategy and the Medium Term Financial Strategy
Involvement	• A robust budget consultation exercise, including surveys, community engagement stands and social media debates, to inform proposals.

7.4 The above features are aimed at ensuring the Council's finances are as healthy as they can be for future generations. Although resources are limited, they have been targeted in a way that reflects the Council's priorities, including the seven wellbeing goals included in Bridgend's Well-being Plan, and this is reflected in the relevant appendices. Where possible, the Council has aimed to protect front line services and invest to save, with budget reductions targeted at making smarter use of resources, commercialisation, collaboration and transformation. The Well-Being of Future Generations (Wales) Act 2015 Assessment is attached at Appendix C.

8.0 Financial Implications

8.1 This report outlines the financial issues that Council is requested to consider as part of the 2020-21 to 2023-24 MTFS. The Council's Section 151 Officer is required to report annually on the robustness of the level of reserves. The current and future anticipated level of Council reserves is sufficient to protect the Council in light of unknown demands or emergencies and current funding levels. It must be emphasised that the biggest financial risks the Council is exposed to at the present time relate to the uncertainty of Welsh Government funding, the increasing difficulty in the delivery of planned budget reductions as well as the identification of further proposals. Therefore, it is imperative that the Council Fund balance is managed in accordance with the MTFS Principle 9, as set out in the MTFS, and it is essential that revenue service expenditure and capital expenditure is

contained within the identified budgets.

8.2 The Section 151 Officer is also required to report to Council if they do not believe that they have sufficient resource to discharge their role as required by s114 of the Local Government Act 1988. Members should note that there is currently sufficient resource to discharge this role.

8.3 The proposed budget includes estimates which take into account circumstances and events which exist or are reasonably foreseeable at the time of preparation. Subject to the risks identified the proposed MTFS provides a firm basis for managing the Council's resources for the year 2020-21 and beyond.

9.0 Recommendations

9.1 Consider the information contained in the report and attached appendices;

9.2 Determine whether it wishes to make any comments or recommendations for consolidation and inclusion in their report to Cabinet on the draft budget proposals as part of the budget consultation process.

Gill Lewis
Interim Head of Finance and Section 151 Officer
January 2020

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Background documents: Individual Directorate Monitoring Reports
MTFS Report to Council – 20 February 2019
Provisional Local Government Revenue and Capital Settlements 2020-21

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Ref	Directorate	Wellbeing Objective	Pressure	£'000
EFS1	Education and Family Support	Core Services & Statutory Functions	Home to School Transport - additional costs following re-tendering as a result of contracts being handed back	115
EFS2	Education and Family Support	Core Services & Statutory Functions	Home to School Transport - re-tendering exercise of taxis. The profile of the learners has changed with pupils now with greater needs, longer journey times and higher prices than previous years.	241
EFS3	Education and Family Support - Schools	Core Services & Statutory Functions	Increase in Special School pupil numbers	346
EFS4	Education and Family Support - Schools	Core Services & Statutory Functions	Significant number of special school pupils identified as requiring specific 1:1 support additional to their core funding	185
EFS5	Education and Family Support - Schools	Core Services & Statutory Functions	Increase in number of pupils eligible for Free School Meals which impacts upon the amount required in school delegated budgets to meet the cost of meals plus additional learning needs	844
SSW1	Social Services and Wellbeing	Helping People to be Self Reliant	Fostering Service Medical Assessments following the health boundary change.	20
SSW2	Social Services and Wellbeing	Helping People to be Self Reliant	Deprivation of Liberty Safeguards (DOLS) costs to be charged by Cwm Taf Morgannwg University Health Board.	100
SSW3	Social Services and Wellbeing	Helping People to be Self Reliant	Implications of National Living Wage uplift on commissioned contracts within Social Services and Wellbeing - National Living Wage will increase from £8.21 per hour to £8.72 per hour in April 2020.	1,037
SSW4	Social Services and Wellbeing	Helping People to be Self Reliant	Linked to an increase in the Older Persons population, and the increased pressure on services - estimated that the older person population will increase by 1.44% in 2020.	290
COM1	Communities	Supporting the Local Economy	Treatment of Japanese knot weed.	20
COM2	Communities	Core Services & Statutory Functions	Cost of upgrading and maintaining the database for the control and management of Traffic orders.	10
COM3	Communities	Core Services & Statutory Functions	Development of a Strategic Development Plan (SDP) for the region as agreed by full Council.	55
COM4	Communities	Core Services & Statutory Functions	Regular Inspections of land under BCBC control in accordance with the Mines and Quarries act and also Occupiers liability.	20
COM5	Communities	Core Services & Statutory Functions	Replacement of Cleaner Streets Pedestrian Road Sweepers - under the Environmental Protection act, street cleansing is a legislative requirement.	16
COM6	Communities	Supporting the Local Economy	Enhanced regeneration resource to support existing and future schemes for the whole County Borough	360
COM7	Communities	Core Services & Statutory Functions	Additional costs arising from the break in the Civil Enforcement joint venture by the Vale of Glamorgan Council	50

Ref	Directorate	Wellbeing Objective	Pressure	£'000
COM8	Communities	Core Services & Statutory Functions	Parks & Playing Fields - development budget	75
COM9	Communities	Core Services & Statutory Functions	Funding to mitigate the Welsh Government reduction in Sustainable Waste Management Grant, to support recycling initiatives	80
COM10	Communities	Supporting the Local Economy	Funding to support a raft of public realm and place shaping measures. Programme of works, capital or revenue, to be agreed along with supporting infrastructure. This will help to tackle the backlog of highways repairs and maintenance work.	2,000
CEX1	Chief Executive	Core Services & Statutory Functions	Shortfall between Housing Benefit (HB) payable and Department for Works and Pensions (DWP) subsidy that can be claimed for property for vulnerable adults.	37
CEX2	Chief Executive	Core Services & Statutory Functions	Funding to meet the costs of the union facility agreement.	29
CEX3	Chief Executive	Core Services & Statutory Functions	Council Wide Apprenticeship Programme to develop practical skills alongside more formal learning opportunities.	200
	Total Budget Pressures			**6,130**

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
IMPROVEMENT PRIORITY **IP1 -** Supporting a successful economy **IP2 -**Helping people to be self-reliant **IP3 -**Smarter use of resources **NONPTY**-Core services & statutory functions			**CATEGORIES** **SUR- Smarter Use of Resources** **MSR- Managed Service Reductions** **CST - Collaboration and Transformation** **PC - Policy Changes**					**RAG STATUS KEY** **RED** Proposals not fully developed and include high delivery risk **AMBER** Proposal in development but includes delivery risk **GREEN** Proposal developed and deliverable				
EDUCATION & FAMILY SUPPORT **CENTRAL EDUCATION & FAMILY SUPPORT**												
EFS1	A more equal Wales	IP2	PC	Phased implementation of Learner Transport Policy regarding statutory distances for free travel	• Savings should occur naturally as a result of the policy application year on year, however dispersed learners and contractual pressure from operators as routes become more untenable may mean it becomes increasingly difficult to find the identified savings. • Risk of price increases from Contractors.	5,145	3%	67	75	75		
EFS33	A more equal Wales	IP2	PC	Home to School Transport - removal of Escorts on primary school service with fewer than 8 pupils	Driver only supervision of pupils on school transport. The most vulnerable pupils may not be supported with concerns around behaviour/pupil safety. Full 12 week public consultation. Parent groups, learners and contractor all likely to be opposed to change. Negative media coverage likely. Reputational risk to local authority. Health & Safety risk likely to increase and will need to be mitigated in other ways.	5,145	1%			35		
EFS41	A more equal Wales	IP2	MSR	Full cost recovery of Post 16 transport	• Full 12 week consultation would be required with a full academic year required before policy is implemented post policy change. • Parent groups, learners and others likely to be opposed to policy change. • Negative media coverage. • Reputational risk to local authority. • Sustainability risk to secondary schools sixth forms. • Risk to financial viability of Bridgend College. Some courses may cease if numbers of pupils reduce. • Possible increase in the number of young people not engaged in education, employment or training (NEET). • Impact on local road infrastructure around schools as more pupils chose private motor vehicles rather than public transport. • The most deprived may lose out the most and may chose not to consider post-16 education. • Reduction in vehicles required by local authority may increase the risk for some transport operators, effectively forcing them out of the market. This would then impact the ability of the local authority to contract transport services to meets its statutory transport requirements. Therefore, there is a risk that transport operators would increase their costs against these contracts to compensate.	£314,500 for college transport. 6th form budget part of secondary school transport which is £1.8m	28%			292	208	

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
EFS44	A more equal Wales	IP2	SUR	Review of Childcare Team	Review existing staffing structure within the Childcare Team with a view to moving core funded staff to grant, where this option is eligible under grant conditions. In addition a review of the service demand placed on the Development Officers in supporting the private nursery settings throughout the county borough, ensuring a streamlined service that meets minimum statutory requirements. There are however, significant risks in making further reductions in this budget line (RSG) given Welsh Government's policy linked with both the national statutory Childcare Offer and Child Sufficiency requirements. In addition, this budget line has been reduced in previous years and existing demand (to fund placements) is exceeding budget.	145 (RSG) / 101 (grant)	7%		10			
EFS48	None	IP3	SUR	Efficiency saving targeting supplies and services budgets across the Education and Family Support Directorate	Limited impact as review has identified small historic underspends against this budget category.	1,700	5%		87			
EFS49	A more equal Wales	IP2	MSR	Reduction in Cognition and Learning Team	Reduction in support for a vulnerable group	307	20%	110		61		
EFS51	A more equal Wales	IP2	MSR	Reduction in support to Gypsy and Traveller learners	This will result in some slight reduction in the service offered to this vulnerable group but there will still be a service offering support	363	14%			50		
EFS52	A prosperous Wales	IP1	MSR	Removal of BCBC core Adult Community Learning budget	Remove the council subsidised support to adult learners although there are other providers - e.g. College. Loss of £130K grant.	133	100%			133		
EFS54	A prosperous Wales	IP2	MSR	Further reduction to the contribution to the Central South Consortium	Further c. 10% saving in relation to CSC school improvement services.	566	10%	30	56			
EFS56	A more equal Wales	IP2	MSR	Removal of statementing team - as the ALN act moves to the development of Independent Development Plans by schools	Capacity and ability of schools to write the Independent Development Plans without support. Risk of legal challenge and reputational damage	75	100%			75		
EFS57	A prosperous Wales	IP2	MSR	Further review of staffing structures across the Education and Family Support Directorate	Potential delays in service delivery.				50			
				Total Education and Family Support					**278**	**721**	**208**	**0**
SCHOOLS												
SCH1	A prosperous Wales	IP3	SUR	Efficiency savings against School Delegated Budgets	The annual saving represents a 1% efficiency per annum against individual schools budgets. Risk of increased school deficit positions. Implementation will be a matter for individual schools - potential to result in some teacher and other staff redundancies. If efficiency is made solely from staffing budgets, this could range from a minimum of 1 teacher in our larger Primary Schools to 5 teachers in our larger Comprehensive schools over the MTFS period.	£95.5m - ISB Budget	3%	0	0	955	955	955
				Total Schools					**0**	**955**	**955**	**955**
				Total Education & Family Support Directorate					**278**	**1,676**	**1,163**	**955**

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
SOCIAL SERVICES & WELLBEING												
SSW19	A healthier wales	IP3	SUR	Further review of HALO partnership contract, including the Council taking over the management and payment of utility bills currently incurred by HALO. This will result in VAT efficiencies for HALO and contribute towards the reduction in the management fee	Previous negotiations have proved successful. No adverse impact identified.	1,595	3%	80	40			
SSW20	A healthier wales	IP3	MSR	Identify further savings from leisure centres and swimming pools including reviewing the number of facilities and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.	1,595	4%		70			
SSW22	A healthier wales	IP3	MSR	Identify further savings from library and cultural facilities and related services including reviewing the numbers of facilities (libraries, community centres) and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.	2,933	1%	60	20			
SSW26	A healthier wales	IP2	MSR	Remodelling day service provision for older people and learning disability services	Full review of services which could mean alternative methods of service delivery	2,795	6%	50	90	90		
SSW27	A healthier wales	IP3	SUR	Increase income generation from mobile response and telecare charging	Limited impact on current services but would require commercial expertise to assist with the proposal	N/a - new income stream	N/a - new income stream		75	75		
SSW28	A healthier wales	NONPTY	PC	Increase non-residential charging limits from £90 to £100 per week. This is totally reliant on Welsh Government changing the limits within their non-residential charging policy in 2020/21	Limited impact on services	-2,975	-7%		200			
SSW29	A healthier wales	IP3	SUR	Further review of staffing structures across Adults and Children Services including:- • The management structures in the direct provider services as well as reviewing the demands on the service and the direct care hours needed to meet those demands. • The overall management structure across Adults, Children and Wellbeing services • The service will be reviewing its overall professional staff to ensure the levels of the staff meet current demands whilst being aware that the service need to ensure that the caseloads of qualified staff are in line with acceptable standard because if they are not it would impact on practice and performance and increase risk in the service as well as impacting on recruitment and retention and the Authority's ability to attractive suitably experienced and qualified staff .	This will mean reducing staff numbers, which will incur redundancy costs. There will also be reduced capacity within teams across the directorate	Total staffing budget across the directorate - £34.020m	1%		175	200		
SSW30	A healthier wales	IP2	MSR	Further review of care packages linked to the assessment framework to include consideration of transport	It is envisaged that the number of care hours will reduce for service users across the directorate	Not specific			150	150		
				Total Social Services & Wellbeing Directorate					**820**	**515**	**0**	**0**

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

COMMUNITIES

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
COM26	A more equal Wales	IP2	MSR	Investigate the introduction of charging to users of the Shopmobility facility in Bridgend Town Centre to reduce/remove the current level of subsidy otherwise closure of the facility will be necessary	The popularity of the service is generally declining with a significantly reduced number of users. Changes in technology have meant that lightweight, affordable scooters have now greatly increased in private ownership, compared to when the facility was introduced. The provision is non statutory and not one provided in other town centres in the County Borough or in many town centres of neighbouring authorities. On this basis in order to make the service viable it is proposed to introduce charging but if this does not present a realistic option to make the full required saving closure of the facility would be necessary. There is a risk that some members of the community with mobility issues may struggle to pay the necessary charges and therefore maybe unable to gain access to the town centre. It is proposed to engage with users of the facility to inform the way forward.	18	100%	5	18			
COM42	A Healthier Wales	IP2	MSR	Review of parks and playing fields service split over two financial years - 19/20 and 20/21:- 15% reduction to seasonal operatives budget (£75K). Corresponding reduction to large and small plant (£29k). Removal of bowls club grant (£34K).	The cut identified for both 2019-20 and 2020-21 will mean that there are reduced levels of maintenance and slower reaction times which will mean a degradation over time which will result in higher future capital costs i.e. maintenance of remaining pavilions.	2,141	3%	69	69			
COM42a	A Healthier Wales	IP2	CST	Transfer of pitches/pavilions through Community Asset Transfer by May/June 2020. Increase charges for end-users to achieve full cost recovery for pitches/pavilions that have not transferred by this date. Reduction of grass cut areas and maintained parkland and number of children's play areas.	The savings identified will see the removal of the majority of the remaining seasonal operatives budget with corresponding cuts to plant, equipment and materials. Where asset transfers occur the respective club (Rugby, football, bowls and cricket etc) will be expected to fully fund the ongoing maintenance of the asset. The remaining parks budget will be used to maintain the Council's main parks, highway grass cutting which is safety related, and to secure the ongoing site management and safety of the sites that will remain in Council ownership but, as described, will no longer maintain to a level associated with club level matches and sports events. The level of funding will also dictate the standard of open space maintenance and may impact on the ability to maintain the current number of children's play areas.	2,141	14%			300		
COM43	None	IP2	CST	Management of Kenfig National Nature Reserve ended in December 2019. The 2010-21 saving represents the balance of the saving already achieved in 2019-20.	There is a risk that the level of management may be affected, however there is also the opportunity that the new tenant may be able to draw on resources that BCBC cannot.	35	100%	10	35			
COM51	None	IP3	SUR	Ongoing implementation of Corporate Landlord model	The savings will be delivered in a number of ways including operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management, and some deletions of vacant posts.	3,092	11%		350			

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
COM55	None	IP3	SUR	Increase charge for Green Waste Service from £28.30 per household to £38.30	The new waste contract related items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	£191k - net budget for green waste service	13%	25	25			
COM56	None	IP3	SUR	Increase charge for collection of 3 bulky waste items from £15.50 to £20.	The waste contract items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	£90K income budget	11%	10	10			
COM59	None	IP3	SUR	Reduction to the opening hours of the Community Recycling Centres by 1 hour, per day.		1,458	1%	17	17			
COM62	None	IP3	SUR	Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site.	Construction of the new site will mean that this saving will not be effective until 2021/22.	60	100%			60		
COM64	None	IP3	SUR	Closure of each of the CRC sites for one weekday per week (this already takes into account the reduction to the opening hours of one each day of the week)	The waste contract related items would require both Contract variation negotiations with Kier to confirm the saving levels proposed along with public consultation regarding the reduced levels of service.	1,458	3%			50		
COM70	A Wales of cohesive communities	IP2	MSR	Strategic Regeneration Fund - Removal of Strategic Events Fund	Finance no longer available to support any events such as waste and highways management for the Elvis Festival.	Overall SRF budget - £314K - £40K of this is the SEF	50%			20		
COM71	A Wales of cohesive communities	IP2	MSR	Strategic Regeneration Fund - Reduction to Town Maintenance/Events Budget	Maintenance of footfall cameras would be removed and the financial and organisational contributions to town centre events across towns would be reduced. Whilst some events are undertaken by external organisations such as the Town Councils already, the reduction in this funding will place a greater reliance on those external organisations to support the promotional events in the towns going forwards.	Overall SRF budget - £314K - £23K of this is the TM/Events budget	52%			12		
COM72	A Wales of cohesive communities	IP2	MSR	Strategic Regeneration Fund - reduction to annual allocation	The reduction to the Strategic Regeneration Fund will directly impact on the Council's ability to provide match-funding, through which to lever other external funding. There will be no funding for feasibility or development work, on which to prepare bids for funding. Also potential for a loss of private sector investment as a result of inability to engage productively with developers and present Bridgend County in a positive light.	314	71%					223
COM73	A Wales of cohesive communities	IP1	PC	BCBC to save the annual BID funding now BID no longer functions	No impact that is within the control of BCBC following a unsuccessful BID ballot.	Overall SRF budget - £314K - £15K of this is the BID budget	100%		15			
COM76	A Wales of cohesive communities	IP2	PC	Review of Porthcawl Marina with a view to it running on a full cost recovery basis. This will involve a review of the berth fees.	This would involve a review of the berth fees and other operational costs. Any approach to outsourcing management would likely require financial support and therefore negate any savings.	25	100%		25			

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
COM77	None	IP3	SUR	Direct Services Organisation (DSO) staffing restructure - the front line staffing for highways which deal with a range of highway issues such as Winter gritting, Traffic collisions clear up, Flooding, Gully maintenance, Maintenance of Traffic signs, streetlights and traffic signals. The team have a major role within the Borough in the maintenance and repair of the highway. Since the loss of work the team undertook on behalf of the South Wales Trunk Road Agency (SWTRA) there is the potential to make a saving in the DSO staffing structure.	This would be potentially focused at a managerial level with the implication on the ability to deal with service requests in regard of local construction projects. It would also increase the single point failure in regard of sickness absence for remaining members of team.	2,756	2%		50			
COM79	A prosperous Wales	IP2	MSR	Investigate reducing costs and increasing charging for running the Bridgend Business Forum for specific events to reduce/remove the current level of subsidy otherwise reduction in the service level will be necessary.	If reduced costs and increased charges are accepted impact should be minimal, there is a risk that the level of support / number of events may need to be reduced to support the saving.	35	100%		18	17		
COM81	A prosperous Wales	IP2	MSR	Cessation of Tourism contract with AMA Associates an external Public Relations Company who promote Bridgend with a range of publishers.	News coverage about Bridgend County will reduce and this potentially would have implications for visitor numbers and the local economy.	25	100%			25		
COM89	A prosperous Wales	IP3	MSR	Reduction to Highways - Carriageway budget	Reduction of this level of funding will mean that the number of streets able to be treated will be reduced and the likelihood of priority to main roads rather than residential streets that may be subject to more temporary repairs and increased times before more significant treatment. May result in increased complaints.	180	100%			180		
COM96	None	IP2	SUR	WG National AHP Waste Programme - capital contribution from WG towards 7.5 tonne vehicle to collect AHP recycling	This would require Contract Variation negotiations with Kier to confirm the saving levels proposed based on a reduction in costs in relation to the current AHP vehicle that is leased	58	24%		14			
COM97	None	IP3	SUR	The lease for Sunnyside House expires on 31/03/21 - savings will be made from this date.	No impact on service provision.	309	100%			309		
				Total Communities Directorate					**646**	**973**	**0**	**223**

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

CHIEF EXECUTIVES

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
CEX1	A healthier wales	IP3	SUR	Efficiencies from Shared Regulatory Service	May require restructuring within service and impact on response times, but will be managed across the 3 participating Councils and will aim to minimise impact.	1,423	3%	111	37			
CEX11	None	IP3	SUR	The expansion of the shared internal audit service has created efficiencies resulting in reduced contribution for BCBC	No impact on service provision	311	13%		40			
CEX12	None	IP3	SUR	Reduction of HR staffing budgets	Potential reduction of posts and redundancy costs	1,630	3%		44			
CEX13	None	IP3	SUR	Reduction of Partnerships Services budgets - savings achieved through software rationalisation and removal of vacancies within the ICT service unit	Minimal service impact as savings a result of vacancies and efficiencies	6,679	3%		200			
CEX15	None	IP3	SUR	Reduction of Legal fees budgets	Minimal impact	427	19%		80			
CEX16	None	IP3	SUR	Reduce Members' training budget	Less training opportunities for elected members.	14	51%		7			
CEX17	None	IP3	SUR	Reduction of Business Support staffing budgets	Potential reduction of posts and redundancy costs	957	10%		100			
CEX19	A prosperous Wales	IP2	MSR	Close the CCTV service provided by BCBC	Potential impact on community safety and crime levels across the Borough	369	81%			300		
				Total Chief Executive's Directorate					**508**	**300**	**0**	**0**

CORPORATE / COUNCIL WIDE

CWD9	None	NONPTY	SUR	Reduction in funding required for Apprenticeship Levy	No impact as budget historically been higher than required.	700	7%		50			
CWD 11	None	NONPTY	SUR	Reduction in the budget to cover the cost to the Council of the outstanding liability for Employers Liability, Public Liability and Property following favourable insurance contract renewals in previous years.	No impact as favourable insurance contract renewals have been achieved, however no mitigation available for potential increases to premiums in future years.	1,588	9%		150			
				Total Corporate / Council Wide					**200**	**0**	**0**	**0**

Budget Reduction Proposals 2020-21 to 2023-24

APPENDIX B

Ref.	Links to 7 Wellbeing Goals	Improvement Priority 2016-20	Categories	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget 2019-20 £'000	Total Budget Reduction 2020-2024 as % of 2019-20 Budget	2019-20 Budget Reductions £'000	Indicative 2020-21 £'000	Indicative 2021-22 £'000	Indicative 2022-23 £'000	Indicative 2023-24 £'000
				GRAND TOTAL REDUCTIONS					**2,452**	**3,464**	**1,163**	**1,178**
				ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)					**2,452**	**9,178**	**8,962**	**8,740**
				REDUCTION SHORTFALL					**0**	**5,714**	**7,799**	**7,562**

919	309	0	0
1,028	1,924	955	955
505	1,231	208	223
2,452	3,464	1,163	1,178

WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015 ASSESSMENT

Project Description (key aims): **Medium Term Financial Strategy (MTFS) 2020-21 to 2023-24**	
Section 1	**Complete the table below to assess how well you have applied the 5 ways of working.**
Long-term	**1. How does your project / activity balance short-term need with the long-term and planning for the future?**
	The development of the MTFS aims to balance short-term needs in terms of meeting savings targets, while safeguarding the ability to meet longer-term objectives. It provides a financial basis for decision making and aims to ensure that the Council's finances can be as healthy as they can be for future generations. It does this by: • Outlining the impact of a number of different funding scenarios (Best, Most Likely and Worst) to provide an element of flexibility to the Council. • Adhering to a clear set of MTFS principles that drive expenditure decisions. • Ensuring that the majority of savings are generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort. • The development of a Capital Strategy and 10 year capital programme which reflects the Council's affordability in terms of capital receipts and borrowing and investment in capital schemes that support the Council's corporate priorities and benefits the County Borough over a longer period. • Investment in public realm and place shaping to help make our communities stronger and more resilient in the longer term. • Front line services have been protected as far as possible.
Prevention	**2. How does your project / activity put resources into preventing problems occurring or getting worse?**
	The MTFS attempts to balance investment in preventative measures against costs of reacting to unanticipated situations in statutory services. Each budget reduction proposal is weighed in terms of the impact on other areas of the Council, on the public and on the Well-being of Future Generations. Where a budget cut in one area of non-statutory prevention would lead to increased costs in another, this is not considered to be good financial management. A number of budget pressures target investment in additional learning needs in school settings rather than more costly out of county placements, and budget reductions are achieved through remodelling of existing service provision to prevent more costly long term residential placements. In addition, the Council's capital

	programme targets significant investment in refurbishing or replacing highways, buildings and other infrastructure to prevent longer term maintenance costs.
Integration	**3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?**
	The Medium Term Financial Strategy is closely aligned to the Council's Corporate Plan, with explicit links between resources and corporate priorities. This is supported by investment in key priority areas through the MTFS, such as public realm, place shaping, apprentices and sustainable waste. The MTFS has been guided by the 3 Wellbeing Objectives outlined in the Corporate Plan. The development of the Corporate Plan and MTFS are both the responsibility of Cabinet and the Corporate Management Board.
Collaboration	**4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?**
	A number of budget reduction proposals are achievable through inter-agency working, with the Third Sector, Social Enterprises, other local authorities and partners. These include joint services across local authorities, and with the Health Service, and new models of working internally, such as the Corporate Landlord model which aims to provide a resilient service that maximises the use of and improves the quality of the Council's assets going forward. A number of services already collaborate with other partners and these continue to improve performance whilst operating with reducing resources. Additional investment in communities will only be successful if it is channelled through a range of partners and working arrangements.
Involvement	**5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?**
	A full consultation "Shaping Bridgend's Future" was launched on 9 September 2019 and ran until 3 November 2019. This covered a range of budget proposals under consideration as well as seeking public views on resource allocation, priorities and the principles around budget protections and taxation levels. Details of the consultation were promoted to/shared with the following stakeholders: general public/residents, Citizens' Panel members, elected members, BCBC employees, Bridgend businesses, town and community councils, school governors, Bridgend Community Cohesion and Equality Forum (BCCEF) members, local interest/community groups, BAVO, Bridgend College, partners, secondary schools (inc. head teachers) and media outlets. The consultation included an online survey, attendance at a diverse range of external stakeholder groups and social media debates. Members have had the opportunity to take part in a budget workshop also. The results were collated and presented to Cabinet on 17 December 2019 in order to further inform decisions on the MTFS.

Section 2	Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals	
Description of the Well-being goals	**How will your project / activity deliver benefits to our communities under the national well-being goals?**	**Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?**
A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	• Improved educational outcomes for children and young people leading to a well-educated and skilled population to meet future skills needs. • Improve future outcomes for young people including educational attainment, cohesive safe communities are more attractive and easier places to do business. • Increase productivity, employment and skills. Encourage a lower carbon economy.	The majority of savings will be generated from making smarter use of resources with front line service reductions kept to a minimum and only as a last resort. The MTFS will be aligned with the Corporate Plan to achieve the Council's current Wellbeing Objectives: <u>Supporting a successful economy</u> - 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. <u>Helping people to be more self-reliant -</u> taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. <u>Smarter use of resources</u> –

		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. Funding will be targeted in line with these priorities and in line with the 13 MTFS Principles.
A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	• Break long term cycles to secure better outcomes for people and communities. • Stronger individuals and communities are more resilient to change. • Communities place a greater value on their environment and more people get involved in local issues and recognise the importance of green space in wellbeing and as a prevention factor. • Healthy active people in resilient communities, volunteering, keeping young people in the local area, reducing travel to work, increased use and awareness of green spaces.	The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.
A healthier Wales A society in which people's physical and mental well-being is maximised and in		The impact on local communities will be monitored through the wide range of

which choices and behaviours that benefit future health are understood.	• Improved future physical and mental well-being, by reducing health harming behaviours. • Promote more involvement in communities to benefit mental health, social and physical activity. • Focus on healthy lifestyles and workplaces, increased income linked to health.	services that will continue to be provided by the Council or its partners.
A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).	• Helping all children and young people to reach their full potential, by improving their early years experiences and ensure access to information to help make informed decisions. Improving outcomes for teenage parents and their children. • Recognising that communities are becoming more diverse. Addressing barriers that some groups have in feeling part of communities. • Address income inequality and health inequality, focus on disability, older people and other equality groups. Focus on increasing income and reducing the skills gap.	The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.
A Wales of cohesive communities Attractive, viable, safe and well-connected communities.	• Increased number of confident secure young people playing an active positive role in their communities. • Healthy active people in resilient communities, keeping young people	The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.

	and skills in the local area, tackling poverty as a barrier to engagement in community life a supportive network, developed through initiatives at work, can help to support staff through challenging times in their lives.	
A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.	• Cultural settings provide support sensitive to our increasingly diverse communities and help us identify opportunities to increase the number of Welsh speakers. • Importance of culture and language as a focus for communities coming together. • Bringing more people from different cultures together. More people identifying with their community. • Encourage take up of sports, arts and recreation initiatives through the workplace. • Ensure Welsh culture and language are a part of this. Welsh language skills are beneficial to businesses and in increasing demand.	Compliance with the Welsh Language act and specific Welsh Language Standards will be monitored as part of the annual report.
A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing	• Diverse, confident communities are resilient to change. Promotes a better knowledge of different	The impact on local communities will be monitored through the wide range of services that will continue to be provided by the Council or its partners.

such a thing may make a positive contribution to global well-being.	cultures and a better knowledge of the local environment. • Healthy lifestyles include cultural activities that promote understanding of diversity of communities, different cultures, races. Promote apprenticeships to people from different backgrounds.	

Section 3	**Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts**		
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Unknown - The impact, positive or negative, will depend on the nature of the service delivered, the specific budget reduction proposed or budget pressure funded and the service user.		This will vary according to the service provided and will be considered through individual Equality Impact Assessments (EIAs).
Gender reassignment:	See above		This will vary according to the service provided and will be considered through individual (EIAs).
Marriage or civil partnership:	See above		This will vary according to the service provided and will be considered through individual (EIAs).
Pregnancy or maternity:	See above		This will vary according to the service provided and will be considered through individual (EIAs).

Race:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Religion or Belief:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Race:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Sex:	See above	This will vary according to the service provided and will be considered through individual (EIAs).
Welsh Language:	See above	This will vary according to the service provided and will be considered through individual (EIAs).

Section 4	**Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive members and/or Chief Officers**
Council	
Compiling Officers Name:	Deborah Exton
Compiling Officers Job Title:	Interim Deputy Head of Finance
Date Completed:	30/12/19

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

20 JANUARY 2020

REPORT OF THE INTERIM HEAD OF FINANCE

INCIDENT AND NEAR MISS REPORTING PROCEDURE

1. Purpose of Report

1.1 The purpose of the report is to provide Corporate Overview and Scrutiny Committee with a report of the incidents and near misses that were reported to the Insurance and Risk Officer in the 2019 calendar year for consideration.

2. Connections to Corporate Improvement Objectives / Other Corporate Priorities

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

- 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.

3. Background

3.1 Incident and near miss reporting is a key element of good risk management. When something goes wrong an investigation should take place to identify how and why this happened. This should lead to a change in practice to ensure that, where possible, it does not happen again. In this way, lessons can be learnt to reduce the risk of the Council failing to achieve its objectives.

3.2 The definition of an Incident and Near Miss is as follows:

- **Incident** – any event or circumstance that led to harm to the Council or other occurrence that could impact on the Council's ability to achieve its objectives.

- **Near Miss** - an incident that did not lead to harm, but could have done.

3.3 Examples of Incidents include but are not limited to:

- the Council becomes dependent on an outsourced contractor which suddenly ceases trading, leaving the Council unable to deliver certain functions e.g. provision of social care,
- the Council experiences a cyber-attack and key tasks such as the payment of benefits cannot be completed on time, and
- a deadline for the application of a grant is missed and a transport improvement scheme cannot proceed.

3.4 Examples of Near Misses include but not limited to:

- a care home experiences financial difficulties and the Council steps in to protect the welfare of vulnerable people,
- a misprint on a ballot paper is discovered just before an election and replacements have to be printed at the last moment,
- torrential rain is experienced and a school narrowly avoids being flooded, and
- vital data is lost but can be recovered from a backup.

3.5 The Council introduced an Incident and Near Miss Reporting Procedure which was presented to Audit Committee on 17 January 2019. A copy of the Incident & Near Miss Policy is attached at **Appendix A** for information**.** This procedure complements the existing Health and Safety Management System Procedure.

3.6 All employees have a responsibility to report incidents to their Line Manager and to contribute to any subsequent investigation and a report form is completed for all incidents and near misses (other than those relating to Health and Safety which follow a different process).

3.7 Incident or near miss occurrences are risk evaluated to determine the level of risk and the type of action needed to be taken to reduce or eliminate further risk.

3.8 Near miss reporting allows managers / supervisors to take corrective preventative action before a similar incident happens which could result in an injury or damage.

3.9 The Corporate Overview and Scrutiny Committee will consider a report of incidents and near misses on an annual basis and ensure that it is satisfied with the action taken to prevent reoccurrence. The Audit Committee will also receive a copy of the report on incidents and near misses on an annual basis to assist it in its governance function.

4. Current situation / proposal

4.1 Since January 2019 three 'Incidents and Near Miss' happenings have been reported. **Appendix B** provides details of these incidents. There were two green and one amber incident; there were no red incidents reported during the period.

4.2 The incident and Near Miss reporting procedure was publicised in a Bridgenders e-mail earlier in the year with a hyperlink to the procedure. It was presumed that Senior Management Team would disseminate the information in manager meetings to reinforce this new procedure. However, the number of incidents reported may not be an accurate reflection of the actual occurrence of incidents and near miss events as it seems not all managers are aware of this procedure.

4.3 The Corporate Management Board were asked to consider how the raising of staff awareness of this policy could best be achieved. One consideration to ensure this document reaches all staff is the development of a mandatory e-learning module, however development of such a module would take time and therefore a more immediate approach to information sharing is needed.

5. Effect upon Policy Framework & Procedure Rules

5.1 None as a direct consequence of this report.

6. Equality Impact Assessment

6.1 There are no equality implications arising from this report.

7. Wellbeing of Future Generations (Wales) Act 2015 Implications

7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report

8. Financial Implications

8.1 There are no financial implications directly associated with the Incident and Near Miss Reporting procedure. Actions planned to mitigate any risk identified will be progressed within approved budgets.

9. Recommendation

9.1 That Corporate Overview and Scrutiny Committee considers the report of incidents and near misses at **Appendix B** to ensure that it is satisfied with the action taken to prevent reoccurrence.

9.2 Note that an annual report will be presented to the Committee for consideration.

Gill Lewis
Interim Head of Finance
20 JANUARY 2020

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Background documents

None

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APPENDIX A

Bridgend County Borough Council

Corporate Risk Management Incident and Near Miss Reporting Procedure

(Excluding Health and Safety)

MARCH 2019

1. Introduction

This procedure describes the process for the reporting and investigation of **all** types of incidents and near misses **(other than those relating to Health and Safety)** within the Council, which could, if they had come to fruition, have impacted on the Council's ability to achieve its corporate objectives. This procedure applies equally to incidents involving employees, Members, contractors, visitors and members of the public who are affected by the work of the Council. This includes but is not limited to the management of finance, service failures, communications and public profile, information technology breaches and so on.

2. Statement of intent

Incident and near miss reporting is a key element of good risk management. When something goes wrong, an investigation should take place to identify how and why this happened. This should lead to a change in practice to ensure, where possible, that it does not happen again. In this way, lessons can be learnt to reduce the risk of the Council failing to achieve its objectives.

In order to enable learning to take place, the Council seeks to promote an open and fair organisational culture and to encourage the reporting of incidents when things have gone wrong. This means that disciplinary action will be considered only where there is evidence of willful negligence, acts of a malicious nature or gross/repeated misconduct. Should disciplinary action be appropriate, the investigation would then be managed in accordance with Council's policy and procedures.

3. Links with Financial Procedure Rules and Risk Management Policy

This procedure supports Chief Officers in the successful execution of their duties contained in Section 26 of the Council's Financial Procedure Rules. Section 26 says that "Chief Officers shall be responsible for the identification, classification and control of all risks falling within their areas of responsibility". It also says that they should undertake regular reviews of risks within their Directorate. The Corporate Risk Management - Incident and Near Miss Reporting procedure will assist them to identify and record what happens and this will feed into their review and assessment of risk. The method by which risks are reviewed is contained in the Council's Risk Management Policy.

4. Definitions

Incident – any event or circumstance that led to harm to the Council or other occurrence that could impact on the Council's ability to achieve its objectives.

Example: A deadline for the application of a grant is missed and a transport improvement scheme cannot proceed.

Example: The Council becomes dependent on an outsourced contractor which suddenly ceases trading, leaving the Council unable to deliver certain functions.

Example: A pipe bursts in Civic Offices over a weekend which is not discovered until Monday morning. Extensive damage happens leaving certain areas unable to be occupied. Alternative workspace has to be found at short notice.

Example: The Council experiences a cyber-attack and key tasks such as the payment of benefits cannot be completed on time.

Near-miss – an incident that did not lead to harm, but could have done.

Example: A misprint on a ballot paper is discovered just before an election and replacements have to be printed at the last moment.

Example: A care home experiences financial difficulties and the Council steps in to protect the welfare of vulnerable people.

Example: Torrential rain is experienced and a school narrowly avoids being flooded.

Example: Vital data is lost but can be recovered from a backup.

5. Reporting an incident

It is essential that a report form is completed for **all** incidents and near misses **(other than those relating to Health and Safety)** as soon as possible before the memory fades. This form, which is found at **Appendix 1** is available via the Intranet (under R for Risk Management) and can be submitted electronically or as a hard copy. All the information required on the form should be provided. The person experiencing or witnessing the incident must complete Part 1 immediately after the occurrence and then forward this to their Line Manager who will complete Part 2.

Part 2 includes an assessment of the incident or near miss. The responsible Line Manager records what investigation has been carried out and action taken to prevent a reoccurrence. To make sure this assessment is objective it should be scored using the measurements for likelihood and impact contained in **Appendix 2**. The score for likelihood is multiplied by the score for impact to reach an overall score for the incident or near miss.

The score will place it somewhere within the prioritisation matrix shown in Table 3 of **Appendix 2**. If in the opinion of the Line Manager the incident falls into the red zone, which is a score of 15 and above, the Line Manager, following consultation with the Head of Service or member of staff at an appropriate level, will verbally report the incident to a Corporate Director. Following the verbal report a high priority email containing the Incident Report Form or a full description of the incident will be sent to

the Corporate Director, with a copy being sent to the Insurance and Risk Officer. The Corporate Director will then have responsibility to determine the appropriate response and action.

If the score is less than 15, it will fall into either the amber zone or green zone. In these circumstances the completed Incident Report Form should be forwarded to the Head of Service, or if the Line Manager does not report to a Head of Service, straight to the Corporate Director. It should be copied to the Insurance and Risk Officer.

In the event of an incident being reported to them by a Line Manager within their area of responsibility, Heads of Service are required to check the score allocated. If it is in the green zone between 1 and 9 they are responsible for the response. If it is in the amber zone between 10 and 12 they must report the matter to their Directorate Management Team. If they think that the score is in the red zone between 15 and 25 they will immediately notify their Corporate Director. The completed Incident Report Form should be copied to the Insurance and Risk Officer. The Head of Service will ensure that an investigation has been carried out and that action has been or is being taken. They must satisfy themselves as to the adequacy of the plan of action and keep this under review so that they can be sure that actions are being followed up.

On receipt of a finalised Incident Report Form, the Insurance and Risk Officer will add the incident to a database. The information on the database will assist with the assessment of corporate risk as required by the Corporate Risk Management policy.

When an incident occurs all evidence should be protected and secured in case of the need for further investigation.

Any incident involving an employee occurring outside the Council premises, where the person involved was engaged in activities directly related to their duties must be treated in the same way as any other incident.

6. Roles

A flowchart of the responsibilities for reporting and investigating incidents and near misses (other than those relating to health and safety) is provided in **Appendix 3**. The details of each of the roles are provided below**.**

All employees

All employees have a responsibility to report incidents to their Line Manager and to contribute to any subsequent investigation. They report the incident or near miss by completing the form at Part 1 of **Appendix 1.**

Line Managers

In the event of an incident occurring which involves an employee or other person within their team and/or area of responsibility, Line Managers are required to ensure that the incident is reported to their Head of Service, or if they do not report to one, to their Corporate Director. To do this they must use the form at Part 2 of **Appendix 1**. They must conduct an appropriate investigation, see what lessons should be learnt, score the incident and prepare a plan of action.

If in the opinion of the Line Manager the incident falls into the red zone, which is a score of 15 and above, the Line Manager, following consultation with the Head of Service or member of staff at an appropriate level, will verbally report the incident to a Corporate Director. Following the verbal report a high priority email containing the Incident Report Form or a full description of the incident will be sent to the Corporate Director, copied to the Insurance and Risk Officer.

Heads of Service

In the event of an incident being reported to them by a Line Manager within their area of responsibility, Heads of Service are required to check the score allocated. If the score is between 1 and 9, the green zone, they are responsible for the response. If the score is between 10 and 12, the amber zone, they must report the matter to their Directorate Management Team. If they think that the score is between 15 and 25, the red zone, they will immediately notify their Corporate Director. The Head of Service will ensure that an investigation has been carried out and that action is taken. This will include making sure that there has been a proper investigation and satisfying themselves as to the adequacy of any plan of action and keeping this under review so that they can be sure that actions are being followed up.

Directorate Management Team

Where the incident or near miss scores 10, or above, the amber zone, the Head of Service will bring it to the attention of the Directorate Management Team. The Directorate Management Team will satisfy themselves as to the score allocated and report any scores of 15 and over, the red zone, to the Corporate Management Board. They will review the investigation and ensure that the action plan is satisfactory and is being followed up. They will record and review the management of the incident and the associated risk(s). The Directorate Management Team will ensure that the necessary lessons are learnt from the incident and that any necessary training is completed. They will make sure that that any risk reduction measures continue to be effective. The actions taken will be recorded using the form at Part 3 of **Appendix 1.**

The Corporate Management Board

The Corporate Management Board needs to know about, and be satisfied with, the response to incidents and near misses which have a score of 15 and above. These are situated in the red zone.

If it is immediately obvious to a Line Manager, following consultation with their Head of Service that the score is 15 and above the Corporate Director should have already received immediate notification. If it is initially thought that the risk score is 12 or less, but it is subsequently increased by the Directorate Management Team then the Corporate Management Board will have been informed. The relevant Corporate Director will be responsible for making sure that approved corrective action plans are produced and implemented and that these are fully documented and monitored in order to ensure their completion.

The Chief Executive

The Chief Executive has ultimate responsibility for risk management within Bridgend County Borough Council and will ensure that all incidents are dealt with according to the Council's policy and procedures.

The Insurance and Risk Officer

The Insurance and Risk officer will maintain a database of the incidents and near misses (other than those relating to health and safety). This data base will be used in the assessment of corporate risk as required by the Corporate Risk Management policy. A report will be provided on an annual basis to the Corporate Overview and Scrutiny Committee with a copy to the Audit Committee summarising the incidents and near misses recorded and the action taken to prevent a reoccurrence.

Corporate Overview and Scrutiny Committee

The Corporate Overview and Scrutiny Committee will consider a report of incidents and near misses on an annual basis and ensure that it is satisfied with the action taken to prevent reoccurrence.

Audit Committee

The Audit Committee will receive a copy of the report on incidents and near misses on an annual basis to assist it in its governance function.

Appendix 1

Incident report form

Please complete and submit this form to your Line Manager.

Use this form for all incidents and near misses **(other than those relating to Health and Safety)**. Any employee with knowledge of the incident may fill in the form.

PART 1 – to be completed by the person(s) experiencing or witnessing the incident within 24 hours of the event and passed to their Line Manager.

Name:	Job Title:	
Date:	Time:	Location:
Description of incident or near miss		
Cause (including any contributory factors):		
Impact of incident or near miss:		
Immediate action taken to prevent recurrence, if any:		
Signature (or name if electronic):	Date:	

Part 2 – To be completed by the Line Manager and sent to Head of Service with a copy to the Insurance and Risk Officer.

Name	Job Title	
Date:	Team:	Service:
Do you agree that the contents of the Part 1 form are correct? If not why not?		
What, investigation and action has been undertaken or is required to prevent recurrence?		
Are there any lessons to be learnt from this incident?		
Scoring - Likelihood x Impact = Score		
Signature (or name if electronic):		Date:

Part 3 – To be used by the Directorate Management Team when a report is made to them concerning an incident (other than those relating to health and safety).

Date received:		
Head of Service:		
Has the risk been eliminated?	Is further action required?	
If further action required, please describe:		
Signature (or name if electronic):		Date:

Appendix 2

The response to the incident or near miss is governed by its score. Consequently it is important that the scoring mechanism is applied correctly.

Once an incident or near miss has been identified that threatens the achievement of the Council's objectives, the next step is to assess it in terms of what was the likelihood of the incident or near miss happening and what was or could have been the impact to the Council.

The Council has agreed criteria for assessing the levels of likelihood and impact. These are shown in Tables 1 and 2 below. The incident or near miss has already taken place, so the likelihood score has to be assessed with the benefit of hindsight. The impact of a near miss should be assessed as if it had happened.

When both the likelihood and impact have been considered, multiply the likelihood by the impact to get the overall score. This should be mapped on to the matrix in Table 3. The colours of the matrix are a traffic light system that denotes the response to the event. High scores to be notified to Corporate Management Board are the red zone, the amber zone are the scores that stay with the Directorate Management Team and low scores are in the green zone which are under the control of the Head of Service.

Table 1: Description and definitions of the likelihood of the incident or near miss occurring

Score	Description
5	It was highly likely to happen - More than an 80% chance
4	It was likely to happen – A 60% to 79% chance
3	It may or may not have happened – A 40% to 59% chance
2	It was unlikely to happen – A 20% to 39% chance
1	It was highly unlikely to happen – Less than a 20% chance

Table 2: Description and definitions of the impact of the incident or potential impact of a near miss

Impact	Example Detail Description
5	Long term loss of service capability Long term negative perception of council Litigation is certain and impossible to defend Significant corporate budget realignment Breaches of law punishable by imprisonment
4	Medium term loss of service capability Adverse UK wide publicity Litigation almost certain and difficult to defend Some corporate budget realignment Breaches of law punishable by fines
3	Short term loss of service capability Adverse Wales wide publicity Litigation to be expected Budget adjusted across service areas Breaches of major statutory duty
2	Short term disruption to service capability Adverse local publicity High potential for complaint, litigation possible Financial implications contained within the Directorate Breaches of statutory regulations/standards
1	No significant disruption to service capability Unlikely to cause any adverse publicity Unlikely to cause complaint or litigation Financial implications contained within service area Breaches of local procedures or standards.

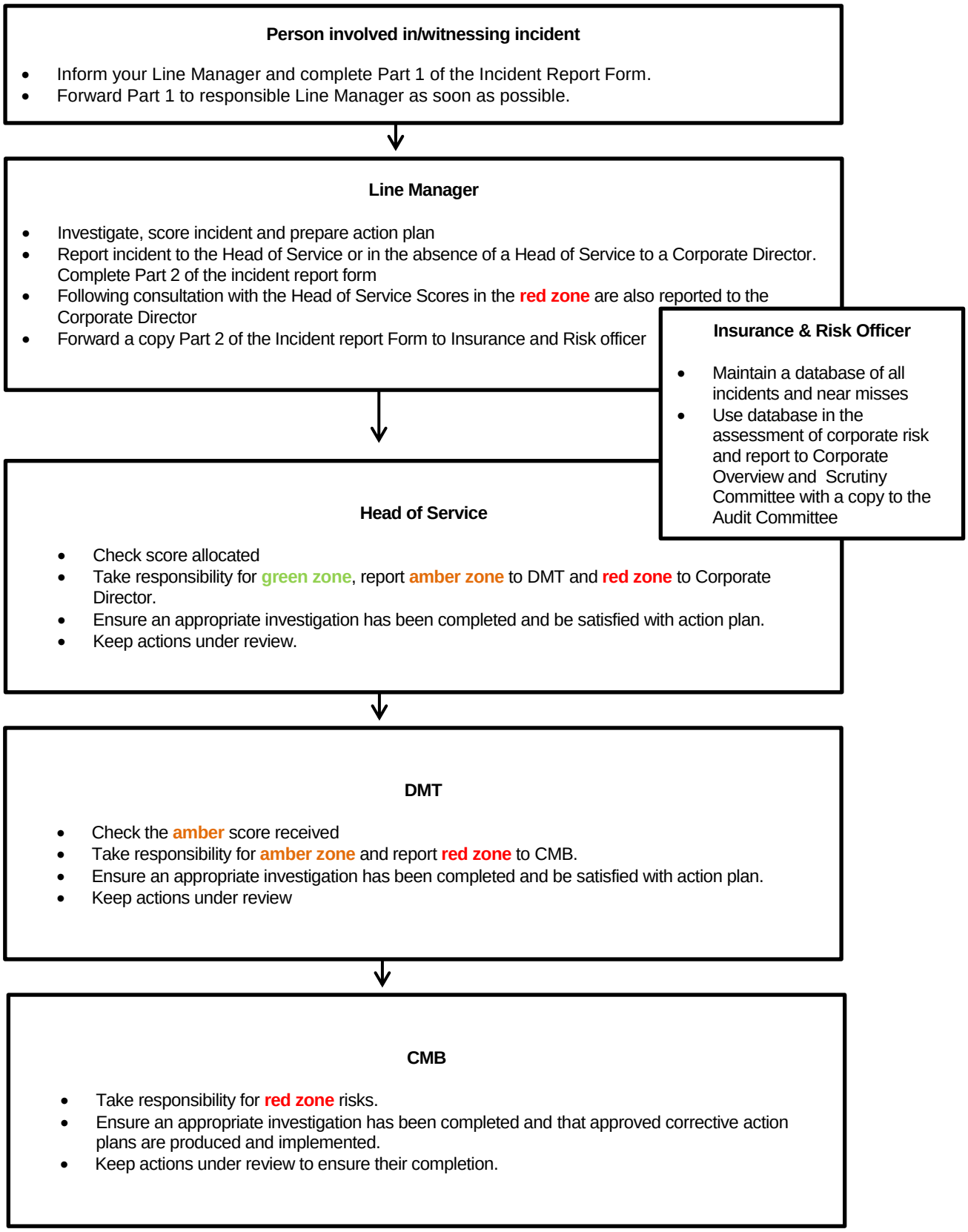
Now that the score has been calculated, you can plot it against the matrix in Table 3. This shows you how the response should be managed. The red zone is managed by the Corporate Management Board, the amber zone by the Directorate Management Team and the green zone by the Head of service.

Table 3: Incident and Near Miss Prioritisation and Response Matrix

	Impact				
Likelihood	**5**	**10**	**15**	**20**	**25**
	4	**8**	**12**	**16**	**20**
	3	**6**	**9**	**12**	**15**
	2	**4**	**6**	**8**	**10**
	1	**2**	**3**	**4**	**5**

Appendix 3

Incident and near miss reporting flowchart



APPENDIX B

REPORTED INCIDENTS & NEAR MISS & ACTIONS TAKEN IN 2019

Month/ Year Reported	Details of Incident or Near Miss	Type of Establishment	Scoring			Zone Responsibility *	Action Taken /Lessons Learnt
			Likelihood	Impact	Risk score		
Apr-19	Minor incident of fire setting in a school playground by ex-pupils, resulting in minor damage to play surface.	Primary school	3	1	3	Head of Service	Play surface repaired. Advice given to school by Insurance officer on actions required to minimise damage from further arson which included: > making sure all combustible materials are at least 6 metres from the building, > ensuring that minibus vehicles are parked away from the building, > see if the CCTV can be extended so that persons in an offsite centre can verbally communicate with people who are on site and > advised that ideally that the sprinkler system is extended under the canopy that surrounds the school. The dangers of fire lighting was also reinforced by the school to its pupils.
Apr-19	Small fire lit on the ramp leading to the Youth Centre . Assumed that materials sourced to light the fire could have been from either rubbish collected in the area or from the wheelie bin.	Youth Centre	2	2	4	Head of Service	Site of fire cleared. Following a site inspection by the Insurance Officer it was recommended that the site wheelie bin should be chained up at least 6 metres from the building. This would reduce the likelihood of waste being used to start a deliberate fire.
Jun-19	Vandalism to roof of school community room by local children causing rain water to damage property. Premises were unoccupied when children accessed the roof, and roof was not checked until rain had caused damage.	Primary School	4	3	12	Directorate Management Team	Access points to roof reviewed. Recommended that in future roof is checked if it is known that access has been gained to it. CCTV facility at the premises to be be checked . The school has reduced the risk from this occurring again by • Working with community officers • Distributing leaflets with the support of police in area • Publicising the damage caused and impact to local community through school newsletters and our home school app. • Putting up new signage around school

*** Zone Responsibility**

Score	Incident and Near Miss Procedure Reporting Responsibility
Score 1-9	Head of Service responsible for managing actions.
Score 10-12	Incident reported to the Directorate Management team for review and investigation.
Score 15-25	Incident reported to the Corporate Director.

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BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

20 JANUARY 2020

REPORT OF THE CHIEF EXECUTIVE

COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS AT QUARTER TWO OF 2019-20

1. PURPOSE OF REPORT

1.1 This report provides the Committee with an overview of the Council's performance in 2019-20, as at quarter two. It compares performance against the commitments made to deliver the well-being objectives in the Corporate Plan 2018-22, reviewed for 2019-20.

2. Connection 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.

3. BACKGROUND

3.1 In March 2019, the Council published its Corporate Plan 2018-22, reviewed for 2019-20. The Plan defined 41 commitments to deliver the three well-being objectives and set out 56 outcome-focused indicators to measure the progress for the financial year.

3.2 Directorate Business Plans were developed to define service actions to carry out the 41 corporate commitments. Those plans also identified performance indicators for the year, which include the 56 outcome-focused indicators set out in the Corporate Plan. The nominated indicators are set out in each of the directorate dashboards and are reported to both the Corporate Performance Assessment (CPA) Panel and to the Corporate Overview and Scrutiny Committee.

3.3 As part of the Performance Management Framework, performance against the commitments and performance indicators in the Corporate Plan is monitored regularly by Directorate Management Teams and quarterly by the Council's CPA Panel consisting of Cabinet, Corporate Management Board, Heads of Service and Scrutiny Chairs.

3.4 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising progress on the delivery of well-being objectives to deliver efficient services. The Committee have requested that the report on Council performance is provided as an information report as Scrutiny Chairs attend the CPA meetings and can report any findings back to the Corporate Overview and Scrutiny Committee to inform the Committee's Forward Work Programme.

4. CURRENT SITUATION / PROPOSAL

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

4.1.1 ***Commitments***

4.1.1.1 Data collected for the half-year returns suggests that the Council is on track to deliver 38 (93%) of its commitments to its three well-being objectives (green). The other 3 (7%) are missing some of their milestones (amber).

4.1.2 ***Indicators***

4.1.2.1 Data in relation to all of the indicators collected for report to CPA and Corporate Overview and Scrutiny together measure corporate performance, providing oversight of the Corporate Plan, service performance as well as national indicators. For quarter two the Corporate Overview and Scrutiny Committee requested that only indicators which showed performance to be less than target against the current year be reported on and also where indicators showed a decline in performance compared with the same period last year. Therefore for the purposes of this report all indicators have been included within the report, but those where performance is on target have been highlighted in grey to ensure transparency in reporting on corporate performance.

4.1.2.2 At year end an overview of the Corporate performance position will be provided on all the indicators with a full comparison of performance against target and a comparison of performance with previous year. Overview information about commitments and indicators is set out in Directorate dashboards in Appendices 1 to 4.

4.1.3 ***Sickness Absence***

4.1.3.1 For 2018-19 the Council recorded sickness absence as 11.79 days per FTE, against a target of 8.5 days. It has been decided that for 2019-20 the focus is on improving sickness levels. Therefore the target has been set at 11.78 days per FTE, with additional supportive measures in place to help staff with their well-being with the aim of reversing the increasing trend in sickness. As at quarter 2 cumulative days lost per FTE were 4.95 days, an improvement on 5.13 days for the same period last year and against a target at the half year stage of 5.89 days per FTE. It should be noted that long term absence remained at 76%, the same as for quarter two last year.

4.1.3.2 Sickness in relation to industrial injury at the half year stage shows that the number of absences due to industrial injury was 10, which is marginally higher than the same period last year, where the number of absences was 9. The number of days lost at the half year stage per FTE due to industrial injury was 0.1056 compared with 0.0312 per FTE for the same period last year.

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 There are no equality implications in this report.

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

7.1 The well-being goals identified in the Act were considered when writing this report. It is considered there will be no significant or unacceptable impacts upon the achievement of the well-being goals / objectives as a result of this report.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. RECOMMENDATION

9.1 The Committee is recommended to note the half year corporate performance.

Mark Shephard
Chief Executive

Contact Officer:
Wanda Kirby, Corporate Performance Manager; ext. 3382;
email: wanda.kirby@bridgend.gov.uk.

Background Papers

Individual Directorate Monitoring Reports

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CHIEF EXECUTIVE – PERFORMANCE Q2

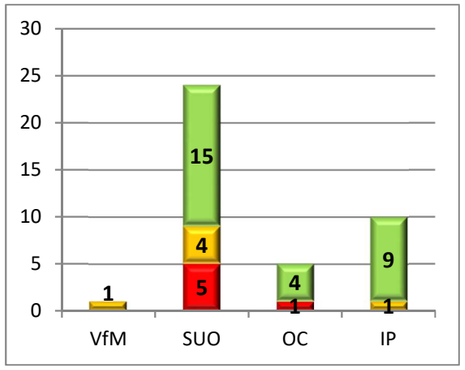
Directorate performance continues to mainly be on target with agreed objectives and milestones. However, there are some notable exceptions, in particular relating to DFG's, where a full review of systems is being undertaken in line with previous CPA discussions to implement a long term and more sustainable and effective solution to lowering completion times. Directorate sickness performance is marginally up on the same quarter last year, with a consistent issue across the Directorate relating to stress and anxiety absence and an increase in long term sickness. A range of initiatives are being implemented to seek to mitigate and address this. The in year budget position is being managed effectively with an underspend anticipated, predominantly caused by staff vacancies being held in preparation for future MTFS savings. Progress has been made in key areas during this quarter including the completion of the HR/OD review and implementation.

Commitments 2019-20

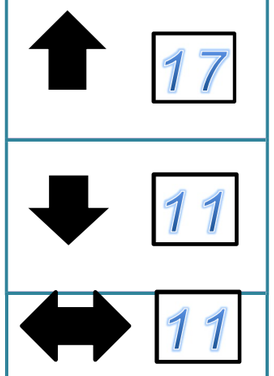
Q2 2019-20 Directorate Commitments to delivering Wellbeing objectives	RAG – current progress against commitment: Total	Red	Amber	Green
Wellbeing objective One – Supporting a successful economy	2	0	0	2
Wellbeing objective Two – Helping people to be more self reliant	4	0	0	4
Wellbeing objective Three– Smarter use of resources	8	0	0	8

All Indicators (incl. Finance and sickness PIs)

Performance vs Target

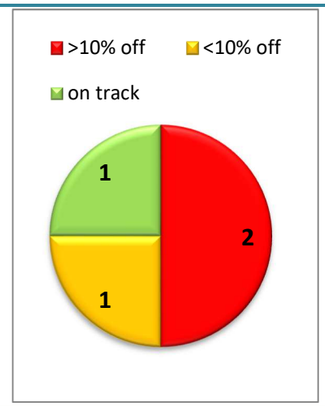


Trend vs Q2 2018-19



National Indicators

Performance vs Target



Trend vs Q2 2018-19

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2019-20 is **£18.573m.**
- The current year-end projected outturn is **£17.688 m** with an under spend of **£885,000**.

Capital Budget

- The capital budget for the Directorate for 2019-20 is **£4.22m**, with no foreseen under or over spend to planned budget.

Efficiency Savings

Savings (£000)	2019-20 YTD £000	%
Savings Target	1,464	100%
Likely to be achieved	1,384	95%
Variance	80	5%

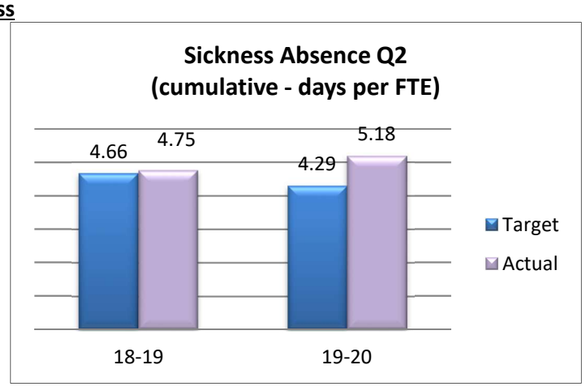
Additional financial information is provided at the end of the report

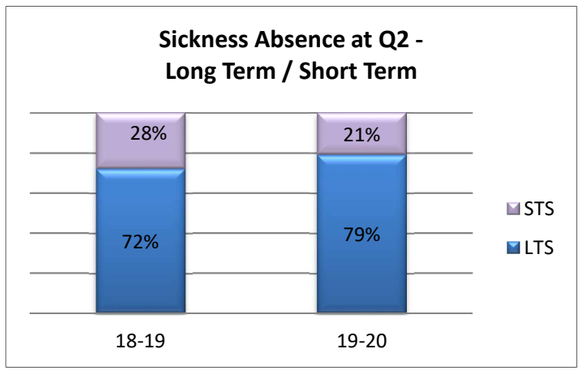
Human Resources

Staff Number (FTE)

2018-19	2019-20
389.69	383.39

Sickness





As indicated in the overview there has been a small increase in Directorate sickness compared with this quarter last year which is above the target set. Stress, anxiety, depression and mental health is the most prevalent reason for absence. Greater support for staff, both importantly before they go off sick and also when they have reported absent, is being implemented, including referrals for counselling support, mindfulness courses and a review of flexible working practices to seek to address this.

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

High Corporate Risks

The Directorate continues to hold a large number of staff vacancies across most services. Sometimes this has been caused by difficulties in recruiting (e.g. Housing/ Homelessness support) but in other areas vacancies are being held in view of future MTFS savings to avoid future redundancy costs. Some areas of service continue to be stretched, and interim arrangements are widespread in, for example, finance. The restructure proposals agreed recently at Council will allow some of these issues to be addressed in quarters 3 and 4.

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber-attack and discontinuation of funding streams and major contracts	All	4	4	16

Head of Performance and Partnerships

Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.4	Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children	GREEN	The Family Support Service have supported 461 clients in the six month period April to September 2019, 86% of these being new clients supported by the service. The majority of clients in the year to date have received support in the following areas: • Basic financial advice/training • Individual budgeting advice • Support to develop a weekly budget • A benefits health check	

Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.4	Work with households and partners to help prevent homelessness	GREEN	This is an on-going objective to meet the Housing Wales Act to prevent where possible final duty homelessness. This includes liaising with landlords, private sector etc. It also links to the Housing Support Grant funded projects such as Early Doors, Shelter/Debt advice, Housing First, etc working with 3rd sector organisations and RSL's.	
P2.2.6	Work with owners of empty properties to turn empty properties into homes to help increase the supply of homes for rent and sale.	GREEN	Empty Properties Strategy going to Cabinet on 19th Nov for final adoption. Work being undertaken by the Empty Properties Officer to liaise with property owners, where necessary taking enforcement action.	
P2.2.8	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	Continued to build on the second phase of the outcomes mapping as reported last quarter, expected completion of this task is the end of Q3. The performance monitoring framework remains in development with an initial draft being used during Q3 to monitor a small number of providers with a view of being fully operational early January 2020	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	Progress continued to be made to ensure a youth and easy read version of the budget consultation paper was available. Community groups were also engaged by using a range of techniques including one to one support to complete surveys, discussion groups and click pads. We have also increased the use of clicker-pad technology during the Budget Consultation period and used promotional materials such as posters, flyers and business cards to aid promotion of the consultation. An explainer video was also developed and used on the website, social media channels and the digital screens within the Contact Centre to promote the budget consultation. A QR code was also created to ensure easy access to the online surveys for residents.	

P3.4.4	Develop the Council's ability to engage with the public through social media.	GREEN	Work has been underway to audit our social media channels and implement new strategies and tactics to grow our social media channels, which contribute towards the council's ability to engage with the public through social media. Since implementing new tactics to our social media strategy at the start of July 2019, we have seen a significant growth in interactions. New tactics that have been put in place include: • Using different features for specific projects (Facebook Events, Facebook and Twitter Polls, Instagram Stories and Facebook Live etc.) • Strategic planning of content calendar with new posting days/times included. • Adding awareness days/weeks/months ahead of the month for better planning and sourcing content. • Posting on new popular days and times • Polls • Design quote graphics for all Facebook posts that don't have photos for better engagement • Boomerang videos • Live video • Stories • Facebook events • Trending hashtag on Twitter • User generated content Being more strategic when we post content on our channels has enabled us to engage with the public at the most popular times and days that people are online which has also contributed to a growth in number of interactions. User generated content on Instagram has proven popular and has increased our interactions with the public in Quarter 2. Instagram stories with use of boomerang has worked well and for A-level and GCSE results day with hundreds of people viewing these videos. Trending hashtags on twitter has increased reach and engagement such as #Goingtooxford on A-level results week. Polls are also proving an effective way of engaging with the public and the latest consultation poll had 400 votes. We have also held a live Q&A for the budget consultation with other service areas considering this live debate to engage with the public.	

PERFORMANCE INDICATORS

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for money											
PSR004 (PAM/013) CP WBO 2	The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority. ***Higher preferred***	3.48%	7.86%	8.41%	5%	n/a	n/a	n/a	4.6%	5th	Annual indicator **Target setting**: No info on PMS **Performance:**
PAM/045 CP WBO 2	Number of additional dwellings created as a result of bringing empty properties back into use. ***Higher preferred***	New PAM 19/20	New PAM 19/20	New PAM 19/20	5	n/a	n/a	n/a	Not suitable to average	Not suitable to rank	Annual indicator **Target setting**: Target estimated based on the All Wales figure achieved. The figure has been set to recognise that the work on empty properties will see incremental improvements. **Performance:**
Service User Outcomes											
DOPS15 (PAM/012) CP WBO 2	Percentage of households threatened with homelessness successfully prevented from becoming homeless. ***Higher preferred***	68.6%	75.17%	70.6%	70%	70%	69.7%	66.7% ⬆	67.9%	9th	Quarterly indicator **Target setting:** Target for 2019-20 adjusted following clarification on calculation from Data Cymru **Performance:** This is a new target for the PI. When this indicator was a local indicator rather than a PAM, we had applied exclusions. Data Cymru confirmed there should be no exclusions and therefore we have amended the target accordingly for 2019/20 to reflect this. Housing are shortly to implement a new case management system to include online applications which will allow staff to focus more on homelessness prevention in order to meet this target going forward.

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DOPS39 CP WBO 2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. ***Lower preferred***	9.42%	12.85%	8.1%	11.85%	11.85%	3.5%	7.6% ↑	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. **Performance:**
DOPS41 CP WBO 2	The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home. ***Higher preferred***	87.7%	75%	100%	80%	80%	95.5%	100% ↓	n/a	n/a	Quarterly indicator **Target setting:** Target increased to recognise system improvements put in place, but set at a realistic level to reflect that the DFG process is part of a Transformation Project. **Performance:**
CED26 Local WBO 2	Percentage of providers that are in fully compliant contracts. ***Higher preferred***	New 19/20	New 19/20	New 19/20	100%	100%	100%	n/a	n/a	n/a	Quarterly indicator **Target setting:** New for 2019-20. Target set to achieve full compliance **Performance:** Contract and performance monitoring undertaken to date details full contract compliance. A draft version of the formal monitoring framework will be used to monitor a small number of providers within the flexible funding arrangement during quarter three prior to full implementation of a consistent monitoring framework by January 2020.
CED5 Local WBO 3	Percentage of first call resolutions. ***Higher preferred***	New 18/19	Establish baseline	52.12 %	52.2%	52.2%	76.2%	48.64% ↑	n/a	n/a	Quarterly indicator **Target setting:** 2019-20 target set to improve upon 2018-19 actual (baseline) **Performance:**
CED6 Local WBO 3	Percentage of contact: telephone (English and Welsh). ***Lower preferred***	New 18/19	Establish baseline	66.4%	66.3%	66.3%	55.5%	69.4% ↑	n/a	n/a	Quarterly indicator **Target setting:** 2019-20 Target set to decrease on the 2018-19 baseline actual figure. Indicator will be measure of channel shift in line with the digital transformation project **Performance:**
CED7 Local WBO 3	Percentage of contact: face to face (English and Welsh). ***Lower preferred***	New 18/19	Establish baseline	14.7%	14.6%	14.6%	15.3%	15.3% ↔	n/a	n/a	Quarterly indicator **Target setting:** 2019-20 Target set to decrease on the 2018-19 baseline actual figure. Indicator will be measure of channel shift in line with the digital transformation project **Performance:** There has been an increased in face to face contact during this quarter due to the issues specifically relating to school transport and concessionary travel. These issues resulted in people visiting Civic wanting to see someone
CED8 Local WBO 3	Percentage of contact: email (English and Welsh). ***Lower preferred***	New 18/19	Establish baseline	7.9	7.8	7.8	9.6%	7.7% ↓	n/a	n/a	Quarterly indicator **Target setting:** 2019-20 Target set to decrease on the 2018-19 baseline actual figure **Performance:** There has been a slight increase in the number of emails received this quarter compared to Q1. Across all contact channels, the email channel remains the least favourable for customers and we will continue to develop online solutions to encourage self-serve. We are also looking to develop an online form to replace the "talktous" email address to help reduce this channel further and to ensure we capture all relevant information at the first point of contact.
DOPS4 CP WBO 3	Increase the number of interactions from citizens on the corporate social media accounts (Including Facebook and Twitter). ***Higher preferred***	93.9%	5%	6.17%	5%	2.5%	4.08%	2.98% ↑	n/a	n/a	Quarterly indicator **Target setting:** Target set to improve performance. 5% increase on previous year actual **Performance:** 15,816 interactions in quarter 2 (July, August and September) 33854 interactions so far this year. 4.08% PI progress. 81.7% of yearly PI target
DOPS44 Local WBO 3	Percentage of contracts awarded in line with programme guidelines and on time. ***Higher preferred***	100	100	100	100	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Target set at 100% - The highest service standard we aim to maintain **Performance:**

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
CED13 Local Other	Percentage of contact online (Customer Services) via My Account ***Higher preferred***	New 18/19	Establish baseline	11.0%	11.1%	11.1%	19.6%	9.7% ↑	n/a	n/a	Quarterly indicator **Target Setting:** 2019-20 target set to increase on 2018-19 actual figure **Performance:**
DRE6.7.6 Local WBO 3	Develop targeted marketing/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. ***Higher preferred***	20.4	5	-47	5	5	17	-51 ↑	n/a	n/a	Quarterly indicator **Target Setting:** Target set to improve performance **Performance:** During Q2 we have had one live consultation, the 2019 MTFS Budget consultation. This has seen around 2000 survey completions to date and at the end of this survey respondents were taken to the CP sign up landing page. This has resulted in a significant increase in sign-ups during Q2. The Consultation and Engagement Team have attended community events during this period including the Pen Y Fai FunDay, Maesteg Community Hub open day, CF31 market, the Bridgend Show and Rescue Fest. Again this has led to an increase in membership and a decrease in underrepresented wards.
CED32 Local Other	The average number of days taken to deliver preventative discretionary housing grants. ***Lower preferred***	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	10.05	n/a	n/a	n/a	Quarterly indicator **Target Setting:** New Indictor for 2019-20 - Baseline setting only **Performance:**
PSR002 (PAM/015) Other	The average number of calendar days taken to deliver a Disabled Facilities Grant. ***Lower preferred***	282.55	208	290.76	250	250	344.38	338.15 ↓	207.3	20th	Quarterly indicator **Target Setting:** Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes. **Performance:** Changes in this quarter are a result of the team reviewing long standing cases being worked on by agents which have not been brought to a conclusion. This review has meant on-going dialogue with the agents to re-enforce the 12 month timescale for delivery and ensuring that information is current. The Agent's performance has a direct influence on this PI as once the application is in the hands of an agent, BCBC's control on delivery is reduced.
PSR009a Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for: Children and young people. ***Lower preferred***	485.83	400	572.25	472	472	517	572.25 ↑	n/a	n/a	Quarterly indicator **Target Setting:** Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes. **Performance:** Changes in this quarter are a result of the a review of the current waiting list applications and follow up actions by the DFG team and Housing Occ Health therapist which has reviewed applications, reviewed needs and discussed with the Children's OT's at the POW hospital. Where applications had not been followed through – they have been reviewed to determine whether needs have escalated/changed, whether further assessments required and whether expectations are eligible or deliverable.
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults. ***Lower preferred***	266.51	199	273.16	250	250	336.35	311.4 ↓	n/a	n/a	Quarterly indicator **Target Setting:** Target set to improve upon actuals for 2018-19 and previous years, but also recognise that the DTG team is currently part of a Transformation Project which will take time to complete and implement changes. **Performance:** Same comment as PSR002 (PAM015)
DOPS33 Local Other	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good. ***Higher preferred***	96.31%	90%	96.30 %	90%	90%	95.88%	97.57% ↓	n/a	n/a	Quarterly indicator **Target setting:** To maintain performance. **Performance:**

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Internal Processes											
DOPS49 (FIN3.2.2) CP WBO 3	Number of services that are available to the public online. ***Higher preferred***	0	5	5	3	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Target 2019-20 set to reflect work involved - 3 additional services to be made available online in 2019-20 **Performance:**
DOPS34 (a) Local Other	Availability of voice and data network (%) ***Higher preferred***	100%	99.99%	100%	99.99%	99.99%	100%	100% ⟷	n/a	n/a	Quarterly indicator **Target setting**: Target set to maintain performance **Performance:**
DOPS34 (b) Local Other	Availability of storage area network (core computing) (%). ***Higher preferred***	100%	99.9%	100%	99.90%	99.9%	100%	100% ⟷	n/a	n/a	Quarterly indicator **Target setting:** Target set to maintain performance **Performance:**
DOPS34 (c) Local Other	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%). ***Higher preferred***	99.97%	99.90%	99.95 %	99.90%	99.90%	99.91%	99.96% ↓	n/a	n/a	Quarterly indicator **Target setting:** Target set to maintain performance **Performance:**

HEAD OF LEGAL AND REGULATORY SERVICES

PERFORMANCE INDICATORS

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for money											
DOPS32 Local Other	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors' framework. ***Higher preferred***	60.35%	30%	60.07%	30%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: To be 30% cheaper than comparable external service **Performance:**
Service User Outcomes											
PPN009 (PAM/023) Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards. ***Higher preferred***	96.69%	93%	97.52%	94%	94%	97.21%	96.52% ↑	95.7%	5th	Quarterly indicator Target setting: Target set to improve performance **Performance:**
DOPS17 Local Other	The total number of formal committee meetings made available to the public using webcasts. ***Higher preferred***	12	10	10	10	5	5	2 ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**
DOPS27 Local Other	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days. ***Higher preferred***	100%	95%	100%	95%	95%	100%	100% ⟷	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**
DOPS29 Local Other	Percentage of satisfied customers (Registrars Service). ***Higher preferred***	100%	95%	100%	95%	95%	100%	100% ⟷	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**
DOPS31 (LS1) Local Other	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent. ***Higher preferred***	99.75%	95%	98.74%	95%	95%	100%	100% ⟷	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**
Organisational Capacity											
DOPS30 Local Other	The average number of chargeable hours per FTE fee-earner in the legal service department. ***Higher preferred***	1460	1200	1482	1200	600	739	727 ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance of 100 hours (chargeable) per month **Performance:**

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Q2 Target	Q2 Cumulative Act & RAG	Trend vs Q2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Internal Processes											
DOPS24 Local Other	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel. ***Higher preferred***	90.23%	90%	89.52%	90%	90%	89.66%	84.75% ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:** There has been an improvement in performance in Q2. The slight shortfall is due to meetings of the same Committee being in close proximity to each other, which has meant that the minutes of the previous meeting did not go to the following meeting.
DOPS25 (a) Local Other	Percentage of births registered within 42 days. ***Higher preferred***	99%	99%	98.15%	99%	99%	99.47%	97.64% ↑	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS25 (b) Local Other	Percentage of still-births registered within 42 days. ***Higher preferred***	100%	98%	100%	98%	98%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**
DOPS26 Local Other	Percentage of customers registering a birth or death seen within 30 mins of arrival. ***Higher preferred***	100%	90%	98.28%	90%	90%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**
DOPS28 Local Other	Percentage of applications dealt with within 5 days of receipt. ***Higher preferred***	100%	95%	100%	95%	95%	100%	100% ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance **Performance:**

HEAD OF FINANCE

Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.3.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally	GREEN	In conjunction with the Supporting People Team, the Housing Benefit Service has procured financial advice and support services from Citizens Advice. The Service will run from 1 October 2018 to 31 March 2020 with an option to extend for a further year. The service will assist service users who reside within Communities First delivery areas of BCBC/or service users who are in poverty or at risk of poverty due to any number of reasons, including: • Debt problems • Financial difficulty • Unemployment (claiming benefits, including Universal Credit (UC)) • Inability to budget or manage finances effectively • Those experiencing 'in work poverty' • Those requiring information and support to undertake employment better off calculations.	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.2.1	Deliver our digital transformation programme to enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.	GREEN	Although in excess of 12000 people have registered for council tax online only 7.5% of the change of addresses received last year were received via the online system, and those received still required intervention from back office staff. Therefore the potential financial savings have not been realised. Also the take up for housing benefit claims has been extremely low. Since the online service has been available: • 545 households have submitted new claims for Housing Benefit and/or Council Tax Reduction; • 121 households have used the on-line service to report changes in their circumstances.	
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes.	GREEN	Work to centralise and automate utility payments has been completed which has resulted in reducing transaction costs and late payment charges. The new "Oggie" chatbot was also launched in August to enhance customer services and to reduce contact volume on other traditional channels e.g. telephone, face-to-face to automate the more routine customer queries. Significant work has been completed in automating creditor payments.	
P3.3.7	Review capital expenditure to ensure alignment with corporate objectives	GREEN	A report was presented to CCMB in October to review the fixed capital allocations in line with current priorities. No changes were proposed for 2020-21.	

PERFORMANCE INDICATORS

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service User Outcomes											
DRE6.2.3 Local WBO 3	Percentage of undisputed invoices paid within 30 days. ***Higher preferred***	97.30%	97%	96.93%	97%	97%	95.81%	97.11% ⬇	n/a	n/a	Quarterly indicator **Target setting:** To maintain performance **Performance:** The Q2 performance is amber due to staff vacancies across the payments teams and consequential impact on performance.
CED17 Local Other	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year. ***Lower preferred***	New 18-19	Establish baseline	38.17%	35.00%	17.5%	18.05%	19.68% ⬆	n/a	n/a	Quarterly indicator **Target setting:** To maintain performance **Performance:** Q2 figure slightly down on this time last year however this figure does fluctuate each month and will hopefully be on target next quarter as new working practices have recently been introduced which should help to improve the figures.
DRE6.12.1 Local Other	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims. ***Lower preferred***	17.88	16	24.3	21	21	28.73	24.16 ⬇	n/a	n/a	Quarterly indicator **Target setting:** Target set to improve upon 2018-19 actual. The target set in 2018-19 is now unrealistic given current pressures on staffing therefore a more realistic target has been set which will show improvement yet still be achievable. **Performance:** Diverting resources to reduce the backlog of new claims in Q2 has improved performance. Looking at Q2 new claims performance in isolation, the average time taken to process new claims is 23.92 days.
DRE6.12.2 Local Other	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events. ***Lower preferred***	5.31	6	5.77	7	7	5.70	6.62 ⬆	n/a	n/a	Quarterly indicator **Target setting:** Target set to improve upon 2018-19 actual at Q3. The target set in 2018-19 is now unrealistic given current pressures on staffing therefore a more realistic target has been set which will show improvement yet still be achievable. **Performance:**
Internal Processes											
FIN3.2.1 Local WBO 3	Percentage of Council Tax customers accessing on-line service through "My Account". ***Higher preferred***	0%	50%	16.15%	tbc	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Improving target is set on current performance and plans for production **Performance:**
CED15 Local Other	Percentage of Council Tax due for the financial year which was received by the authority in that year. ***Higher preferred***	New 18-19	97.10%	97%	97.10%	48.55%	56.49%	56.85% ⬇	n/a	n/a	Quarterly indicator **Target setting:** To maintain performance **Performance:**

CHIEF EXECUTIVE

Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	**GREEN**	The council continues to seek opportunities to promote the use of Apprentices and create posts wherever possible.	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2019-20 budget.	GREEN	Planned budget reductions are monitored on a monthly basis and reports are provided to Cabinet on a quarterly basis. As at Qtr 2, of the £1.464 million budget reductions for the Chief Executives directorate, £1.384 million were reported as likely to be achieved in 2019-20.	
P3.4.1	Support managers to lead staff through organisational change	GREEN	Different support mechanisms have been established to support management capability and employee health and mental health wellbeing.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	Welsh language training has continued to be prioritised within corporate training resources.	

PERFORMANCE INDICATORS

Value for money

PI Ref No	PI Description	Annual indicator target 19-20 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 Local WBO 3	The value of proposed MTFS budget savings in the Chief Executive's Directorate ***Higher preferred***	1,464	30	2%	50	3%	1384	95%	

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service User Outcomes											
CED27 CP WBO 3	The number of staff taking up in-work health checks. ***Higher preferred***	New 19/20	New 19/20	New 19/20	n/a	n/a	128	n/a	n/a	n/a	Quarterly indicator **Target setting**: New indicator for 2019-20 - Baseline to be established. Target will be established based on planned provision within available resources. **Performance:**
Organisational Capacity											
PAM/044 WBO 1	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees. ***Higher preferred***	New 19/20	New 19/20	New 19/20	n/a	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting**: We aim to see a 10% increase in apprenticeship opportunities. **Performance:**
CED20 Local CP feeder WBO 1	The number of apprentices employed across the Chief Executive's directorate. ***Higher preferred***	New 18/19	12	22	13	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting**: **Performance:**
DOPS36 CP WBO 1	The number of apprenticeships employed across the organisation. ***Higher preferred***	31	17	43	25	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting**: We aim to see a 10% increase in apprenticeship opportunities. **Performance:**
DRE6.6.4i CP WBO 3	Percentage of employees completing e-learning modules. ***Higher preferred***	50.2%	45%	54.1%	25%	12.5%	19.7%	35% ⬇	n/a	n/a	Quarterly indicator Target setting: Target 2019-20 set based on previous take up of e-learning and mandatory e-learning requirements. **Performance:**
CED22 PAM feeder Local Other	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate. ***Lower preferred***	New 18/19	9.32	8.59	8.58	4.29	5.18	4.75 ⬇	n/a	n/a	Quarterly indicator Target setting: Target is aimed at improving on 18.19 actual. **Performance:**

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
CHR002 (PAM/001) Other	Number of working days per full time equivalent lost due to sickness absence – Total BCBC. ***Lower preferred***	10.85	8.5	11.79	11.78	5.89	4.95	5.13 ↑	10.5	20th	Quarterly indicator Target setting: Target is aimed at improving on 18.19 actual. **Performance:**
CED23 Local Other	Number of working days lost per FTE through industrial injury (Chief Exec's Directorate). ***Lower preferred***	New 18/19	0	0	0	0	0	0 ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance - zero target. **Performance:**
CED24 Local Other	Number of industrial injury incidents (Chief Exec's Directorate). ***Lower preferred***	New 18/19	0	0	0	0	0	0 ↔	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance - zero target **Performance:**
Internal Processes											
DOPS20 Local WBO 3	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate). ***Higher preferred***	93%	80%	79%	80%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set at 80% corporately to take into account staff who are absent during this period for reasons such as maternity leave, long term sickness, secondment. **Performance:**
CED4 Local WBO 3	Number of employees accessing funded programmes to gain qualifications and gain skills. ***Higher preferred***	New 18/19	Establish baseline	67	70	35	83	51 ↑	n/a	n/a	Quarterly indicator Target setting: Target for 2019-20 set to improve upon baseline established in 2018-19 (5% increase). **Performance:**
CED28 CP WBO 3	Number of participants in the staff survey. ***Higher preferred***	New 18/19	Establish baseline	1291	1356	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New indicator for 2019-20. Target set to improve on 2018-19 baseline performance. **Performance:**
CED29(a) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal. ***Higher preferred***	New 19/20	Establish baseline	35	36	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). **Performance:**
CED29(b) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: b) I am satisfied with BCBC as an employer. ***Higher preferred***	New 19/20	Establish baseline	59	60	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). **Performance:**
CED29(c) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: c) Working here makes me want to perform to the best of my ability. ***Higher preferred***	New 19/20	Establish baseline	69	70	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). **Performance:**
CED29(d) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: d) I feel that BCBC values its employees' ideas and opinions. ***Higher preferred***	New 19/20	Establish baseline	31	32	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). **Performance:**
CED29(e) CP WBO 3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? ***Higher preferred***	New 19/20	Establish baseline	59	60	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Target set to improve on the baseline which was established during the annual survey in 2018 (18-19 actual). **Performance:**
CED30 Local WBO 3	Number of managers using iTrent to complete staff appraisals. ***Higher preferred***	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: New Indicator for 2019-20. Baseline setting year only. **Performance:**

Ref No, PI Type, link to WBO	PI Description and *preferred outcome*	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Average 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
CED31 Local WBO 3	Number of staff attending Mental Health Awareness training. ***Higher preferred***	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	47	n/a	n/a	n/a	Quarterly indicator Target setting: Number indicator for 2019-20 - Baseline setting only. **Performance:**

Sickness broken down by Service Area

Unit	FTE 30.09.2019	QTR2 2018/19 Number of FTE days lost	QTR2 2018/19 No. of Absences	QTR2 2018/19 Days per FTE	QTR2 2019/20 Number of FTE days lost	QTR2 2019/20 No. of Absences	QTR2 2019/20 Days per FTE	Cumulative Days per FTE 2018/19	Cumulative Days per FTE 2019/20	Target 2019/20
Business Support Unit & CMB Support	39.01	142.00	11	4.22	96.00	6	2.46	7.48	3.05	8.58
Finance Department	115.50	323.51	28	2.85	460.73	37	3.99	5.32	6.42	
Human Resources	43.32	55.69	11	1.18	72.39	15	1.67	2.85	3.96	
Legal Section	47.51	89.64	5	1.68	77.00	13	1.62	2.13	2.63	
Performance and Partnership Services	137.05	279.00	38	1.98	450.19	45	3.28	5.19	6.05	
Chief Executive Directorate Total	**383.39**	**889.84**	**93**	**2.28**	**1156.32**	**116**	**3.02**	**4.75**	**5.18**	

Sickness Absence by Reason

	Chief Executive Directorate			
Absence Reason	Q1 No of FTE days lost	Q2 No of FTE days lost	Total No of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	0.00	0.00	0.00%
Chest & Respiratory	28.00	33.84	61.84	3.10%
Eye/Ear/Throat/Nose/Mouth/Dental	40.65	74.99	115.64	5.79%
Genitourinary / Gynaecological	2.00	0.00	2.00	0.10%
Heart / Blood Pressure / Circulation	44.00	18.01	62.01	3.11%
Infections	83.46	77.03	160.49	8.04%
Injury	0.74	0.00	0.74	0.04%
MSD including Back & Neck	86.00	176.23	262.23	13.13%
Neurological	146.21	59.81	206.02	10.32%
Other / Medical Certificate	0.00	0.00	0.00	0.00%
Pregnancy related	17.00	0.00	17.00	0.85%
Return to Work Form Not Received	2.00	0.00	2.00	0.10%
Stomach / Liver / Kidney / Digestion	79.75	100.45	180.19	9.02%
Stress / Anxiety / Depression / Mental Health	310.61	615.96	926.57	46.40%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	**840.42**	**1156.32**	**1996.74**	

KEY:

Commitments		Action
Red	**A RED status usually means one or more of the following:** • A significant negative variance against the budget or savings of more than 10%. • Delays against key milestone/s of more than 10% of the total length of the planned action. • Problems with quality that lead to significant additional costs/work. • Significant lack of resources which cannot be resolved by the directorate. • PIs identified to measure success of the commitment are mostly red. • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.	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. **Performance Indicators (RAG)** Red (alert) — Performance is worse than target by 10% or more
Amber	**An AMBER status usually means one or more of the following:** • A negative variance against the budget or savings of less than 10%. • Delays against critical milestones less than 10% of the total length of the planned action. • Problems with quality but not causing delay. • Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies). • PIs identified to measure success of the commitment are a mixture of red, amber and green. • Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.	**Action** 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. **Performance Indicators (RAG)** Amber (caution) — Performance is worse than target by under 10%
Green	**A GREEN status usually means one or more of the following:** • The forecast expenditure is on budget. • Milestone/s on track to complete on time. • Quality at expected levels. • No resource problems. • PIs identified to measure success of the commitment are mostly green. • Stakeholders satisfied with the outcome.	**Action** 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. **Performance Indicators (RAG)** Green (clear) — Performance is equal to or better than target

Performance Indicators (Trend)		Performance Indicator types	
↑	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		

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Communities Directorate Performance

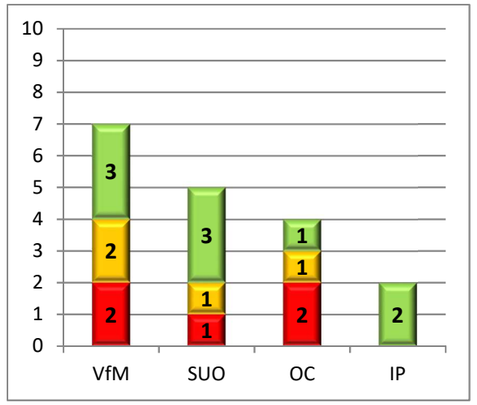
Overall the directorate continues to perform strongly largely in line with budget and sickness levels are slightly improved on last year. Key areas of focus for the teams include the delivery of the Maesteg Town Hall project.

Commitments 2019-20

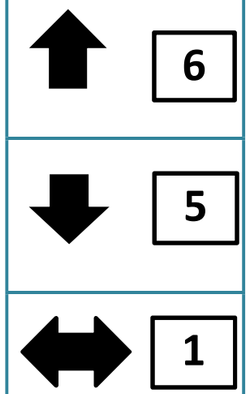
Q2 2019-20 Directorate Commitments to delivering Wellbeing objectives	RAG – progress against commitment			
	Total	Red	Amber	Green
Wellbeing Objective One – Supporting a successful economy	9	0	0	9
Wellbeing Objective Two – Helping people to be more self reliant	1	0	0	1
Wellbeing Objective Three – Smarter use of resources	8	0	2	6

All Indicators (incl. Finance and sickness PIs)

Performance vs Target

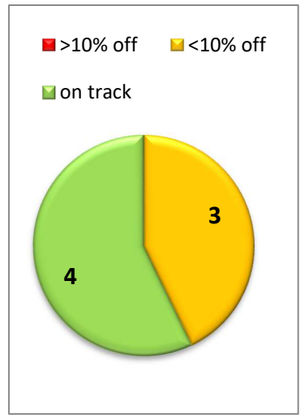


Trend vs Q2 2018-19

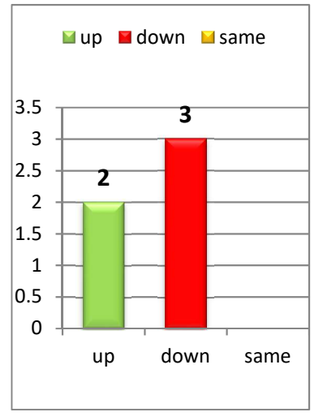


National Indicators

Performance vs Target



Trend vs Q2 2018-19



Finance

Revenue Budget

- The net revenue budget for the Directorate for 2019-20 is **£25.886m.**
- The current year projected outturn is **£25.918m** meaning an **over spend** of **£32k.**

Capital Budget

- The capital budget for the Directorate for 2019-20 is **£25.907m** with a projected capital spend for the year of **£25.907m**, with no projected over / underspend

Efficiency Savings

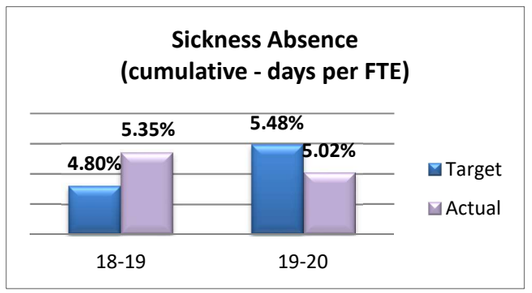
Savings (£000)	Savings carried forward	2019-20	%
Savings Target	1,202	1,938	100%
Likely to be achieved	1,102	1,084	56%
Variance	100	854	44%

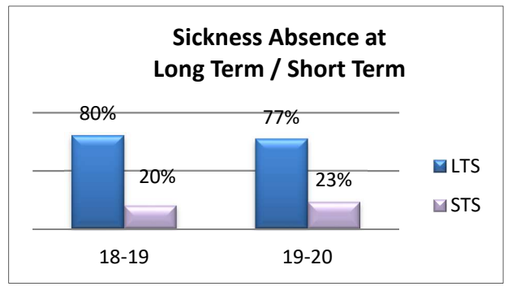
Human Resources

Staff Number (FTE)

2018-19	2019-20
425.95	422.20

Sickness





Response to sickness incidents are robust with return to work and welfare processes being followed. The main challenges at the moment are in the Streetscene area with stress/mental health as a significant theme. Occupational health procedures are engaged.

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

The directorates underlying financial performance continues to remain steady with a slight overspend of £32k projected against the £25.8 million net budget. However a one-off allocation of £500k from the MTFS Budget Reduction Contingency reserve has been agreed as negotiations with NPTCBC regarding waste disposal arrangements have not realised savings of the full scale that were anticipated when setting the budget.

High Corporate Risks

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	All	4	4	16

HEAD OF OPERATIONS

Wellbeing Objective One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	GREEN	The CCR Skills Board oversees the direction and investment in skills development across the region, and BCBC is well positioned with representative on that Board. We also chair the LA Cluster Group now established. The Council is also engaged with WG regional investment working groups through the Regional Engagement Team and key officers to disseminate and learn from best practice and ensure emerging intelligence can be shared with project leads.	
P1.1.2	Work with the Welsh Government Valleys Taskforce to maximise opportunities for investment in our valleys to increase economic prosperity. (The Valleys Taskforce is a Welsh Government initiative that aims to deliver economic change in the South Wales valleys by creating good quality jobs and helping people access skills)	GREEN	BCBC have been successful in securing VTF (Valley's taskforce) Strategic hub funding to support the Maesteg Town Hall redevelopment project. This finance will be spent on programmes over the next 18 months. BCBC are also working alongside partner authorities in South East Wales to deliver a number of regional projects supported by the VTF, including empty homes grants, foundational economy projects and are working on a number of others. In relation to the Valleys Regional Park Programme, Funding agreements are in place with WG, and Legal agreements to deliver the programme on behalf of partners authorities also in place.	
P1.2.1	Deliver the Porthcawl Resort Investment Focus Programme to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural sporting and business events	GREEN	In addition to the capital work programme of activity, work is progressing well with marketing and events support. A strong partnership has been established and is shaping a good vision of the work	
P1.2.2	Contribute to the development of the business plan and specific regional projects for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area	GREEN	The Internal city deal group is being reviewed to take account of changing regional structures. Information from the establishment of Joint Committees and Regional partnerships is being shared with key lead officers to support delivery of cohesive regional programmes, and implementation and delivery opportunities at a local level.	
P1.2.3	Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2019-2020 and promote the area for investment	GREEN	The annual programme of events is progressing well with events very well attended. Planning is underway for the BBF events programme for 20/21	
P1.2.4	Continue to progress the development of low carbon heat schemes in the Llynfi Valley (Caerau) and Bridgend Town, and developing the business case for the innovative Heat Scheme to draw on a natural underground heat source to heat homes	GREEN	The Energy Programme Board continues to provide internal governance and the Caerau Project Network engages with stakeholders. Both have supported the re profile exercise which is now with WEFO.	
P1.2.5	Undertake a full review and develop a new Local Development Plan	GREEN	The preparation of the LDP is progressing in accordance with the approved delivery agreement with the aim to achieve adoption by January 2022.	
P1.3.1	Invest in our town centres to provide new facilities and enhance existing ones, and progressing a range of development schemes. These include progressing the range of development schemes in Porthcawl, Maesteg Town Hall and Enterprise Hubs to create new business workspace, seeking funding for a redevelopment programme for Bridgend Town Centre.	GREEN	We are about to commission a Bridgend Town Centre Masterplan which will form a basis for conversations with partners over redevelopment and investment within the town. Work is progressing according to programme on the redevelopment of Measteg TH and also the Enterprise Hub programme across the authority. Work to support the marketing of the food site in Porthcawl is nearing completion and will start in earnest in the new year.	
P1.3.2	Engage with owners to address the issues of long-term empty properties	GREEN	The Urban Centre Property Enhancement Fund and urban centre living fund have both been launched in Bridgend Town Centre, and are being marketed widely. A number of partied have expressed an interest in the scheme with the first two approvals being given in October. The scheme runs until March 2021 and the team will continue to work with owners to target key vacant or run down properties.	

Wellbeing Objective Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.3.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	The CAT officer continues to work with sports clubs, Town and Community Councils and other community organisations to take forwards feasible CAT transfers.	

Wellbeing Objective Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.3.2	Rationalise further the council's administrative estate to ensure the council operates from fewer core offices and reduces the number of leased properties for which we currently pay rent, by March 2020.	AMBER	Leased properties progressing with exit strategies in place for Kenfig Nature Reserve and Sunnyside House. Requirement for formal review project for owned assets being developed and resourcing options being explored.	
P3.3.3	Develop a more commercial approach to Council assets and services	GREEN	Development of more commercial approach to Council Assets and property services in progress via the Corporate Landlord operating model.	
P3.3.4	Ensure the Corporate Landlord model is fully embedded to enable more coordinated and efficient management and maintenance of the Council's Property estate.	GREEN	Model fully deployed. Additional project in place to enhance operational benefits and efficiencies for MTFS 2020-21.	
P3.3.5	Market the part of the Waterton site due to be vacated for housing development under the Parc Afon Ewenni scheme	GREEN	Work progressing to agree terms for access and the site sale.	
P3.3.6	Implement energy and carbon reduction measures and promote good practice in all our public buildings.	GREEN	Ongoing best practice deployment in place. Further capital programme to further enhance carbon reduction in partnership with WGES/Refit in progress.	

Performance Indicators

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for Money											
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development. ***Higher preferred***	£21.25 million	£15 million	£20.80 million	£13 million	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** Target for 2019-20 reduced - We are coming towards the later stages of the current funding programme, and there is uncertainty with regards future programming **Performance:**
DCO18.02 CP WBO1	The number of active businesses. ***Higher preferred***	New 18/19	4086	4160	4161	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** Target for 2019-20 set to improve upon 2018-19 actual (>4160) **Performance:**
DCO18.03 CP WBO1	The percentage occupancy of council owned starter units. ***Higher preferred***	New 18/19	90	93.5	93.5%	93.5%	94%	96% ↓	n/a	n/a	Quarterly Indicator **Target Setting:** Target for 2019-20 set to maintain 2018-19 actual (note this was an overachievement on the target set for 2018-19). **Performance:**
DCO1.2.3 CP WBO1	Total annual expenditure by tourists ***Higher preferred***	£344.23 million	£351.11 million	£347.30 million	£347.30 million	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target:** Target for 2019-20 set to improve upon 2018-19 actual (>£347.30m) **Performance:**
DCO16.9 CP WBO3	Realisation of capital receipts targets ***Higher preferred***	£452,375	£4 million	£1.821 million	£2.8 million	£1.4 million	£35,000	£273,000 Trend n/a	n/a	n/a	Quarterly Indicator **Target Setting:** Reduced to £2.8m as previous target was unrealistic **Performance:** There is over £2.5million where contracts have been exchanged and completion is anticipated later in the year.
DCO16.23 CP WBO3	Income generated from the Council's non-operational property portfolio ***Higher preferred***	£25,000	£25,000	£29,028	£25,000	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** 2019-20 target set to maintain performance. **Performance:**

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DCO16.35i Local WBO3	Quarterly cost of energy (electricity) across the authority. ***Lower preferred***	New 18/19	New 18/19	£1,818,659	£1,673,166	n/a	n/a	£773,327	n/a	n/a	Quarterly Indicator **Target Setting:** Target for 2019-20 to reduce 18-19 actual by 8% (<£1,673,166) **Performance:** Final values for Q1 and Q2 to be updated when gas/electricity supplier provides missing bills.
DCO16.35ii Local WBO3	Quarterly cost of energy (gas) across the authority. ***Lower preferred***	New 18/19	New 18/19	£760,115	£795,283	n/a	n/a	£290,118	n/a	n/a	Quarterly Indicator **Target Setting:** Target for 2019-20 set to reduce costs (based on 18-19 actual) by 5% (<£722,109) **Performance**: Final values for Q1 and Q2 to be updated when gas/electricity supplier provides missing bills.
DCO19.01 CP WBO3	Percentage of £500k planned budget savings achieved through Implementation of Corporate Landlord model. ***Higher preferred***	New 19/20	New 19/20	New 19/20	100%	100%	100%	n/a	n/a	n/a	Quarterly Indicator **Target Setting:** 100% Target to be maintained **Performance:**
PAM/030 Other	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. ***Higher preferred***	68.61%	64%	69.34%	70%	70%	68.74%	69.88% ↓	62.8%	2nd	Quarterly Indicator **Target setting:** No information on PMS. **Q2 -** This % varies throughout the year and we will reassess predicted performance after Q3. **Performance:**
Service user outcomes											
DCO1.1.3i CP WBO1	Number of vacant premises in town centres: Bridgend ***Lower preferred***	66	66	60	66	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** 2019-20 Target set to maintain performance **Performance:**
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg ***Lower preferred***	9	9	10	9	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** 2019-20 Target set to maintain performance **Performance:**
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl ***Lower preferred***	10	10	11	10	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** 2019-20 Target set to maintain performance **Performance:**
DCO1.1.3iv CP WBO1	Number of vacant premises in town centres: Pencoed ***Lower preferred***	4	4	6	6	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** 2019-20 Target set to maintain performance **Performance:**
DCO1.3.7 CP WBO1	Percentage of working age population that is in employment. ***Higher preferred***	71.4%	71.5%	70.8%	71%	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** Whilst we have no overall control, the target has been set based on previous year's data and in anticipation of maintaining or improving the result. **Performance:**
DCO18.08 CP WBO1	Number of start-up businesses ***Higher preferred***	New 18/19	536	460	461	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** To improve upon 2018-19 actual figure. **Performance:**
DCO16.8 CP WBO2	Number of council owned assets transferred to the community for running. ***Higher preferred***	0	2	4	5	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** To improve performance **Performance:**
DCO19.02 CP WBO3	Percentage of BCBC operational buildings achieve full statutory compliance. ***Higher preferred***	New 19/20	New 19/20	New 19/20	100%	100%	47.8%	n/a	n/a	n/a	Quarterly Indicator **Target Setting:** Statutory compliance should be 100% **Performance:** The Corporate Landlord team have developed processes to ensure all compliance items are tested. The overall compliance figure shows the gap in previous certification being uploaded to Information Exchange (IE), the data system for capturing and measuring compliance. Steps have been taken to improve the certificate upload processes by Business Support and the scheduling of any necessary remedial works to ensure full compliance. The overall compliance rate is continuing to improve and it is expected that the 2019/20 outturn will achieve target. Corporate Landlord continues to ensure clear focus on achievement

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DRE6.11.1 CP WBO3	The percentage change in carbon emissions in the non-domestic public building stock on previous year ***Higher preferred***	6.46%	6.46%	4.94%	6.46%	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** Target set according to regulatory requirement of 3% reduction per year on the previous year. Target for 2019-20 set to maintain previous years target. **Performance:**
PAM/018 Other	Percentage of planning applications determined in time. ***Higher preferred***	88.2%	88%	80%	80.1%	80.1%	80.4%	n/a	88%	19th	Quarterly Indicator – no data available for previous year as changed from Annual to quarterly in November 2018. **Target setting:** Target for 2019-20 set to improve upon 2018-19 actual performance (>80%). This % range falls within 'good' category of National Planning Performance Framework. **Performance:**
PAM/019 Other	Percentage of planning appeals dismissed. ***Higher preferred***	55%	55%	73%	66%	66%	71.4%	n/a	67.6%	2nd	Quarterly Indicator – as above **Target Setting**: Target for 2019-20 set to be within range 55.1-65.9% - this range falls within 'fair' category in National Planning Performance Framework. **Performance:**
PAM/020 Other	Percentage of: Principal (A) roads in overall poor condition. ***Lower preferred***	4.5%	4.5%	3.98%	4.5%	n/a	n/a	n/a	3.9%	15th	Annual Indicator **Target Setting:** 2019-20 Target retained at previous level **Performance:**
PAM/021 Other	Percentage of:non-principal (B) roads in overall poor condition. ***Lower preferred***	4.2%	4.2%	3.91%	4.2%	n/a	n/a	n/a	4.5%	8th	Annual Indicator **Target Setting:** 2019-20 Target retained at previous level **Performance:**
PAM/022 Other	Percentage of: non principal (C) roads in overall poor condition. ***Lower preferred***	8.6%	8.6%	8.01%	8.6%	n/a	n/a	n/a	14.0%	12th	Annual Indicator: **Target Setting:** 2019-20 Target retained at previous level **Performance:**
PAM/035 Other	Average number of days taken to clear fly tipping incidents. ***Lower preferred***	New 18/19	2.5 days	2.79 days	2.5 days	2.5 days	2.67 days	2.48 days ↓	2.2 days	13th	Quarterly indicator **Target Setting:** Target for 2019-20 retained at previous level **Performance:** This is a good performance and shows a responsive service.
PAM/036 Other	Number of additional affordable housing units delivered per 10,000 households. ***Higher preferred***	New 18/19	n/a	Data due Dec 19	TBC	n/a	n/a	n/a	TBC Dec 19	TBC Dec 19	Annual Indicator **Target Setting:** Data for 18.19 will be published by Data Unit in Dec 19 **Performance:**
PAM/043 Other	Kilograms of residual waste generated per person. ***Lower preferred***	New 18/19	130.00	122.95	130.00	65	61.7	62.07 ↑	180.1	1st	Quarterly Indicator **Target Setting**: Target for 2019-20 retained at previous level. **Performance:**
Organisational Capacity (C)											
PAM/010 Other	Percentage of highways inspected of a high or acceptable standard of cleanliness. ***Higher preferred***	96.01%	97%	85.45%	97%	97%	91.88%	97.4% ↓	94.0%	21st	Quarterly indicator **Target Setting**: Target for 2019-20 retained at previous level **Performance:** The figures are improving as inspections become more established this year. This should lead to a better overall result than last year.
Internal Processes (P)											
DCO16.27 Local Other	Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/inspection for their section. ***Higher preferred***	84.75%	100%	100%	100%	100%	100%	89.47% ↑	n/a	n/a	Quarterly Indicator **Target Setting:** 2019-20 - 100% target retained **Performance:**
DCO16.28 Local Other	Supervisory staff in Neighbourhood services to deliver a Safety communication (eg. Toolbox talk) to their section. ***Higher preferred***	90.77%	100%	86.59%	100%	100%	100%	75% ↑	n/a	n/a	Quarterly Indicator **Target Setting:** 2019-20 - 100% target retained **Performance:**

CORPORATE DIRECTOR

Wellbeing Objective Three – Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2019-20 budget.	AMBER	All budget reductions are being worked on and either delivered or due to be delivered in year. The most significant shortfall is with the MREC waste saving, whilst costs have been reduced this is not in line with MTFS savings and negotiations of notice or improved arrangements are ongoing.	
P3.4.1	Support managers to lead staff through organisational change.	GREEN	Training needs are being identified at annual appraisals and courses subsequently attended.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs	GREEN	Training needs identified within a matrix approach and training scheduled as required to develop team(s).	

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 19-20 £'000	Performance as at Q1						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCO6.1.1i CP feeder WBO3	Value of planned budget reductions achieved (Communities)	1,938	809	42%	45	2%	1,084	56%	

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for Money											
DCO18.11 CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). ***Higher preferred***	2,604,245	2,604,245	2,160,100	2,500,000	1,250,000	1,487,194	1,268,716 ↑	n/a	n/a	Quarterly Indicator **Target setting:** Reduced to 2.5 million due to reduction in number of cameras capturing data. **Performance:** The camera is now positioned in a new location which has a more central position on John Street. Therefore, it is difficult to accurately compare the new location data with the old.
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) ***Higher preferred***	7,094,301	7,307,130	6,761,710	7,200,000	3,600,000	3,372,819	3,476,505 ↓	n/a	n/a	Quarterly Indicator **Target setting:** Reduced to 7.2m due to reduction in number of cameras capturing data. **Performance:** It was reported that UK high streets suffered their worst September in eight years. This came on the back of a difficult summer for retailers as the continued uncertainty surrounding Brexit led to shoppers tightening the purse strings. Locally, the announcement of the closure of the Bridgend Ford plant only added to the wider loss of consumer confidence. The lack of discretionary spend is not only being felt on the high street, the growth in online retail sales growth was also well below the annual average.
Organisational Capacity											
DCO16.24 CP feeder WBO1	The number of apprenticeships available across the organisation (Comms). ***Higher preferred***	3	2	2	2	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** Target for 19-20 set to maintain performance **Performance:**

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
CHR002i PAM feeder Other	Number of working days per full time equivalent lost due to sickness absence. ***Lower preferred***	9.85	9.60	10.97	10.96	5.48	5.02	5.35 ↑	10.5	20th	Quarterly Indicator **Target Setting**: 2019-20 target set to improve upon 2018-19 actual **Performance:**
DCO5.6.13 Local Other	Number of working days lost to industrial injury (Communities) ***Lower preferred***	0.6645	0	0.2361	0	0	0.1879	0.1987 ↑	n/a	n/a	Quarterly Indicator **Target Setting**: 2019-20 target retained at zero - Corporate target **Performance:** 1 new industrial injury incident leading to 50 working days lost in Q2. The absence is ongoing. This was a RIDDOR reportable incident. The equipment that lead to the injury has since been repaired.
DCO5.6.14 Local Other	Number of industrial injury incidents ***Lower preferred***	5	0	4	0	0	1	1 ↔	n/a	n/a	Quarterly Indicator **Target Setting**: 2019-20 target retained at zero - Corporate target **Performance** Same comment as in DCO5.6.13.

Additional Sickness Information by Service Area

Unit		FTE 30.09.2019	QTR2 2018/19 Number of FTE days lost	QTR2 2018/19 No. of Absences	QTR2 2018/19 Days per FTE	QTR2 2019/20 Number of FTE days lost	QTR2 2019/20 No. of Absences	QTR2 2019/20 Days per FTE	Cumulative Days per FTE 2018/19	Cumulative Days per FTE 2019/20	Target 2019/20
Operations - Communities Services	Cleaner Streets & Waste Contract Management	45.00	419.11	18	8.80	245.00	12	5.44	16.88	7.30	
	Corporate Landlord	119.22	317.35	58	2.76	453.85	70	3.81	5.19	6.90	
	Economy, Natural Resources & Sustainability	17.77	4.68	3	0.24	7.99	5	0.45	0.53	0.70	
	Highways & Green Spaces	194.46	235.91	40	1.26	437.19	48	2.25	2.50	4.67	**10.96**
Planning & Development Services		30.22	46.00	3	1.42	10.00	4	0.33	3.54	1.10	
Strategic Regeneration		13.54	52.00	3	3.72	5.53	3	0.41	8.44	1.11	
Communities Directorate Total		**422.20**	**1140.05**	**126**	**2.68**	**1159.55**	**142**	**2.75**	**5.35**	**5.02**	

Sickness Absence by Reason

Absence Reason	Q1 No of FTE days lost	Q2 No of FTE days lost	Total No of FTE Days Lost	% of Cumulative days lost
Cancer	62.81	66.00	128.81	6.02%
Chest & Respiratory	112.59	52.00	164.59	7.69%
Eye/Ear/Throat/Nose/Mouth/Dental	32.82	14.11	46.93	2.19%
Genitourinary / Gynaecological	0.68	0.00	0.68	0.03%
Heart / Blood Pressure / Circulation	65.31	37.74	103.05	4.82%
Infections	87.82	130.57	218.40	10.20%
Injury	0.00	0.00	0.00	0.00%
MSD including Back & Neck	97.38	179.73	277.11	12.95%
Neurological	116.51	67.89	184.40	8.62%
Other / Medical Certificate	0.00	0.00	0.00	0.00%
Pregnancy related	0.00	0.00	0.00	0.00%
Return to Work Form Not Received	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	84.57	164.39	248.96	11.63%
Stress / Anxiety / Depression / Mental Health	209.90	447.11	657.01	30.70%
Tests / Treatment / Operation	110.20	0.00	110.20	5.15%
TOTALS	**980.59**	**1159.55**	**2140.14**	

KEY:

Commitments		Action
Red	**A RED status usually means one or more of the following:** • A significant negative variance against the budget or savings of more than 10%. • Delays against key milestone/s of more than 10% of the total length of the planned action. • Problems with quality that lead to significant additional costs/work. • Significant lack of resources which cannot be resolved by the directorate. • PIs identified to measure success of the commitment are mostly red. • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.	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. **Performance Indicators (RAG)** Red (alert) — Performance is worse than target by 10% or more
Amber	**An AMBER status usually means one or more of the following:** • A negative variance against the budget or savings of less than 10%. • Delays against critical milestones less than 10% of the total length of the planned action. • Problems with quality but not causing delay. • Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies). • PIs identified to measure success of the commitment are a mixture of red, amber and green. • Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.	**Action** 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. **Performance Indicators (RAG)** Amber (caution) — Performance is worse than target by under 10%
Green	**A GREEN status usually means one or more of the following:** • The forecast expenditure is on budget. • Milestone/s on track to complete on time. • Quality at expected levels. • No resource problems. • PIs identified to measure success of the commitment are mostly green. • Stakeholders satisfied with the outcome.	**Action** 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. **Performance Indicators (RAG)** Green (clear) — Performance is equal to or better than target

Performance Indicators (Trend)		Performance Indicator types	
↑	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		

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Education and Family Support - Performance Q2

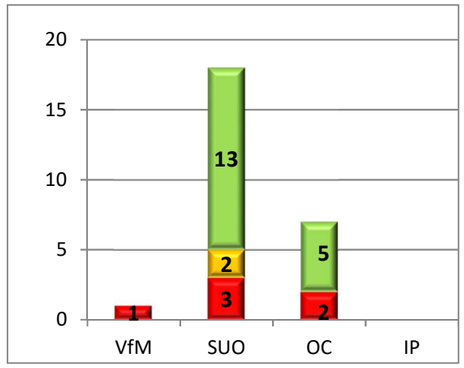
The Education and Family Support Directorate has 18 commitments to support corporate priorities. Of these, none are 'red', 1 is 'amber' and 17 are 'green'. The directorate has 25 live performance indicators in respect of areas directly managed by the directorate. Of these, 6 are reporting as 'red', 2 as 'amber', and 17 as 'green'.

There are also 3 performance indicators relating to sickness and industrial injury in schools, which are reporting as follows: Sickness is 'green' and both industrial injury indicators are 'red'. Additionally, the indicator relating to the directorate's performance against the MTFS savings requirement is reported as 89% 'green', 0% 'amber' and 11% 'red'. There are detailed explanations in the body of the report and plans are in place in all areas.

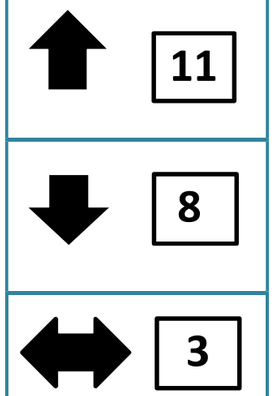
	RAG – current progress against commitment			
Year end 2019-2020 Directorate Commitments to delivering Wellbeing Objectives	**Total**	**Red**	**Amber**	**Green**
Wellbeing Objective One – Supporting a successful economy	**7**	**0**	**0**	**7**
Wellbeing Objective Two – Helping people to be more self-reliant	**5**	**0**	**1**	**4**
Wellbeing Objective Three – Smarter use of resources	**6**	**0**	**0**	**6**

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

Performance vs Target

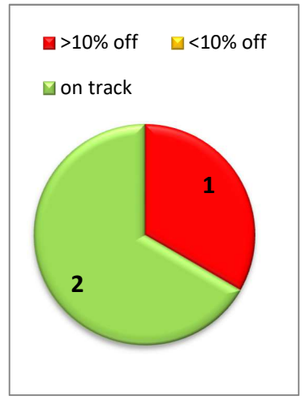


Trend vs Q2 2018-2019

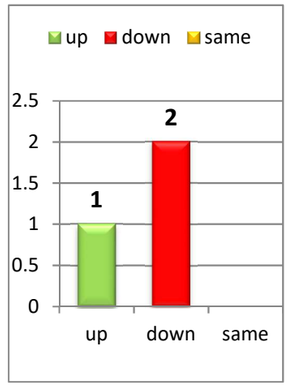


National Indicators

Performance vs Target



Trend vs Q2 2018- 2019



Finance

Revenue Budget

- The net revenue budget for the Directorate for 2019-20 is **£113.85m.**
- The current projections indicate an over spend of **£594k** at year end.

Capital Budget

- The Directorate's projected capital expenditure for the year end for 2019-20 is **£7.175m** with no projected overspend.

Efficiency Savings

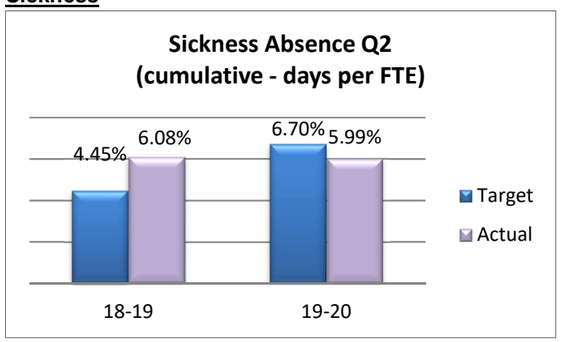
Savings (£000)	2018-2019 outstanding	2019-2020 YTD	%
Savings Target	222	596	100%
Likely to be achieved	20	529	89%
Variance	202	67	11%

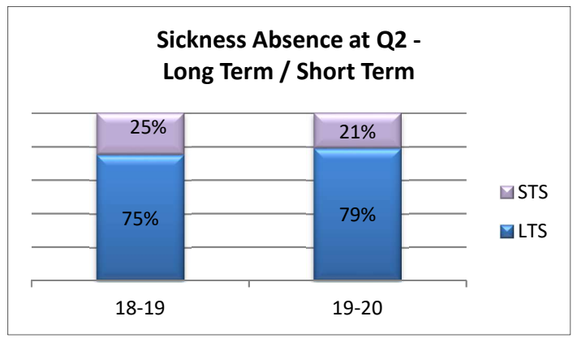
Human Resources

Staff Number (FTE)

	2018-19	2019-2020
EFS	**505.63**	**494.66**
Schools	**2143.41**	**2150.85**

Sickness





At Q2 the directorate's sickness has increased marginally on the same period in 2018-2019. However, the cumulative actual vs last year's actual over the same period is marginally reduced. The directorate is continuing to undertake detailed interrogation and analysis of raw sickness data on a quarterly basis.

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

The Medium-Term Financial Strategy (MTFS) savings target for the Education and Family Support Directorate for 2019-2020 is £596,000. At Quarter 2, we are reporting that £529,000 of this saving is likely to be achieved.

The main pressure on centrally-retained budgets is associated with home-to-school transport costs. An external review of BCBC's transport arrangements has now reported and is informing the ongoing public consultation that will conclude on 5 January 2020. The review has identified savings predicated on a policy change and savings not predicated on a policy change. These savings are substantial.

High Corporate Risks

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber-attack and discontinuation of funding streams and major contracts	All	4	4	16

Head of Education and Family Support

Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages.	GREEN	Good progress made in supporting adult literacy. Central South Consortium continue to support improved outcomes in schools. Strategies are being reviewed eg teaching and learning. Junior apprenticeships have been very successful. Team Bridgend will help support the progress required to implement the National Mission	
P1.1.5	Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve outcomes for vulnerable groups including looked after children and young carers	GREEN	The majority of activities have been completed. Some ongoing uncertainty over national ALN reform remains unhelpful	
P1.1.6	Progress the development of strategies to assist young people who are more able and talented than their peers to help them reach their potential	GREEN	Good progress through SEREN although some outstanding works needs addressing by CSC on a regional basis. Changes to key performance measures from Welsh Government are making monitoring annually difficult.	
P1.1.7	Complete the review and consultation into the strategic review of Post 16 Education & Training by the end of March 2020	GREEN	Public consultation is scheduled for January 2020 with the three options being put forward.	

Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.7	Increase 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.	GREEN	JAF/TAF approach mature and embedded.	
P2.2.8	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	Challenges with the Youth Justice Service remain although some good progress is being made. Access to Education Panel is focusing consideration of needs and education provision to vulnerable young persons. More effective opportunities for formal learning for young people in less formal settings is improving.	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.3.1	Provide sufficient school places in the right area and in new and improved schools by delivering the 21st century schools' modernisation programme.	GREEN	Recent progress with the detail of the individual projects for Band B. - Agreement of distinct sites for schemes. - Project boards are in the process of being set-up. - Cabinet decision shortly on options for sites.	

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for money											
DCH2.1.11.1 CP Priority 3	Percentage surplus capacity in primary schools. ***Lower preferred***	5.21%	10%	4.89%	10%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting**: No information on PMS. **Performance**:
DCH2.1.11.2 CP Priority 3	Percentage surplus capacity in secondary school ***Lower preferred***	20.5%	18%	22.01%	18%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** The surplus capacity at secondary level should ideally be around 10%; however, this is unlikely to be achievable without removing surplus places (i.e. mothballing areas of schools or taking accommodation out of use). **Performance**:
Service User Outcomes											
DCH2.1.4 Local 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) ***Lower preferred***	29.1	24.1	32.9	27	n/a	n/a	n/a	32.2	n/a	Annual indicator **Target setting**: Recognises that the gap needs to continue to close so that it is below the national average and to bring greater equality between eFSM and nFSM pupils in BCBC. **Performance**:
DCH2.2.5.3 Local Priority 1	The percentage of pupils who are persistently absent (i.e. their attendance is less than 80%) in primary schools. ***Lower preferred***	6.9%	Target not set	7.6%	7.6%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target Setting:** Baseline based on previous performance, which already out-performs the all-Wales average. **Performance**:
DCH2.2.5.6 Local Priority 1	The percentage of pupils who are persistently absent (i.e. their attendance is less than 80%) in secondary schools. ***Lower preferred***	3.4%	Target not set	3.9%	3.9%	n/a	4.2% Annual Actual	3.9% ⬇	4.6% (19.20)	n/a	Annual indicator **Target Setting:** Baseline based on previous performance, which already out-performs the all-Wales average. **Performance**:
PAM/046 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. ***Lower preferred***	n/a	1.5%	0.9%	1.3%	n/a	n/a	n/a	1.6%	3rd	Annual indicator **Target Setting:** Reflects our desire to set an ambitious target. Note - This PI replaces PI DCH2.3.1a(PAM/009). WG has determined that no comparison should be made with data prior to 2018-2019. **Performance**:
DCH2.3.1b Local Priority 1	The percentage of Year 12 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. ***Lower preferred***	0.6%	1.0%	0.5%	1.0%	n/a	n/a	n/a	0.7%	n/a	Annual indicator **Target Setting:** Target recognises that numbers are already very low so continued improvement is difficult. **Performance**:
DCH2.3.1c Local Priority 1	The percentage of Year 13 leavers from schools in the authority identified as not being in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. ***Lower preferred***	3%	2.5%	3.2%	2.5%	n/a	n/a	n/a	2.5%	n/a	Annual indicator **Target Setting:** Target recognises that numbers are already very low so continued improvement is difficult. **Performance**:

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DEFS4 CP Priority 1	The percentage of pupils achieving 3 A-A* grades at Level 3. ***Higher preferred***	9.4%	10%	9.2%	13%	n/a	n/a	n/a	13.4%	n/a	Annual Indicator **Target Setting:** Actual was below target of 10.0% and the All Wales average moved to 10.5 % in 2017-2018 and 13.4% in 2018-2019 possibly due to strong performance in the Advanced Skills Challenge Certificate. Expect this to influence BCBC results in the summer of 2019. There is a natural cap to this part of the cohort and we can expect a plateau to be reached at approx. 13 -14%. Provisional results for 2019 are indicating an increase for BCBC to around 12.4%. Data will be confirmed on release of the SSSP by Welsh Gov. later in the autumn term 2019. **Performance**:
DEFS11 CP Priority 1	The percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16. ***Higher preferred***	100%	100%	100%	100%	n/a	100% Annual actual	100% ⟷	n/a	n/a	Annual Indicator **Target Setting:** The expected percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16. **Performance**:
DEFS13 Local Priority 1	The percentage of NEETS (young people not in education, employment or training) aged 16 to 18. ***Lower preferred***	1.4%	1.2%	1.2%	1%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target Setting:** Target set at a level to continue positive performance **Performance**:
DEFS104 Local Priority 1	The percentage of Inspire to Work participants supported into education, employment or training by March 2020. ***Higher preferred***	54%	50%	49%	40%	40%	59%	No data	n/a	n/a	Quarterly indicator **Target Setting**: Due to internal duplication, Inspire 2 Work will have a primary focus on participants outside of Communities First areas for 2019-2020. This will impact on the number of referrals being received into the project, hence a lower target projection for the period. **Performance**: Inspire 2 Work had 27 participants who exited the project during Q2. Of those, a total of 16 (59%) entered education (12), employment (4) or training (0).
DEFS105 Local Priority 1	The number of fixed-term exclusions during the academic year per 1,000 pupils from primary schools. ***Lower preferred***	11.5	No target set	16.8	13.8	n/a	19.6 Annual actual	16.8 ↓	n/a	n/a	Annual indicator **Target Setting:** Based on previous year's performance. **Annual Performance**: Reflects an increase in some of the more challenging pupils being maintained in mainstream education.
DEFS106 Local Priority 1	The number of fixed-term exclusions during the academic year per 1,000 pupils from secondary schools. ***Lower preferred***	75.5	No target set	60.7	60.7	n/a	69.8 Annual actual	60.7 ↓	n/a	n/a	Annual indicator **Target Setting:** Based on previous year's performance. **Annual Performance:** The increase is partly reflected in a small number of pupils in mainstream education waiting on a place within Ysgol Bryn Castell and a significant increase in fixed term exclusions within the same school.
DEFS107 Local Priority 1	The average duration of fixed-term exclusions during the academic year, in primary schools. ***Lower preferred***	3.2	No target set	2.5	2.5	n/a	2.0 Annual actual	2.5 ↑	n/a	n/a	Annual indicator **Target Setting:** Based on previous year's performance. **Annual Performance:** The figure has fallen to 2.0 from 2.5.
DEFS108 Local Priority 1	The average duration of fixed-term exclusions during the academic year, in secondary schools. ***Lower preferred***	2.4	No target set	2.4	2.4	n/a	2.2 Annual actual	2.4 ↑	n/a	n/a	Annual indicator **Target Setting:** Based on previous year's performance. **Annual Performance:** The figure has fallen to 2.2 from 2.4.
DEFS109 Local Priority 1	The percentage of total fixed-term exclusions in the academic year, in primary schools, that were for 5 days or more. ***Lower preferred***	18.6%	No target set	12.4%	13.2%	n/a	7.6% Annual actual	12.4% ↑	n/a	n/a	Annual indicator **Target Setting**: Based on previous year's performance. **Annual performance:** The figure has fallen to 7.6% from 12.4%
DEFS110 Local WBO 1	The percentage of total fixed-term exclusions in the academic year, in secondary schools, that were for 5 days or more. ***Lower preferred***	12.9%	No target set	15.4%	15.3%	n/a	8.5% Annual actual	15.4% ↑	n/a	n/a	Annual indicator **Target Setting:** Based on previous year's performance. **Annual Performance:** The figure has fallen to 8.5 from 15.4.

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DEFS111 Local WBO 1	The percentage of young people in the youth justice system identified as requiring a mental health assessment that receive a mental health assessment within 28 days of a referral date. ***Higher preferred***	New 19/20	New 19/20	New 19/20	100%	100%	Data not yet available	n/a	n/a	n/a	Quarterly indicator **Target Setting:** Based on expectations. **Performance**:
DEFS112 Local WBO 1	The percentage of pupils achieving above expected levels in all indicators, in the foundation phase. ***Higher preferred***	33.6%	No target set	30.7%	4%	n/a	28.2% Annual actual	30.7% ⬇	n/a	n/a	Annual indicator **Target Setting:** There are a broad range of measurements in this phase and, therefore, it is difficult for children to achieve above expected levels in this phase. **Annual Performance**: This dip in performance in the foundation phase, compared to the previous year, should be considered in the context of a dip in foundation phase performance across Wales. Caution should be exercised when considering this data in light of changes to the wider use of data as an accountability measure
DEFS114 Local WBO 1	The percentage of learners gaining 3 A*-C grades at Level 3. ***Higher preferred***	54.2%	n/a	56.5%	n/a	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target Setting:** Data for Bridgend for earlier years is available. However, this PI has formally been introduced by WG as a national benchmark PI for 2019-2020 and WG has published data for 2018-2019 in support of this introduction. No target has, therefore, been set for 2019-2020, as this is considered a baseline year, but the intent is to match or possibly exceed the all-Wales average. **Performance:** Will be reported in Q4, after WG exam performance data is released. However, the provisional result is 57.5%
DEFS115 Local WBO 1	The percentage of learners gaining 3 A*-E grades at Level 3. ***Higher preferred***	New 19/20	New 19/20	New 19/20	Set baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target Setting**: No target set, as this is a baseline year, but the intent is to match or possibly exceed the all-Wales average. Awaiting publication of Welsh Gov. SSSP exam data later in the autumn term 2019. **Performance**:
EDU002i Local WBO 1	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. ***Lower preferred***	0.1%	0.1%	0%	0.1%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target Setting**: No Information Entered **Performance**:
EDU008a Local WBO 1	The number of permanent exclusions during the academic year per 1,000 pupils from primary schools. ***Lower preferred***	0.2	No target set	0.1	0.1	n/a	0.1 Annual actual	0.1 ⬌	n/a	n/a	Annual indicator **Target Setting:** No Information Entered **Performance**: There was 1 permanent exclusion from primary schools in the 2018-19 academic year (2019-20 financial year). This compares to 1 in the 2017-18 academic year. Physical assault on an adult was the reason given for the permanent exclusion.
EDU016a (PAM/007) WBO 1	The percentage of pupil attendance in primary schools. ***Higher preferred***	95.2%	95.7%	94.9%	95.0%	n/a	n/a	n/a	94.6%	4th	Annual indicator **Target Setting**: Above 2017-2018 all-Wales average and is an improvement on previous year. **Performance**:
EDU016b (PAM/008) WBO 1	The percentage of pupil attendance in secondary schools. ***Higher preferred***	94.4%	95.1%	93.9%	94.0%	n/a	94.1% Annual Actual	93.9% ⬆	93.8% (19/20 PI year)	6th (19/20 PI year)	Annual indicator **Target Setting:** Target has been based on actual performance in previous years. **Annual Performance:** The figure in the 2018-2019 academic year increased from 93.9% to 94.1% and, in the same period, the Welsh average has fallen from 93.9% to 93.8%. Bridgend's ranking has, therefore, improved from 11th to 6th.
EDU017 CP WBO 1	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* -	53%	64.4%	56.6%	54%	n/a	n/a	n/a	55.1%	9th (Formerly	Annual indicator: **Target Setting**: Based on previous year's actual. **Performance**:

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
	C in English or Welsh first language and mathematics. ***Higher preferred***									PAM006)	
PAM032 WBO 1	Average Capped 9 Score for pupils in year 11. ***Higher preferred***	356.9	No target set	357.2	357.2	n/a	n/a	n/a	349.5	9th	Annual indicator Target Setting: Based on previous year's actual **Performance**:
PAM033 WBO 1	The percentage of pupils assessed in Welsh (i.e. who received a language, literacy and communication skills teacher's assessment in Welsh) at the end of the foundation phase. ***Higher preferred***	8.4%	No target set	9.3%	9.3%	n/a	8.1% Annual Actual	9.3% ⬇	n/a	n/a	Annual indicator **Target Setting:** Based on previous year's actual. **Annual Performance**: In Bridgend, only those pupils attending Welsh-medium primary schools are assessed in the subject of Welsh as a first language; therefore, only increases in the proportion of our total end foundation phase (FP) pupils attending those schools can influence the result for this indicator. The Welsh Education Strategic Plan has a target to increase the numbers of seven-year-olds taught through the medium of Welsh.
PAM034 WBO 1	The percentage of year 11 pupils studying Welsh first language (i.e. pupils entered to sit a GCSE in Welsh first language). ***Higher preferred***	6.4%	No target	5.1%	5.4%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target Setting: Target based on known cohort. **Performance**:
DCO18.09 CP WBO1	Percentage of 16-64 year olds without qualifications ***Lower preferred***	11.3%	11.2%	10.5%	11.2%	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target setting**: To improve upon 17-18 Actual (maintain 2018-19 Target)
DCO18.10 CP WBO1	Percentage of economically active 16-64 year olds. ***Higher preferred***	75.4	73.2	74.0	74.0	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** To maintain previous year's actual figure.
DCO19.04 CP WBO1	Gross Value Added per head ***Higher preferred***	2785 (2016 data)	n/a	2931 (2017 data) provisional	2932	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target Setting:** The data is reported in a year arrears. Target is to increase on previous actual.
DCHYJ4 Local WBO 2	Average number of hours ETE (education, training, employment) taken up by statutory school age young people who are known to the Youth Offending Service. ***Higher preferred***	15.1	25	14.6	25	25	Data not yet available	9.4	n/a	n/a	Quarterly indicator Target Setting: Reflects the level of post-16 ETE (education, training, employment) access set by the YJB (Youth Justice Board). **Performance**:
DEFS29 CP WBO 2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. ***Higher preferred***	74%	70%	69%	72%	72%	76%	71% ⬆	n/a	n/a	Quarterly indicator Target setting: Target reflects the increased complexity of cases. **Performance**: There was an improvement in performance in Q2 with 76% (of 66) of Team Around the Family support plans closing with a positive outcome (50 closed with a positive outcome out of a total closed of 66). The cumulative position for the half year is 71%. It is hoped that this momentum will be maintained for subsequent quarters with an improved staffing position.
DEFS30 CP WBO 2	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. ***Higher preferred***	95%	85%	93.4%	85%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target Setting: Target based on current cohort. **Performance**:
DEFS75a Local WBO 2	Percentage attendance of in-county looked after pupils in primary schools. ***Higher preferred***	New 18/19	Establish baseline	92.9%	97%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target Setting: Target based on latest actual and the requirement to set a new baseline. **Performance**:

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DEFS75b Local WBO 2	Percentage attendance of in-county looked after pupils in secondary schools. ***Higher preferred***	New 18/19	Establish baseline	90.8%	96.7%	n/a	95.5% Annual actual	90.8% ⬆	n/a	n/a	Annual indicator Target Setting: Target based on latest actual and the requirement to set a new baseline. **Annual Performance:** The figure has risen to 95.5% from 90.8%
DEFS119 Local WBO 2	The percentage of young people known to the Youth Offending Service who are given the opportunity to be involved decisions made about them. ***Higher preferred***	New 19/20	New 19/20	New 19/20	100%	100%	100%	n/a	n/a	n/a	Quarterly indicator Target Setting: Target reflects the local authority's ambition to provide every child with the opportunity to be involved in decisions made about them. **Performance**: All young people open to the Youth Justice Service are involved in decisions made about them as they complete a self-assessment, which is an integral part of the overall assessment for the young person.
DEFS120 Local WBO 2	The percentage of children who receive Rapid Response interventions during the year who remain out of the care system as at 31 March of that year. ***Higher preferred***	92.6%	93%	Figure missing	93%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target Setting: Target based on previous year's performance. **Performance**:
DEFS121 Local WBO 2	The percentage reduction in the number of children and young people open to the Youth Offending Service on reduced timetables. ***Higher preferred***	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	0	n/a	n/a	n/a	Quarterly indicator Target Setting: This will be a baseline year as a result of the Western Bay arrangements ceasing. **Performance:** The Youth Justice Service has been unable to access the support from the education worker within the team due to long-term sickness. This has impacted negatively on data capture. However, this has also created an opportunity to develop closer working links with schools and the Vulnerable Groups Team to ensure children are accessing education that meets their needs. This includes referrals into 'Access to Education' to escalate concerns around young people who are not accessing provision. In Q2, work has been completed by the team to clearly establish what level of education provision is being provided to young people known to YJS. This has provided further opportunity to liaise with the Vulnerable Groups Team on cases where there are concerns around the child's education, to ensure that support is being offered appropriately.
DCHYJ1 Local Other	The number of first-time entrants into the Youth Justice System ***Lower preferred***	68	99	64	99	99	Data not yet available	65	n/a	n/a	Quarterly indicator **Target Setting**: From 2017-18 PI year, target is not stated as a reduction but reflects the objective for the overall number of FTEs to be below the 2016-17 figure. **Performance**:
DCHYJ2 Local Other	Percentage rate of re-offending, children and young people. ***Lower preferred***	46.8%	50%	52.9%	50%	50%	Data not yet available	50%	n/a	n/a	Quarterly indicator **Target setting:** Intent is for reduction on the previous year **Performance**:
DCHYJ3 Local Other	Number of custodial sentences. ***Lower preferred***	9	8	6	5	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target Setting**: Target has been set that reflects our intent is to achieve a reduction on last year. Data for the 2019-2020 PI year will not be supplied by the Youth Justice Board until Q1 2020-2021. Therefore, in Q1 2019-2020, the result that can be reported is the result for the 2018-2019 PI year, which evidences that at reduction in the number of custodial sentences was achieved. Note - this was the Western Bay result and action is underway to disaggregate the Bridgend data in readiness for the next report. **Performance**:
DCHYJ5 Local Other	Number of education hours taken up by post-16 young people who are known to the (YJ) service. ***Higher preferred***	12.2	16	13.1	16	16	Data not yet available	13	n/a	n/a	Quarterly indicator **Target setting:** Target of the last two years is being maintained as the intent is for improvement. **Performance**:
DCHYJ6 Local Other	Percentage of young people known to the Youth Justice service who are in suitable accommodation. ***Higher preferred***	92.5%	100%	86.7%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Intent is for all young people known to the YJS to be in suitable accommodation. Note - Data up to and including 2018-2019 is Western Bay. **Performance**:

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
DCHYJ7 Local Other	Percentage of children and young people known to the Youth Justice Service who receive appropriate health and substance misuse assessment and treatment within 10 days of referral.. ***Higher preferred***	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** The intent is for all children and young people known to the service to receive appropriate assessment and treatment. Note - all past data is Western Bay and action is underway to disaggregate the Bridgend data. **Performance**:
EDU015b Local Other	Percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions ***Higher preferred***	100%	100%	100%	100%	100%	100%	100% ⟷	n/a	n/a	Quarterly indicator **Target setting:** To maintain top performance **Performance**: Nine statements of special educational needs were issued for the first time that did not have an exception to the statutory timescale, and all were issued within the required 26 weeks.

CORPORATE DIRECTOR

Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.3	Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities	GREEN	Employability Bridgend's strong reputation has helped it successfully engage and increase the number of projects supporting participants. Strong use of marketing is helping promote the service. In turn, this has increased the number of referrals significantly.	
P1.1.4	Work with partners and communities to develop a tackling poverty strategy and better align our anti-poverty efforts to target areas where there is an increasing proportion of workless households with children.	GREEN	Excellent success with the SHEP project continues.	
P1.1.8	Support the development of coding skills of our young people through the rollout of Digital Competence Framework to all our schools by March 2020	GREEN	School have committed to the HWB Infrastructure Programme which will bring significant infrastructure connectivity improvements and devices into classrooms.	

Wellbeing Objective Two: Helping people to be more self-reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.1.1	Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.	AMBER	Recent Health Boards changes have complicated and delayed the delivery of activities.	
P2.1.2	Continue to involve service users, carers and communities in developing and commissioning services	GREEN	The directorates approach to participation continues to strengthen. Participation will increase throughout Jan-March 2020 to support the Post16, learner travel and youth justice agendas.	
P2.3.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally	GREEN	Policy guidance released by Welsh Government evidences significant changes in respect of the education data that is now to be used and how it is to be used. Interim performance and accountability measures are in place, reflecting that guidance. Work with the third sector to increase support services available to young people is ongoing and essentially a standard part of the directorate's operations.	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2019-20 budget	GREEN	Strong financial management in place supporting the directorate's MTFS commitments. Progress towards MTFS savings but issues remain over achievability vs impact.	
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes	GREEN	Automation linked to school admissions and school transport continues to speed up transactions between teams and the public. Forms have been developed and now launched as online substitutes to paper forms for admissions and school transport passes via MyAccount. The chatbot is diverting basic queries away from teams.	
P3.4.1	Support managers to lead staff through organisational change.	GREEN	Leadership and management training opportunities offered to middle managers. Training needs of managers is considered important. Health board boundary issues are being addressed and opportunities for cross working/training are being examined. Sickness absence is a strong focus for SMT/EMT and good information to managers is considered a priority.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	Staff development and training is important and developments are progressing. All day staff training, peer training, SMT events and Team Bridgend are supporting staff development. Corporately the availability of staff training appears to be being widely embraced by staff.	
P3.4.3	Improve and promote mechanisms that increase responses to consultations	GREEN	There has been a considerable investment in consultations to support the delivery of proposed revisions to policies associated with MTFS savings. For example, the Learner Travel Policy proposals that are currently out for consultation, are actively targeting both the public (including parents/schools) and pupils.	

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 19-20 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CP feeder WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	596	67	11%	0	0%	529	89%	

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service User Outcomes											
DEFS82 CP WBO 1	The number of participants in the Employability Bridgend programme going into employment ***Higher preferred***	New 19/20	New 19/20	New 19/20	180	90	172	n/a	n/a	n/a	Quarterly indicator **Target Setting**: Target set externally. **Performance**: The job market is strong allowing many more people to enter employment.
Organisational Capacity											
DEFS27 Local CP feeder WBO 1	The number of apprenticeships available across the Education and Family Support Directorate. ***Higher preferred***	6	5	7	5	2	10	5 ↑	n/a	n/a	Quarterly indicator **Target Setting:** To maintain the number of apprentices employed within the directorate. **Performance**: There are currently five apprentices working within the directorate (four in core services and one in schools).
CHR002iv PAM feeder Other	The number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate staff excluding schools). ***Lower preferred***	12.21	8.89	13.40	13.39	6.7	5.99	6.08 ↑	n/a	n/a	Quarterly indicator **Target Setting**: Sickness target set corporately. **Performance**: There has been a major focus on sickness absence within the directorate and, each quarter, the directorate's data team produces a wide range of information to assist managers understand the profile of sickness absence in their service areas. Sickness levels have reduced only

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
											marginally, but there is a focus corporately on changing our approach to managing sickness, which the directorate will adopt.
DEFS132 PAM feeder Other	The number of working days per full time equivalent lost due to sickness absence Schools). ***Lower preferred***	8.17	6.99	9.35	9.34	4.67	3.51	3.13 ⬇	n/a	n/a	Quarterly indicator **Target Setting**: Sickness target set corporately. **Performance:** Individual schools are responsible for managing staff sickness. Each school has its own policy, based on the BCBC corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools.
DEFS23 Local Other	The number of industrial injury incidents (Education and Family Support Directorate staff excluding schools) ***Lower preferred***	6	0	5	0	0	0	2 ⬆	n/a	n/a	Quarterly indicator **Target Setting**: Set at Corporate Steering H&S Group for all directorates. **Performance**:
DCH5.6.2 Local Other	The number of working days per full time equivalent lost to industrial injury (Education and Family Support Directorate staff excluding schools). ***Lower preferred***	0.09	0	0.0273	0	0	0	0.0076 ⬆	n/a	n/a	Quarterly indicator **Target Setting:** Set by the Corporate Health and Safety Steering Group. **Performance**:
TBA Local Other	The number of industrial injury incidents in schools. ***Lower preferred***	13	0	16	0	0	5	4 ⬇	n/a	n/a	Quarterly indicator **Target Setting**: Set at Corporate Steering H&S Group for all directorates. **Performance**:
TBA Local Other	The number of working days per full time equivalent lost to industrial injury in schools ***Lower preferred***	0.044	0	0.0846	0	0	0.0551	0.0088 ⬇	n/a	n/a	Quarterly indicator **Target Setting:** Set by the Corporate Health and Safety Steering Group. **Performance**:

Additional Sickness Information by Service Area – Education

Unit	FTE 30.09.2019	QTR2 2018/19			QTR2 2019/20			Cumulative Days per FTE 2018/19	Cumulative Days per FTE 2019/20	Target 2019/20
		No of FTE days lost	No. of Absences	Days per FTE	No of FTE days lost	No. of Absences	Days per FTE			
Business Strategy and Performance (BSP)	23.13	100.45	8	3.69	76.00	6	3.29	6.69	11.55	13.39
Catering Services (CAT)	112.52	279.38	96	2.50	214.28	90	1.90	5.91	4.24	
Community Learning and Engagement	6.14	0.88	1	0.14	129.00	2	21.03	1.32	39.78	
Employability Programme	34.00	38.50	12	1.67	45.00	6	1.32	1.95	4.60	
Health and Safety (BE)	4.00	25.00	1	6.25	25.00	1	6.25	22.50	6.75	
Inclusion Service (INC)	122.87	216.84	45	1.63	235.45	49	1.92	6.00	5.11	
Integrated Working and Family Support (IWO)	151.78	443.76	58	2.79	426.89	56	2.81	5.47	5.67	
School Improvement (SCI)	14.80	0.00	0	0.00	20.93	2	1.41	0.21	7.30	
School Modernisation	5.00	0.00	0	0.00	10.00	1	2.00	0.40	2.40	
Western Bay Youth Justice & Early Intervention Services	18.43	169.01	7	8.35	134.34	9	7.29	20.77	9.53	
Education & Family Support Directorate Total	**494.66**	**1273.81**	**228**	**2.52**	**1323.89**	**223**	**2.68**	**6.08**	**5.99**	

Additional Sickness Information by Service Area – Schools

Unit	FTE 30.09.2019	QTR2 2018/19			QTR2 2019/20			Cumulative Days per FTE 2018/19	Cumulative Days per FTE 2019/20	Target 2019/20
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Primary Schools	1078.26	1455.00	312	1.33	1478.53	295	1.37	3.28	3.88	9.34
Secondary Schools	845.24	800.65	207	0.96	677.30	178	0.80	2.39	2.40	
Special Schools	227.36	582.39	112	2.74	506.18	117	2.23	5.28	5.86	
Schools Total	**2150.85**	**2838.04**	**631**	**1.32**	**2662.00**	**590**	**1.24**	**3.13**	**3.51**	

Additional Sickness Absence by Reason

	Education & Family Support Directorate				Schools			
Absence Reason	**Q1 No of FTE days lost**	**Q2 No of FTE days lost**	**Total No of FTE Days Lost**	**% of Cumulative days lost**	**Q1 No of FTE days lost**	**Q2 No of FTE days lost**	**Total No of FTE Days Lost**	**% of Cumulative days lost**
Cancer	44.00	63.00	107.00	3.62%	126.43	24.10	150.53	1.99%
Chest & Respiratory	15.93	37.76	53.69	1.82%	152.75	95.54	248.29	3.28%
Eye/Ear/Throat/Nose/Mouth/Dental	67.70	52.12	119.82	4.05%	162.66	59.86	222.52	2.94%
Genitourinary / Gynaecological	59.00	70.03	129.03	4.36%	105.38	32.32	137.70	1.82%
Heart / Blood Pressure / Circulation	31.51	25.68	57.19	1.93%	119.76	27.84	147.59	1.95%
Infections	170.39	57.61	228.00	7.71%	565.31	269.64	834.96	11.04%
Injury	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
MSD including Back & Neck	267.31	231.30	498.61	16.86%	741.85	555.04	1296.89	17.15%
Neurological	15.39	47.03	62.42	2.11%	199.51	74.68	274.19	3.63%
Other / Medical Certificate	33.11	25.00	58.11	1.96%	7.57	12.57	20.14	0.27%
Pregnancy related	19.89	20.00	39.89	1.35%	147.23	96.18	243.41	3.22%
Return to Work Form Not Received	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	176.62	127.18	303.80	10.27%	711.96	404.93	1116.89	14.77%
Stress / Anxiety / Depression / Mental Health	732.96	567.19	1300.15	43.96%	1737.23	939.80	2677.03	35.40%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%	121.66	69.50	191.16	2.53%
TOTALS	**1633.83**	**1323.89**	**2957.71**		**4899.30**	**2662.00**	**7561.30**	

KEY:

Commitments		Action
Red	**A RED status usually means one or more of the following:** • A significant negative variance against the budget or savings of more than 10%. • Delays against key milestone/s of more than 10% of the total length of the planned action. • Problems with quality that lead to significant additional costs/work. • Significant lack of resources which cannot be resolved by the directorate. • PIs identified to measure success of the commitment are mostly red. • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.	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. **Performance Indicators (RAG)** Red (alert) — Performance is worse than target by 10% or more
Amber	**An AMBER status usually means one or more of the following:** • A negative variance against the budget or savings of less than 10%. • Delays against critical milestones less than 10% of the total length of the planned action. • Problems with quality but not causing delay. • Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies). • PIs identified to measure success of the commitment are a mixture of red, amber and green. • Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.	**Action** 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. **Performance Indicators (RAG)** Amber (caution) — Performance is worse than target by under 10%
Green	**A GREEN status usually means one or more of the following:** • The forecast expenditure is on budget. • Milestone/s on track to complete on time. • Quality at expected levels. • No resource problems. • PIs identified to measure success of the commitment are mostly green. • Stakeholders satisfied with the outcome.	**Action** 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. **Performance Indicators (RAG)** Green (clear) — Performance is equal to or better than target

Performance Indicators (Trend)		Performance Indicator types	
↑	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		

SOCIAL SERVICES & WELL-BEING DASHBOARD – PERFORMANCE Q2

There has been good progress made since the start of the year, where the directorate has reported against 13 commitments – all of which are reported as green, and are on-track for completion by the required timescales.

There are 38 performance indicators in this Q2 report. 20 (53%) are reporting as meeting or exceeding targeted performance, 9 (24%) are off targeted performance by less than 10%, and 9 (23%) are missing targets by over 10%.
There are detailed explanations within the body of this report as to why performance has not been met in these circumstances, and focussed work is taking place to ensure that performance improves by year end.
There are 35 indicators that can be directly compared to Q2 2018/19; of these, for 15 (43%) indicators performance has either improved or stayed the same, and for 20 (57%) indicators performance has comparably dropped.

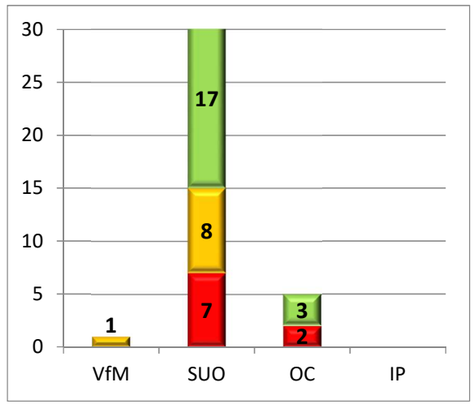
The Performance Framework that was introduced as part of the Social Services and Well-being (Wales) Act is currently being reviewed and consulted-upon by Welsh Government, which may affect trend data going forward.

Commitments 2019-20

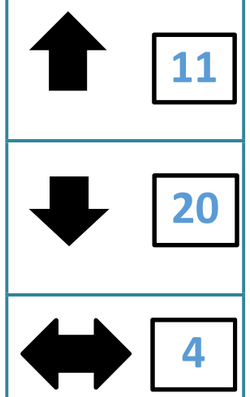
Q2 2019-20 Directorate Commitments to delivering Wellbeing objectives	Total	Red	Amber	Green
Wellbeing Objective One – Supporting a successful economy	1	0	0	1
Wellbeing Objective Two – Helping people to be more self-reliant	8	0	0	8
Wellbeing Objective Three – Smarter use of resources	4	0	0	4

All Indicators (incl. Finance and sickness PIs)

Performance vs Target

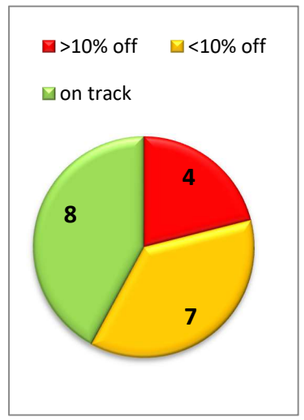


Trend vs Q2 2018-19

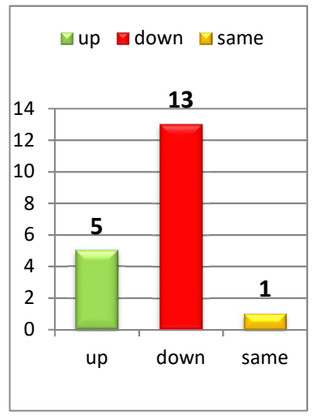


National Indicators (inc SSWB ACT)

Performance vs Target



Trend vs Q2 2018-19



Finance

Revenue Budget

- The Directorate's net budget for 2019-20 is £70.948 million.
- The current year's projected outturn is **£71.866m**, meaning an **overspend** of **£918,000**

Capital Budget

- The capital budget for the Directorate for 2019-20 is **£6.593m,** with no foreseen under or overspend to planned budget.

Efficiency Savings

Savings (£000)	c/fwd	2019-20	%
Savings Target (2019)	918	1235	100%
Likely to be Achieved (in 2019-20)	673	1107	90%
Variance	245	128	10%

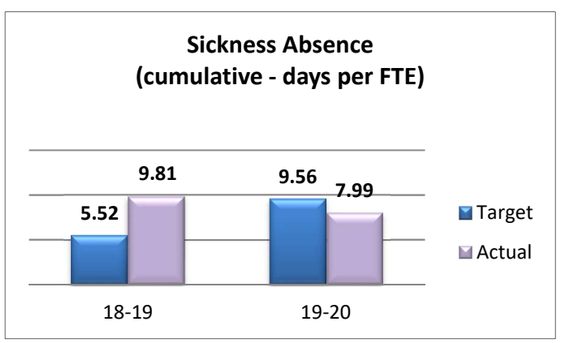
Additional financial information is provided at the end of the report.

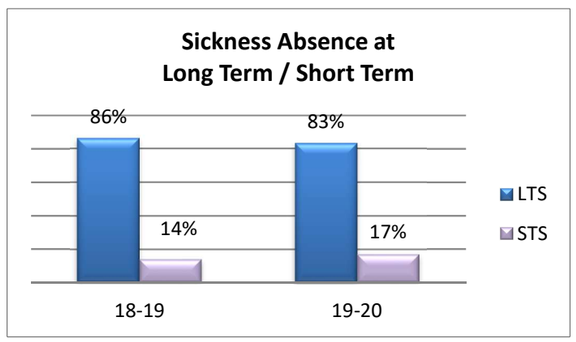
Human Resources

Staff Number (FTE)

2018-19	2019-20
834.38	805.06

Sickness





Working closely with HR – to ensure that the sickness absence policy and procedures are being adhered to and that effective management oversight and actions are in place – sickness data shows an improvement in performance, both in respect of Sickness Absence Days per FTE (down from 9.81 in Q2 18/19 to 7.99 in Q2 19/20) and also the proportion of sickness absence linked to long-term absence (down from 86% in Q2 18/19 to 83% in Q2 19/20).

Sickness remains a top priority for the directorate, and we continue to analyse and scrutinise sickness on a case by case basis, and there continues to be robust monitoring in place across the services, to strive for further improvements in sickness levels.

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

The budget position continues to be proactively managed across the directorate.

The two significant hot-spots are Looked After Children and Learning Disabilities.

At the end of September 2019, the LAC budget was showing an overspend of £646k, but at the end of quarter 2 in the previous year (September 2018) it was an overspend of £811k, which shows an improving picture over the last 12 months. This improvement links to the residential and fostering remodelling work undertaken within Children's Services, and has been supported by an improving balance between our use of IFA's compared to our more cost-effective in-house foster carers, where at 1st November 2019 BCBC had 66 IFA's and 214 in-house foster carers. This demonstrates that the LAC Strategy is going in the right direction.

Budgetary pressures in LD are as a result of increased complexity. The service is undertaking a 'deep-dive' into assessments and services, and are proactively managing the process and reviewing service models.

Grant monies received within the directorate have enabled developments within services, and significant work is taking place with our Third Sector partners in respect of our prevention and wellbeing approaches.

High Corporate Risks

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber-attack and discontinuation of funding streams and major contracts	All	4	4	16

ADULT SOCIAL CARE

Wellbeing Objective Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (amber and red only)
P2.1.1	Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.	GREEN	The IAA and Common Access Point service is being prioritised. Transformation funding will enable the further development of this service.	
P2.1.2	Continue to involve service users, carers and communities in developing and commissioning services.	GREEN	Extensive engagement and consultation undertaken with service users, families and stakeholders to develop and implement the new service model for carers, which focuses on voice, choice and control for individuals.	
P2.2.1	Support the development of a new generation of community health and wellbeing centres for our residents with health partners.	GREEN	Feasibility study conducted with Awen for Grand Pavilion Porthcawl. Maesteg Town Hall redevelopment project progressing. Feasibility funding secured for Maesteg Sports centre linked to Integrated Care Funding.	
P2.3.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally.	GREEN	Positive partnership project development is progressing with BAVO and third sector as part of the building resilient communities programmes. Engagement of key strategic partnerships such as Halo and Awen in delivering interventions.	
P2.3.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	Local healthy living partnership progressing towards Quest directional review assessment. Wales Audit Office have produced a positive evaluation of local partnerships and connection to Wellbeing goals for Wales following partner engagement. Super Agers programme secured to support co-production with older adults.	

Performance Indicators

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service user outcomes (O)											
DataItemA9 CP WBO 2	Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year. ***Higher preferred***	379	370	529	480	430	467	462 ↑	n/a	n/a	Quarterly indicator **Target setting:** The definition states that this applies only to those with a care package/in managed care. The target is based on current data and shows improvement **Performance:** From Q3 we will be including information about the number of people using the newly established Hub and Spoke advocacy service.
SSWB1 CP WBO 2	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible. ***Higher preferred***	973	1000	1284	1000	500	720	567 ↑	n/a	n/a	Quarterly indicator **Target setting:** Based on current data. Numbers will plateau. **Performance:**
SSWB10 (SCA018a) Local WBO 2	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year. ***Higher preferred***	97.46%	97%	95.63%	97%	97%	90.8%	98.49% ↓	n/a	n/a	Quarterly indicator **Target setting:** Based on current performance **Performance:** Business processes are being reviewed to ensure robust mechanisms are in place to capture all offers for carers assessments.
SSWB19 CP WBO 2	The percentage of adults who received advice and assistance from the information, advice and assistance service during the year. ***Higher preferred***	63.67%	50.00%	74.36%	65%	65%	No data	64.39%	n/a	n/a	Quarterly indicator **Target setting:** No Information on PMS **Performance:**
PM18 National measure WBO 2	The percentage of adult protection enquiries completed within 7 days. ***Higher preferred***	95.92%	95%	95.79%	95%	95%	96.84%	97.04% ↓	n/a	n/a	Quarterly indicator **Target setting:** Target set with knowledge that information often needs to be collected from partners. **Performance:**

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
PM19 (PAM/025) (SCA/021) National measure WBO 2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over ***Lower preferred***	1.52	2.00	4.79	4	2	3.92	1.41 ↓	Not yet available	Not yet available	Quarterly indicator **Target setting:** There has been change to the WG process and the capacity in the domiciliary care market that has impacted on this target. **Performance:** Staffing issues in domiciliary care are affecting performance in this area. Action plan established to ensure improvement.
PM20a National measure CP WBO 2	The percentage of adults who completed a period of reablement and 6 months later have a reduced package of care and support. ***Higher preferred***	70.64%	62%	67.27%	70%	70%	69.33%	72.03% ↓	n/a	n/a	Quarterly indicator **Target setting:** Based on current data this is an improving target. **Performance:** Just under target, improving from Q1 performance and not excessively changed from the same time last year. Capacity across the service is an issue and this will be addressed through the above action plan.
PM20b National measure CP WBO 2	The percentage of adults who completed a period of reablement and 6 months later have no package of care and support. ***Higher preferred***	58.27%	60%	61.31%	60%	60%	57.87%	57.88% ↓	n/a	n/a	Quarterly indicator **Target setting:** Based on current data. **Performance:** Capacity across the service is an issue and this will be addressed through the action plan.
PM21 National measure WBO 2	The average length of time older people (aged 65 or over) are supported in residential care homes. ***Lower preferred***	861.49 days	900 days	807.28 days	860 days	860 days	819 days	797 days ↓	n/a	n/a	Quarterly indicator **Target setting:** This is an improving target and indicates greater independence**.** **Performance:**
PM22 v.2 National measure WBO 2	Average age of adults entering residential care homes over the age of 65. ***Higher preferred***	85.40	85	86.09	86	86	85.71	87.09 ↓	n/a	n/a	Quarterly indicator **Target setting:** People are independent for longer. Increased target age reflects this. **Performance:** The overall target has just been missed and this is due to a small number of people in Q1 needing support in residential care at a younger age (i.e. between the age of 70 and 80 years). There is an improving picture in Q2. The teams continue to engage in "what matters" conversations in order to extend as much as possible the time individuals are able to spend at home.
PM23 National measure WBO 2	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months. ***Higher preferred***	89.38%	70%	87.46%	85%	85%	No data	88.35%	n/a	n/a	Quarterly indicator **Target setting:** Target is based on current performance **Performance:**
SSWB35 CP WBO 2	The percentage of adults 18+ who are satisfied with the care and support they received. ***Higher preferred***	85.97%	80%	82.87%	85%	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target setting:** **Performance:**
PAM/017 (LCS002b) WBO 2	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. ***Higher preferred***	9447	9150	9223	9150	9150	9065	9059 ↑	9259	10th	Quarterly indicator **Target setting:** Population related indicator with some usage being at capacity but population increasing so an automatic reduction. Target based on current performance. **Performance:** Quarters 3 and 4 are generally the higher participation trend periods for indoor leisure. National reductions in free swimming investment will potentially impact on attendances from Q4 onwards. Dual use facilities are performing well. Need to monitor the impact of Community Asset Transfer on the national indicator in relation to playing fields/pavilions which can be expected to reduce at some point. Continue to monitor participation trends in Q3 and Q4.

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
PAM/040 WBO 2	Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service ***Higher preferred***	77.5%	85%	77.50%	80%	n/a	n/a	n/a	Not yet available	Not yet available	Annual indicator **Target setting:** Change to target due to management fee reduction to AWEN **Performance:**
PAM/041 WBO 2	Percentage of National Exercise Referral Scheme (NERS) clients who continue to participate in the exercise programme at 16 weeks. ***Higher preferred***	New 18/19	New 18/19	Not yet available	44%	n/a	n/a	n/a	Not yet available	Not yet available	Annual indicator **Target setting:** Targets are set by Public Health Wales **Performance:**
PAM/042 WBO 2	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks. ***Higher preferred***	New 18/19	New 18/19	Not yet available	Awaiting 18/19	n/a	n/a	n/a	Not yet available	Not yet available	Annual indicator **Target setting:** Establish Baseline - targets are set by Public Health Wales **Performance:**
SSWB23 Local WBO 2	Number of people with cognitive changes/dementia who are supported with information and advice to help them remain independent as possible. ***Higher preferred***	New 18/19	130	229	180	90	130	120 ⬆	n/a	n/a	Quarterly indicator **Target setting:** Target based on current data. **Performance:**
SSWB25a Local WBO 2	Number of people completing the summer reading challenge. ***Higher preferred***	1996	New 19/20	2030	2040	n/a	1758 (annual figure)	2030 ⬇	n/a	n/a	Annual indicator **Target setting**: Based on performance. **Performance:** 1758 individuals completed the summer reading challenge which is lower than the target but the programme is national and the theme is set nationally. 71% of people commencing, completed the challenge.
SSWB25b Local WBO 2	Number of people participating in the summer reading challenge. ***Higher preferred***	2747	New 19/20	2835	2900	n/a	2474 (annual figure)	2835 ⬇	n/a	n/a	Annual indicator **Target setting:** Based on performance. **Performance:** There were 2474 people who commenced the summer reading challenge. The scheme targets increased junior library usage and Awen report 57487 books issued to children/teenagers in the period. Although this indicator is below target, overall library quality standards have all been met.
SSWB31 Local WBO 2	Number of adults accessing Dementia friendly activities (in partnership with Halo, Bavo, Awen and the Alzheimer's Society). ***Higher preferred***	New 19/20	New 19/20	New 19/20	Establish Baseline	n/a	74	n/a	n/a	n/a	Quarterly indicator **Target setting:** New indicator so establish baseline during 2019-20. **Performance:** Development plan established for expanded programmes during Q3 and Q4
DWB5.3.1.1 Local WBO 2	Number of members in the Access to Leisure programme for disadvantaged groups. ***Higher preferred***	New 18/19	1350	1490	1400	1400	1418	1516 ⬇	n/a	n/a	Quarterly indicator **Target setting:** No information on PMS **Performance:** There are 1418 direct debit memberships with 72537 visits recorded by access to leisure users at end of Q2 (not all users establish a membership and prefer a pay as you go option-these figures will be calculated during Q3).

CHILDREN'S SOCIAL CARE

Wellbeing Objective Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.2	Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation	GREEN	Working alongside colleagues in Supporting People and Housing, a new Supported Accommodation Service Model will be commissioned during 2019/20, with new contracts commencing in December 2019.	
P2.2.3	Finalise a transition service model to help disabled children move smoothly into adulthood	GREEN	A model for the Transition Team has been agreed. A Project Plan was presented to the Programme Board in November 2019. The Plan includes milestones which will enable the team to be fully in place by March 2020.	
P2.2.5	Support care leavers to secure appropriate accommodation	GREEN	A new suite of semi supported accommodation options will be in place for care leavers by the 1st December 2019.	

Performance Indicators

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Service user outcomes (O)											
PM34a CP National measure WBO 1	The percentage of all care leavers who are in education, training or employment at: a)12 months after leaving care ***Higher preferred***	60.53%	60%	63.64%	60%	60%	65%	64.29% ↑	n/a	n/a	Quarterly indicator **Target setting:** Based on current performance and is challenging/realistic. **Performance:**
PM34b CP National measure WBO 1	The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care ***Higher preferred***	46.67%	55%	57.89%	60%	60%	50%	55.17% ↓	n/a	n/a	Quarterly indicator **Target setting:** Based on current performance and is challenging/realistic. **Performance:** There are currently seven young people in this cohort who are not in education, training or employment. In four of these cases the reason relates to mental and physical health issues, one young person is currently in prison and two young people are declining to engage.
SSWB20 CP WBO 2	The percentage of children who received advice and assistance from the information, advice and assistance service during the year. ***Higher preferred***	71.35%	70%	81.37%	75%	75%	84.6%	82.1% ↑	n/a	n/a	Quarterly Indicator **Target setting:** This is an improving target. **Performance:**
SSWB21 Local WBO 2	The percentage of identified young carers with an up to date care and support plan in place ***Higher preferred***	94.83%	90%	92.98%	90%	90%	96.43%	91.67% ↑	n/a	n/a	Quarterly Indicator **Target setting:** Based on performance this is an improving target. **Performance:**
SSWB29 Local WBO 2	Percentage of care leavers aged 18-25 who are attending/have attended University. ***Higher preferred***	New 19/20	New 19/20	New 19/20	10%	10%	11.59%	n/a	n/a	n/a	Quarterly Indicator **Target setting:** Based on current data **Performance:**
SSWB32 Local WBO 2	Percentage of eligible children and young people who received an active offer of advocacy. ***Higher preferred***	New 19/20	New 19/20	New 19/20	100%	100%	No data	n/a	n/a	n/a	Quarterly Indicator **Target setting:** All eligible YP should receive an Active Offer **Performance:**
SSWB33 Local WBO 2	Percentage of eligible children and young people taking up an active offer advocacy. ***Higher preferred***	New 19/20	New 19/20	New 19/20	Establish baseline	n/a	No data	n/a	n/a	n/a	Quarterly Indicator **Target setting:** Establish baseline - new indicator under a new regional service arrangement
SSWB34 Local WBO 2	Number of Issue Based Advocacy referrals for children. ***Higher preferred***	New 19/20	New 19/20	New 19/20	110	55	40	n/a	n/a	n/a	Quarterly Indicator **Target setting:** Based on historic service levels and included in Cwm Taf service contract

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
											Performance: The new regional Cwm Taf Morgannwg advocacy contract started on 1st May 2019, so the Q2 figure includes data from May to Sept only (5 months). The end of year target of 110 was set out within the service contract, however, it was agreed that if the actual number is more than 10% above or below this, then the target will be reviewed. Although the Q2 figure is below target, on a regional basis Bridgend continues to have a higher proportion of issue based advocacy referrals than the other local authorities. The new contract is still in a transitional period and systems are embedding, so quarterly meetings with the provider are taking place to monitor ongoing performance
SSWB36 CP WBO 2	The percentage of children aged 7-17 years who are satisfied with the care and support they received. ***Higher preferred***	84.09%	80%	86%	85%	n/a	n/a	n/a	n/a	n/a	Annual Indicator **Target setting:** This is an improving target and is based on current data. **Performance:**
PM24 (PAM/028) National measure WBO 2	The percentage of assessments completed for children within statutory timescales. ***Higher preferred***	86.15%	85%	71.50%	85%	85%	62.4%	78.95% ↓	Not yet available	Not yet available	Quarterly indicator **Target setting:** Based on current data and is a challenging target. **Performance:** The implementation of focussed management intervention has seen performance improve by 12.7% between the first and second quarter of the year. A new team manager has been recruited and will bring stability and strategic oversight to the ongoing performance of the team where these issues are most prevalent. Individual plans are in place to support staff to continue to improve and maintain performance.
PM25 National measure CP WBO 2	The percentage of children supported to remain living within their family. ***Higher preferred***	61.64%	65%	64.13%	65%	65%	64.71%	65.16% ↓	n/a	n/a	Quarterly indicator **Target setting:** Relevant child populations are stabilising and the % target remains because of the challenges. **Performance:** Performance is consistently close to target and will continue to be monitored.
PM26 National measure WBO 2	The percentage of looked after children returned home from care during the year. ***Higher preferred***	6.56%	10%	8.46%	10%	5%	3.04%	4.22% ↓	n/a	n/a	Quarterly indicator **Target setting:** Part dependent on Early Help services **Performance:** The new LAC Strategy Action Plan in part focuses on the reunification of children and young people. Reunification support workers, who will support this strategy, are due to begin working for the LA in Jan 2020.
PM31 National measure WBO 2	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. ***Higher preferred***	100%	100%	100%	100%	100%	100%	100% ↔	n/a	n/a	Quarterly indicator **Target setting:** Need to sustain performance **Performance:**
SCC002 (PM32) National measure WBO 2	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. ***Lower preferred***	6.54%	10%	5.56%	9%	4.5%	2.55%	2.92% ↑	n/a	n/a	Quarterly indicator **Target setting:** Improving target **Performance:**
PM33 (PAM/029) National Measure CP WBO 2	The percentage of looked after children on 31st March who have had three or more placements during the year. ***Lower preferred***	10.68%	12%	10.24%	12%	6%	4.43%	4.56% ↑	Not yet available	Not yet available	Quarterly indicator **Target setting:** No information on PMS **Performance:**
SSWB7 CP WBO 2	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 16/17. ***Higher preferred***	100%	100%	100%	100%	100%	100%	100% ↔	n/a	n/a	Quarterly indicator **Target setting:** Planning for transition starts when the young person is 14. It is important that at least by age 16 young people have a transition plan

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
											Performance:
PM35 CP National Measure WBO 2	The percentage of care leavers who have experienced homelessness during the year ***Lower preferred***	13.79%	13%	5.88%	13%	6.5%	No data	3.47%	n/a	n/a	Quarterly indicator **Target setting:** Target based on current data. **Performance:**
PM29a National measure WBO 2	Percentage of children achieving the core subject indicator at key stage 2 ***Higher preferred***	66.22%	58%	51.16%	60%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Target based on national average 17/18 **Performance:**
PM29b National measure WBO 2	Percentage of children achieving the core subject indicator at key stage 4 ***Higher preferred***	8.45%	14%	23.91%	10%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Target based on national average 17/18
PM30 National measure WBO 2	The percentage of children seen by a registered dentist within 3 months of becoming looked after. ***Higher preferred***	82.14%	65%	80.56%	84%	84%	85%	88.24% ↓	n/a	n/a	Quarterly indicator **Target setting:** Target based on current performance **Performance:** Measures have been taken to further improve this percentage by year end.
SSWB8 Local Other	The percentage of children and young people subject to CSE protocol with an up to date SERAF assessment (Sexual Exploitation Risk Assessment Framework). ***Higher preferred***	100%	100%	100%	100%	100%	100%	100% ↔	n/a	n/a	Quarterly indicator **Target setting:** Key safeguarding area **Performance:**

CORPORATE DIRECTOR

Wellbeing Objective One: Supporting a successful economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to shape employment opportunities and develop a skilled workforce to meet future needs. This includes delivering high quality apprenticeships for all ages	GREEN	This continues to be a priority for the Directorate. The work of the LAC Apprenticeship Group has included the development of pre-apprenticeship schemes so that looked after children are 'apprenticeship ready', to consider wider opportunities for the employability of looked after children, to ensure that apprenticeships are promoted to looked after children and relevant support is available for them to access opportunities, with the overall aim to increase the number of apprenticeships taken up by looked after children. We currently have 2 LAC apprenticeships within the local authority. In addition, 26 looked after children in Year 11 were contacted regarding work experience and from this 7 expressed an interest. Three of these actually engaged in work placements at Bryn y Cae, BCBC Catering Department and Awen Trust at Bryngarw Park. Placements were being sourced for a further 2 young people but one of these had already gained a summer job and did not want to give this up, and the other had subsequently gained employment through support from Inspire to Work.	

Wellbeing Objective Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2019-20 budget.	GREEN	Monitoring in place	
P3.4.1	Support managers to lead staff through organisational change	GREEN	There is directorate representation on all corporate groups such as Learning and Development. Training and development opportunities are supported and the Director holds quarterly extended managers meetings for approximately 60 managers to ensure open communication on legislative and corporate changes.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs	GREEN	There is Directorate representation on the Corporate Learning and Development group. Professional training is supported through the Social Care Workforce Development Team.	
P3.4.3	Improve and promote mechanisms that increase responses to consultations	GREEN	Feedback through surveys, complaints and other mechanisms are used to inform service development.	

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 19-20 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12)	Value of planned budget reductions achieved (SS & Wellbeing)	£1235	60		68		£1,107	100%	

Ref No, PI Type, link to WBO	PI Description and preferred outcome	Actual 17 -18	Annual Target 18-19	Actual 18-19 & RAG	Annual Target 19-20	Qtr 2 Target	Qtr2 Actual & RAG	Trend vs Qtr 2 18-19	Wales Avg 18–19 PAMs	BCBC Rank 18-19 PAMs	Comments
Value for Money (V)											
DWB4.2.3.3 (SSWB4) Local WBO 2	The percentage of adult social care third sector contracts reviewed and monitored ***Higher preferred***	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Maintain performance **Performance:**
SSWB2 Local WBO 2	The percentage of domiciliary care framework providers that are contract-monitored. ***Higher preferred***	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator **Target setting:** Maintain performance **Performance:**
Service User Outcomes (O)											
SSWB24 (SCC001b) Local WBO 2	For looked after children whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date. ***Higher preferred***	100%	95%	100%	100%	100%	100%	100% ⟷	n/a	n/a	Quarterly indicator **Target setting:** Target based on current performance **Performance:**
PM27 National Measure Other	The percentage of re-registrations of children on local authority Child Protection Registers (CPR). ***Lower preferred***	3.32%	5%	5.58%	5%	5%	16.67%	3.48% ↓	n/a	n/a	Quarterly indicator **Target setting:** This is a challenging target **Performance:** The IRO Service Manager has analysed the 18 cases, which are made up of 9 separate families. The findings from each case will be reviewed for learning purposes with the Conference Chair, the social worker and team manager. The analysis identified that engagement was not always sustained following de-registration (through a care and support plan or Early Help services), thus resulting in child protection issues re-emerging. Action is being taken to better understand and address the reasons for this.
PM28 National measure Other	The average length of time for all children who were on the CPR during the year. ***Lower preferred***	265.75 days	270 days	254 days	270 days	270 days	271.68 days	234.8 days ↓	n/a	n/a	Quarterly indicator **Target setting:** Based on 17/18 data /anticipated impact of cohort of complex cases that remain on the child protection register. **Performance:** Whilst the majority of children are on the Child Protection Register for less than 270 days, we have experienced some cases where the period has been longer and de-registration has not been achieved until they are no longer subject to monitoring under the Public Law Outline.
Organisational Capacity (C)											
SSWB17 Local CP feeder WBO 1	The number of apprentices employed across the directorate (SSWB) ***Higher preferred***	7	4	4	4	2	2	3 ↓	n/a	n/a	Quarterly indicator **Target setting**: This is the Directorate's contribution to the corporate aim. **Performance:**
SSWB22 CP WBO 1	The number of apprenticeships taken by looked after children. ***Higher preferred***	0	1	1	1	0.5	2	1 ↑	n/a	n/a	Quarterly indicator **Target setting:** We are continuing to develop apprenticeship - ready opportunities for young people leaving care. **Performance:**
CHR002iii (SSWB13) Local PAM feeder Other	Number of working days per FTE lost due to sickness absence (SSWB). ***Lower preferred***	17.58	11.04	19.12	19.11	9.55	7.99	9.81 ↑	10.5	20th	Quarterly indicator **Target setting:** Corporate target based on improvement **Performance:**
DWB5.6.8.5 (SSWB14) Local Other	Number of working days per FTE lost due to industrial injury (SSWB). ***Lower preferred***	0.0941	0	0.107	0	0	0.3108	0.0299 ↓	n/a	n/a	Quarterly indicator **Target setting:** Corporate target **Performance:** Monitored in line with corporate policy

SSWB15 Local Other	Number of individual injury incidents (SSWB). ***Lower preferred***	6	0	6	0	0	4	2 ⬇	n/a	n/a	Quarterly indicator **Target setting:** Corporate target **Performance:** Monitored in line with corporate policy

Sickness broken down by Service Area

Unit	FTE 30.09.2019	QTR2 2018/19 Number of FTE days lost	QTR2 2018/19 No. of Absences	QTR2 2018/19 Days per FTE	QTR2 2019/20 Number of FTE days lost	QTR2 2019/20 No. of Absences	QTR2 2019/20 Days per FTE	Cumulative Days per FTE 2018/19	Cumulative Days per FTE 2019/20	Target 2019/20
Adult Social Care	564.72	3078	241	5.21	2496	211	4.42	10.58	7.92	**19.11**
Business Support - SS&W	38.92	61	9	1.09	227	11	5.83	2.93	12.81	
Children's Social Care	182.68	903	71	5.28	662	50	3.62	10.39	7.73	
Prevention and Wellbeing	17.75	2	2	0.11	14	5	0.76	0.49	0.76	
S Directorate Total	**805.06**	**4044**	**323**	**4.85**	**3399**	**277**	**4.22**	**9.81**	**7.99**	

Sickness broken down by absence reason

Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	51	54	105	1.6%
Chest & Respiratory	121	89	210	3.3%
Eye/Ear/Throat/Nose/Mouth/Dental	28	69	97	1.5%
Genitourinary / Gynaecological	82	69	150	2.3%
Heart / Blood Pressure / Circulation	108	134	242	3.8%
Infections	228	237	464	7.2%
MSD including Back & Neck	760	910	1671	25.9%
Neurological	108	69	177	2.7%
Pregnancy related	28	89	117	1.8%
Return to Work Form Not Received	8	10	18	0.3%
Stomach / Liver / Kidney / Digestion	136	189	325	5.0%
Stress / Anxiety / Depression / Mental Health	1365	1460	2825	43.8%
Tests / Treatment / Operation	27	19	46	0.7%
TOTALS	**3049**	**3399**	**6447**	

KEY:

Commitments		Action	
Red	**A RED status usually means one or more of the following:** • A significant negative variance against the budget or savings of more than 10%. • Delays against key milestone/s of more than 10% of the total length of the planned action. • Problems with quality that lead to significant additional costs/work. • Significant lack of resources which cannot be resolved by the directorate. • PIs identified to measure success of the commitment are mostly red. • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed all the benefits not achieved.	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.	
		Performance Indicators (RAG)	
		Red (alert)	Performance is worse than target by 10% or more
Amber	**An AMBER status usually means one or more of the following:** • A negative variance against the budget or savings of less than 10%. • Delays against critical milestones less than 10% of the total length of the planned action. • Problems with quality but not causing delay. • Lack of resources which can be resolved by the pertinent chief officer/s (e.g. via virement within the budget or managing vacancies). • PIs identified to measure success of the commitment are a mixture of red, amber and green. • Dissatisfaction or resistance from stakeholders addressed by the pertinent chief officer/s.	**Action**	
		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.	
		Performance Indicators (RAG)	
		Amber (caution)	Performance is worse than target by under 10%
Green	**A GREEN status usually means one or more of the following:** • The forecast expenditure is on budget. • Milestone/s on track to complete on time. • Quality at expected levels. • No resource problems. • PIs identified to measure success of the commitment are mostly green. • Stakeholders satisfied with the outcome.	**Action**	
		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.	
		Performance Indicators (RAG)	
		Green (clear)	Performance is equal to or better than target

Performance Indicators (Trend)		Performance Indicator types	
↑	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		

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

20 JANUARY 2020

REPORT OF THE CHIEF OFFICER – LEGAL, HR & REGULATORY SERVICES

CORPORATE PARENTING CHAMPION NOMINATION REPORT

1. Purpose of the Report

1.1 The purpose of this report is to request the Committee to nominate a replacement Member to Councillor C Webster as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Corporate Parenting Cabinet Committee, due to Councillor Webster no longer being a member of the Corporate Overview and Scrutiny Committee.

2. Connection to Corporate Improvement Objectives

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

3.2 In order to further develop and enhance the Council's corporate parenting role with its partners, a Corporate Parenting Cabinet Committee comprising all Members of Cabinet was established by Cabinet on 4 November 2008.

3.3 The inaugural meeting of the Cabinet Committee was held on 27 November 2008 where it was agreed that the Cabinet Committee will meet 4 to 6 times in a calendar year. The terms of reference for the Cabinet Committee are:

[1] Welsh Assembly Government and Welsh Local Government Association *'If this were my child… A councillor's guide to being a good corporate parent to children in care and care leavers'*, June 2009

- to ensure that looked after children are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership;
- to seek the views of children and young people in shaping and influencing the parenting they receive;
- to ensure that appropriate policies, opportunities and procedures are in place;
- to monitor and evaluate the effectiveness of the Authority in its role as corporate parent against Welsh Government guidance.

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

3.5 At the meeting of the Corporate Overview and Scrutiny Committee on 26 June 2019, Councillor C Webster was nominated as the Corporate Parenting Champion to represent the Committee at meetings of the Corporate Parenting Cabinet Committee.

4. Current Situation / Proposal

4.1 At a meeting of Council on 23 October 2019 certain changes were agreed to the membership of Committees affecting the Conservative Group and these changes, included Councillor C Webster being replaced on the Corporate Overview and Scrutiny Committee by Councillor K Rowlands.

4.2 In view of the above, the Committee is now requested to nominate a replacement Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Corporate Parenting Cabinet Committee.

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

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

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

5. Effect upon Policy Framework and Procedure Rules

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

6. Equality Impact Assessment

6.1 There are no equality implications arising 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 establishment of the Corporate Parenting Cabinet Committee demonstrates the Authorities long term commitment to improving and strengthening their role as Corporate Parents to care leavers and Looked After Children.

- Prevention – The Corporate Parenting Cabinet Committee are preventative in their nature and ensure that appropriate policies, opportunities and procedures are in place for all care leavers and Looked After Children

- Integration – This report supports all the well-being objectives

- Collaboration – All members are Corporate Parents and this report supports collaborative working with Cabinet and Members of Scrutiny and emphasises the role of Corporate Parents for all Elected Members.

- Involvement – Corporate Parent Champions provide practical support and guidance to children in care and care leavers to ensure they achieve their well-being goals

8. Financial Implications

8.1 None.

9. Recommendation

9.1 That the Committee is requested to nominate a replacement Member to Councillor C Webster as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Corporate Parenting Cabinet Committee.

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Background Documents:

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

20 JANUARY 2020

REPORT OF THE CHIEF OFFICER – LEGAL, HR & REGULATORY SERVICES

FORWARD WORK PROGRAMME UPDATE

1. Purpose of Report.

1.1 To present:

a) the items due to be considered at the Committee's meeting scheduled to be held on 24 January and 13 February 2020 and seek confirmation of the information required for the subsequent meeting, scheduled to be held on 23 March 2020.

b) 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").

3.3 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 A** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next meeting which is set to be held on the 13 February 2020. 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 B** is the SOSCs FWP which includes the topics prioritised and agreed by the COSC for the next set of SOSCs in Table 1, as well as a list of proposed future topics at Table 2.

4.4 All lists have been compiled from suggested items at meetings of each of the Overview and Scrutiny Committees. It also includes information proposed from Corporate Directors, detail from research undertaken by Scrutiny Officers and information from FWP Development meetings between the Scrutiny Chairs and Cabinet.

Corporate Parenting

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

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

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.

[1] Welsh Assembly Government and Welsh Local Government Association *'If this were my child… A councillor's guide to being a good corporate parent to children in care and care leavers'*, June 2009

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) Identify any additional information the Committee wish to receive in relation to their items scheduled for 13 February 2020 and their subsequent meeting including invitees they wish to attend within **Appendix A**;

b) Confirm the items prioritised and delegated to the Subject Overview and Scrutiny Committees for contained within **Appendix B;**

c) Identify additional items using the criteria form for future consideration on the Scrutiny Forward Work Programme.

DATE OF MEETING	COMMITTEE	SUBJECT
27 January 2020	SOSC3	CANCELLED
3 February 2020	SOSC 1	Education Outcomes
5 February 2020	SOSC 2	Home to School Transport
5 March 2020	SOSC2	Transformation Grant
9 March 2020	SOSC1	Learner Travel
18 March 2020	SOSC3	Plastic Free Bridgend
20 April 2020	SOSC2	Remodeling Children's Residential Services Project
23 April 2020	SOSC1	TBC
27 April 2020	SOSC3	TBC

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Corporate Overview and Scrutiny Forward Work Programme 2019-20 **Appendix A**

Date	Item	Specific Information to request	Invitees
24-Jan-20	**Medium Term Financial Strategy 2020-21 to 2023-24**	Joint Overview and Scrutiny Committee to consider the all directorate MTFS Proposals 2020-21 to 2023-24	All Cabinet All CMB
04-Feb-20	**Medium Term Financial Strategy 2020-21 to 2023-24 and Draft Budget Consultation Process**	Collate all Subject Overview and Scrutiny Committee and BREP feedback and comments for approval.	NA
13-Feb-20	**Budget Monitoring 2019-20 – Q3 Forecast**	To review and monitor financial performance for Q3	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
	Capital Strategy 2019-20 Onwards	Scrutiny Chairs agreed to review this item annually prior to the report going to Cabinet 25 February 2020.	Leader/Deputy Leader; Gill Lewis, Interim Head of Finance and S151 officer; Debbie Exton
	Corporate Plan	To comment on the Council's draft Corporate Plan including its improvement priorities, revised actions and the associated commitments and indicators.	Cabinet and CMB; Gill Lewis, Interim Head of Finance;
	The Commissioning Plan for Social Care in Bridgend	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	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;
23-Mar-20	**SRS Scrutiny**	Full breakdown of the various services currently provided. The number of individuals employed and the range of work covered. Any performance statistics or benchmarking. How are decisions made about how much resource is allocated to BCBC, etc.	Cllr Dhanisha Patel, Cabinet Member - Future Generations and Wellbeing Kelly Watson, Head of Legal and Regulatory Services Dave Holland, Head of Shared Regulatory Services

Items for the future

	Provisional LDP	Members asked to receive the Bridgend Replacement Local Development Plan at the next stage - following consultation in October. To possibly open invitation to all Members	
	Collaboration - Internal and with Third Sector	Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services. 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	Representative from BAVO; Cross Council.
	Procurement and Contracts	Members have asked to receive information on homecare contracts and employment contracts with BCBC; How do we ensure ethical procurement is carried out? An update on the outcomes of the Procurement business review 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	

	Wellbeing and Future Generations Act - Self Evaluation	To receive the Authority's Self Evaluation on the WFG Act to monitor progress on how the Authority is working towards meeting the requirements of the Act. *Is proposed that this be followed up with a workshop for all Scrutiny Members as to how Scrutiny needs to take forward their own requirements under the Act. Response coming from Commissioner in June (ish) so best Scrutiny receive after this.*	Mark Shephard, Chief Executive Gill Lewis, Interim Head of Finance; Wanda Kirby, Corporate Performance Manager
	Potential item for Scrutiny Chairs Research Group/REP 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 thatan 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 be 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 To gain input from SC - Social Services engagement with Police, with regard to Mental health, substance misuse, ACEs - Adverse Childhood Experiences. *Scrutiny to confirm what they are looking for in terms of communities input e.g. Fleet Depot.*	Mark Shephard, Chief Executive (Lead) Corporate Director Communities; Chief Constable SWP Police and Crime Commissioner Cllr Richard Young, Cabinet Member - Communities; Susan Cooper, Corporate Director - Social Services and Wellbeing;
	Partnerships and Joint Working	*Item proposed by SOSC 2.* The Committee agreed that the subject of Partnerships and Joint Working in relation to Prevention and Wellbeing, such as in respect of the Police and Fire Service, be put forward for the CORP FWP. *(Does this not fit with the above?)*	
	Supporting Communities in Bridgend to be Safe and Cohesive	At it's meeting in April 2019, the Committee noted the Head of Performance and Partnerships comments in relation to the early positive engagement with the Cwm Taf Health Board on the work of the Community Safety Partnership. The Committee requested that a future update be provided to ascertain whether this engagement was ongoing and successful. Also made recommendation: The Committee recommend that Cabinet write to Welsh Government to highlight to the Minister for Health and Social Services the issues that have previously been experienced by the Local Authority, the Police and other partner agencies in relation to engagement with the Health Authority and that going forward this needs to be a priority as meaningful, active engagement is vital in order to succeed in providing future services, particularly in relation to Mental Health. Has been informally agreed that the recommendation hold off being sent to Cabinet until the future update received to see if engagement with Cwm Taf continues to be positive. (Cabinet report drafted in folder)	
	Scrutiny Chairs Research Group Strategic Review of Health & Safety Responsibilities	Practice , Policy and review of reported "near misses". - How many near misses have been reported? - How did we respond? - What lessons have been learnt? Scrutiny Chairs have agreed to carry out an 'Information Gathering' excercise, interviewing representatives from schools, governers from schools and parents to present alongside the Officer report. School H&S Audits With reference to a recommendation made by BREP 2018 - The Panel request that an assessment of School Crossing Patrol and possible alternatives is included in this report	Lindsay Harvey, Interim Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Health and Safety rep
	Incident and Near Misses Reporting Procedure	To scrutinise new policy and how the Authority is taking it forward. How the Authority has implemeneted lessons learnt. for comments and possible recommendations *(Is a slight link to Strategic Review of Health and Safety Responsibilities but is wider than this so proposal to wait until after Research Project - if it is held in near future)*	

Scrutiny Forward Work Programme

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
21-Jan-20	**SOSC 1**	**Medium Term Financial Strategy 2020-21 to 2023-24**	To receive 2020-21 MTFS Proposals for Education and Family Support Directorate			Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member - Education and Generation; Nicola Echanis, Head of Education and Family Support Hannah Castle, Chair of Schools Budget Forum Neil Clode, Vice-Chair of Schools Budget Forum	
22-Jan-20	**SOSC 2**	**Medium Term Financial Strategy 2020-21 to 2023-24**	To receive 2020-21 MTFS Proposals for Social Services and Wellbeing Directorate			Sue Cooper, Corporate Director – Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jackie Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care.	
23-Jan-20	**SOSC 3**	**Medium Term Financial Strategy 2020-21 to 2023-24**	To receive 2020-21 MTFS Proposals for Communities Directorate			Mark Shephard, Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services;	
03-**Feb-20**	**SOSC1**	**Education Outcomes**	See Feedback from 30 January 2019		Corporate Director suggested February 2020	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Managing Director CSC Representatives from School Budget Forum Headteacher Representation	
05-Feb-20	**SOSC2**	**Home to School Transport**	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.		SOSC 2 Prioritised January 2020. Corporate Director prioritised February 2020.	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Smith, Cabinet Member for Education and Regeneration Nicola Echanis, Head of Education and Early Help. Mark Shephard, Chief Executive; Robin Davies, Group Manager Business Strategy and Performance; Tony Hart, Senior Transport Officer Registered Reps	
05-Mar-20	**SOSC 2**	**Transformation Grant**	To provide an update on progress made on 'Accelerating the Pace of Change' for integrated services.		Corporate Director proposed for March 2020	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jackie Davies, Head of Adult Social Care; Andrew Thomas, Group Manager - Sports and Physical Activity Heidi Bennett, Chief Executive - BAVO Kay Harries, Health and Social Care Facilitator and Operation Manager	
09-Mar-20	**SOSC 1**	**Learner Travel**	Pre-decision item. For scrutiny to act as a consultee on the proposals on the review of Learner Travel before they are submitted to Cabinet.			Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Robin Davies, Group Manager Business Strategy and Performance	
20-Apr-20	**SOSC 2**	**Remodelling Children's Residential Services Project**	SOSC 1 requested that the item be followed up by Scrutiny in the future for monitoring purposes, incorporating evidence of outcomes.			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;	

TABLE B

For prioritisation					
Item		**Rationale for prioritisation**	**Proposed date**	**Suggested Invitees**	
Member and School Engagement Panel - Annual Report (For Information Only)	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel		Report after March 2020	Spring term 2019 - Plasnewydd Primary School; Summer term 2019 - Ogmore Vale Primary School; Autumn term 2019 - Tynyrheol Primary School.	
Post 16 Education - Post Consultation	Back to Scrutiny - Post Consultation		Corporate Director suggested Summer Term	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Managing Director CSC Youth Mayor? Andrew Slade, Association of Secondary Heads	
Plastic Free Bridgend	During a OPM it was suggested that this topic should be a research item. What items we procure that uses single use plastic; what choices does that Authority have along with financial implications. To receive an update on the previous recommendations made on 23 July 2018: • Members suggest that the Authority should take the lead on reducing single use plastic and encourage local businesses to follow suit. Officers responded that this would be discussed at Cabinet/CMB; • Members recommend that the Authority use social media to communicate what can be recycled at kerbside and at Community Recycling Centres;	SOSC 1 Prioritsed		Mark Shephard, Chief Executive Cllr Richard Young, Cabinet Member – Communities; Zak Shell, Head of Operations - Community Services; Keep Wales Tidy; Porthcawl Town Council - Cllr B Jones	
Empty Properties	• To consider the impact of the removal of the 50% discount, after a suitable period of time to allow it to have an affect; • To receive evidence that demonstrates the 'Activity' of work that has been undertaken across the Authority given the crossovers and links this subject has with other services; • To consider the pilot project mentioned by Officers where the Authority was looking to engage and work with RSLs to support property owners from a management perspective with the overall aim being to return a property back to use; • To monitor the performance and outcomes of the strategy including scrutiny of the national PIs for empty properties contained within the Authority's Corporate Plan as well as any further underlying targets and expected outcomes related to the strategy; • To consider how the Authority deals with property owners who persistently refuse to engage with the Council. • To consider any future alternative strategy that relates to Commercial properties.		Proposed for Dec 2020 following Cabinet Approval in Dec 2019.	Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Cllr Hywel Williams, Deputy Leader Helen Rodgers - Revenues Manager Lynne Berry - Group Manager Housing & Community Jonathan Flower - Senior Strategic Officer	
Emergency Accommodation	• To receive a more detailed option appraisal with reference to the replacement facility in Brynmenyn in the short, medium and long term including costings and timescales; • To receive an update in relation to Members recommendation to explore the opportunity to utilise surplus Local Authority owned buildings; • Members request a site visit to the Kerrigan Project direct access floor space facility that is managed by Gwalia.		Corproate Director proposed that these items should be presented at the same time. Emergency Accommodation, Homelessness Strategy and Supporting People Grant.	Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Cllr Hywel Williams, Deputy Leader Helen Rodgers - Revenues Manager Lynne Berry - Group Manager Housing & Community Jonathan Flower - Senior Strategic Officer	
Homelessness Strategy	Members requested that the report include: - Progress on implementation of the strategy; - Report to include information on vulnerable groups such as ex-offenders and care leavers. Members raised questions in that Bridgend have 8 people sleeping rough but have 13 empty beds?			Mark Shephard, Chief Executive; Martin Morgans, Head of Performance and Partnership Services Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Lynne Berry, Group Manager, Housing & Community Regeneration; Joanne Ginn, Housing Solutions Team Manager.	
Supporting People Grant	Following the implementation of the Homelessness Strategy, Members have requested to receive a further report on the Supporting People Grant and provide an update in relation to what steps have been implemented as recommended by the Independent Review undertaken.			Mark Shephard, Chief Executive Sue Cooper, Corporate Director Social Services and Wellbeing Martin Morgans Lynne Berry Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing Ryan Jones, Supporting People Strategy Planning and Commissioning Officer	
Secure Estate	Possibly an information report to follow up on recommendations made on 31 May 2018. Are G4S a profit making organisation?			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;	
Welsh Community Care Information Systems (Information Report)	Corporate Director offered an to members on how WCCIS has developed over the last few years. Members agreed to receive this at a future meeting			NA	

Early Help and Family Support/Looked After Children and Reducing Strategy	Presentation provided to Corporate Parenting on the below issues. • Detail of the process for a child coming into care - From a referral being received to a decision being made; • How is ongoing support established as well as any associated costs; • How is the step down or step up process monitored? • If individuals need support from more than one service (such as IFSS and Baby in Mind) how do services work together to monitor the individual? • Historical data to enable Members to determine if there has been any progress made; • Report to include clearer evidence of outcomes; • More examples of case studies outlining processes, challenges and outcomes achieved; • Members raised concerns regarding the freedom that schools have in the framework for teaching Personal and Social Education for preparing youngsters with Life Skills especially in Flying Start areas. Members therefore request details of what and how pupils are taught and how they monitor its effectiveness. *A report to be provided detailing position statement one year on. (May 2020)*		Corporate Director suggested 01/06/2020	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Mark Lewis, Group Manager Integrated Working and Family Support; Sue Cooper, Corporate Director Social Services and Wellbeing; Laura Kinsey, Head of Children's Social Care;	
ALN Reform	To receive an update on implementation on the act. *Bill delayed by 1 year - update report only*		September 2020 SOSC2 (Previously went to SOSC2 18/10/18)	Lindsay Harvey, 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 Elizabeth Jones, Additional Learning Needs Transformation, Central South; Denise Inger, Chief Executive Director SNAP Cymru; Caroline Rawson, Assistant Chief Executive Director SNAP Cymru Specialist Officer Post 16 Education & Training.	
Empty Commercial Property	Members requested that the report include: - Members understand that the Council are concentrating on domestic housing in the first instance when implementing the Empty Property Strategy, but have requested to receive a report on plans for empty commercial property when the timing is appropriate.			Mark Shephard, Chief Executive; Zak Shell, Head of Operations - Community Services	
Mental Health Strategy	Members requested that the report include: - Members acknowledged that the Council are compling a Mental Health strategy and recommended that the Council take into account the stratistic that 95% of emergency calls received by the police after 5.00pm are in relation to mental health. - Provide details on Section 136 *CAMHS to lead*			Cllr Phil White, Cabinet Member – Social Services and Early Help; Lindsay Harvey, Corporate Director - Education and Family Support; Susan Cooper, Corporate Director, Social Services and Wellbeing; Representatives from CSP?	
Dementia Care	Members requested that this remain on the FWP to see what progress has been made since this last camee to Committee in April 2019 • An update on plans to enable alternative options for short break beds • Members have asked for an update in relation to carrying out dementia awareness training through Corporate Training; • Facts and figures on Dementia Care through Cwm Taf.		Corporate Director suggested 01/04/2020	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;	
School Governing Bodies	MSEP expressed concerns over Governor training and whether it was sufficient enough to enable School Governors to carry out their role effectively. The Panel requested that this be investigated by Scrutiny with a view to a recommendation that Governor training be reviewed and improved to make it more effective and fit for purpose. Members proposed that a job description, for example, be provided when schools advertise for Parent Governors to ensure that the right people apply for the position and understand what is expected of them. At SOSC 1 on 29 April 2019, Committee also concluded the following in relation to comments from MSEP: • Due to the fact that there are currently approximately 41 vacancies for School Governors, Members recommend that the promotion and advertising for these appointments are considered; • That the proposed School Governor job description also include the days of scheduled meetings to outline what commitment the post would necessitate; • Due to training sessions being cancelled due to non-attendance, Members request that the promotion of School Governor training sessions is explored; • That a selection of School Governor representatives are invited to attend the meeting to provide their views. *(see responses to this feedback)*		Corporate Director suggested Summer/Autumn Term	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Nicola Echanis, Head of Education and Early Help; Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Managing Director CSC Robin Davies, Group Manager Business Strategy and Performance; Dawn Davies, Principal Officer Knowledge Management and Learners Cllr T Beedle, Chair of BGA	
Post Inspection Action Plan	Post Inspection Action Plan - recommendations * Termly Report on PIAP *From MSEP Plasnewydd* Include movement of pupils Based on evidence received, the Panel requested that a scoping exercise be carried out by Scrutiny Officers to determine whether there is an item suitable for Scrutiny in relation to the movement of pupils from Welsh Schools to English schools within the County Borough.		Corporate Director proposed late September 2020	Lindsay Harvey, 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 Andy Rothwell, CSC Senior Challenge Advisor; Andrew Williams, Acting Assistant Director CSC	

Strategic Review of Health & Safety Responsibilities	Practice , Policy and review of reported “near misses”. - How many near misses have been reported? - How did we respond? - What lessons have been learnt? With reference to a recommendation made by BREP 2018 - The Panel request that an assessment of School Crossing Patrol and possible alternatives is included in this report **Scrutiny Chairs have agreed to carry out an 'Information Gathering' excercise, interviewing representatives from schools, governers from schools and parents to present alongside the Officer report.** **Item to include information gathered from Scrutiny Chairs Research Group**		Wait until after scrutiny research group completed	Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Gary Squire, Health and Safety Manager Mark Shephard, Interim Chief Executive Hannah Castle - Secondary School Head Teacher representative Mr Jeremy Thomson - Primary school headteacher Representative	
Youth Offending Service	Report to come to scrutiny to address inspection action plan			Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Susan Cooper, Corporate Director - Social Services and Wellbeing Representatives from Heath Service and SWP	
	The following items for briefing sessions or pre-Council briefing				
Item	**Specific Information to request**				
Ford Engine Plant	The Committee discussed the possible job losses from the Ford engine plant in Bridgend and were pleased to know that the Council were readily available to support the employer and employees. Members request to revisit this topic at a future meeting when a decision has been confirmed to explore the wider implications of the closure of Ford engine plant.	Nov-19			
Cwm Taf Regional Working	Provide a overview of working relationships with Cwm Taf. How are we undertaking regional working?	Apr-20			
Changes to Education Outcomes	Update on how education outcomes are now being reported based on new WG legislation				