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Bridgend County Borough Council



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

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Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

Deialu uniongyrchol / Direct line /: 01656 643148 / 643147 / 643694

Gofynnwch am / Ask for: Mr Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 8 January 2019

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, 14 January 2019 at 10:00.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 10
To receive for approval the minutes of 12/12/2018
4. Corporate Plan 2018-2022 Reviewed for 2019-2020 11 - 44

Invitees:

All Members of Cabinet and Corporate Management Board

5. Budget Monitoring 2018-19 - Quarter 2 Forecast 45 - 80

Invitees:

All Members of Cabinet and Corporate Management Board.

6. Medium Term Financial Strategy 2019-20 to 2022-23 and Draft Budget Consultation Process 81 - 96
7. Forward Work Programme Update 97 - 106
8. Council Performance Against It's Commitments at Quarter 2 of 2018-19 (Information Report) 107 - 166

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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

Head of Legal and Regulatory Services

Councillors:

JPD Blundell

N Clarke

J Gebbie

T Giffard

Councillors

CA Green

M Jones

RL Penhale-Thomas

B Sedgebeer

Councillors

RMI Shaw

JC Spanswick

T Thomas

CA Webster

Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - WEDNESDAY, 12 DECEMBER 2018

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD IN COUNCIL CHAMBER - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB
ON WEDNESDAY, 12 DECEMBER 2018 AT 10:00

Present

Councillor CA Green – Chairperson

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

Apologies for Absence

Councillors P Davies, L Walters, R Stirman, J Tildesley, T Thomas, M Clarke, R Shaw, K Rowlands, S Vidal, M Voisey, A Williams.

Officers:

Julie Ellams	Democratic Services Officer - Committees
Gail Jewell	Democratic Services Officer - Scrutiny
Gill Lewis	Interim Head of Finance and Section 151 Officer
Michael Pitman	Business & Administrative Apprentice
Tracy Watson	Scrutiny Officer
Kelly Watson	Head of Legal & Regulatory Services

Invitees:

Hannah Castle	Head Teacher, Cynffig Comprehensive School
Neil Clode	Head Teacher, Llangewydd Primary School
William Bond	Special School Sector
Ciaron Jackson	Primary School Sector
Darren Mephram	Chief Executive
Mark Shephard	Interim Chief Executive
Nicola Echanis	Head of Education & Family Support
Lindsay Harvey	Corporate Director Education and Family Support
Zak Shell	Head of Neighbourhood Services
Councillor Huw David	Leader
Councillor Hywel Williams	Deputy Leader
Councillor Dhanisha Patel	Cabinet Member for Wellbeing and Future Generations
Councillor Richard Young	Cabinet Member Communities
Councillor Elaine Venables	Chairperson Democratic Services Committee
Councillor Aniel Pucella	
Councillor Julia Williams	
Councillor Ken Watts	

92. DECLARATIONS OF INTEREST

Councillor C Webster declared a personal interest in agenda item 4 – Medium Term Financial Strategy 2019-20 to 2022-23 as she had a child in secondary education in the County Borough who was in receipt of home to school transport.

93. APPROVAL OF MINUTES

RESOLVED: That the minutes of the meeting of the 6 November 2018 be approved as a true and accurate record.

94. **MEDIUM TERM FINANCIAL STRATEGY 2019-20 TO 2022-23**

The Interim Head of Finance and Section 151 Officer presented the draft Medium Term Financial Strategy 2019-20 to 2022-23 for Members to consider the information contained in the report and determine comments or recommendations for consolidation and inclusion in the report to Cabinet as part of the budget consultation process. She added that on 19 December 2018 the final settlement would be available but in the meantime she was asking the Committee to prioritise proposed reductions, consider changes to the Council Tax or to proceed with the reductions detailed in the report.

The Chairperson invited the Chairperson of SOSC3, Cllr J Spanswick for comments on table 7 of the report, the Draft Revenue Budget 2019-20. He explained that he was frustrated by the disparity of cuts. He disagreed with the budget pressure item relating to Rights of Way and the proposals relating to further reductions to other cleaning services (COM41 and COM41a) which would result in the service becoming purely reactive. This would result in many complaints not being addressed and referrals not being actioned. An alternative to this could be increasing charges. He would like to see any additional funding used to reduce cuts to outdoor leisure facilities and play areas and for these services to be protected from here on in.

The Corporate Director Communities explained that the level of cuts was a political decision based on priorities and it was inevitable that some services would face larger cuts than others. Some savings could be achieved through smarter ways of working but in other areas cuts would have to be made. There would be an impact on street cleansing but the impact could be mitigated by working closely with Town and Community Councils.

The Head of Neighbourhood Services explained that the budget pressure relating to "Rights of Way- Statutory duty to undertake the first decennial review of the Council's Rights of Way Improvement Plan by October 2019" was because there had been substantial cuts in that area leaving a small team with a large workload. It was unrealistic to expect that team to complete the work required to apply for funding and if that work was not completed they could lose out on future funding.

A Member asked for the headline results for this directorate from the consultation. The Interim Head of Finance and Section 151 Officer explained that she did not have the findings in total but she could give a brief outline.

- 50% of respondents felt that cultural services could be reduced.
- 60% stated that they would be willing to pay more to access sports facilities, pavilions and parks.
- 79% of respondents stated that Blue Badge holders should pay for parking.
- 48% of respondents believed that the council should explore the option of charging for shop mobility.
- 42% of respondents disagreed with the proposal to remove subsidies from bus services.
- 46% agreed the bus station should be closed to make budget savings.
- 53% were willing to pay £20 for three bulky item collection.
- The most popular services to protect were schools, care of older people, services for the disabled and leisure services.
- Services selected for cuts were libraries, art centres, theatres, sports and recreation, weed spraying, funding for post 16 transport and the separate collection for absorbent hygiene products.

A Member asked for an update on litter enforcement. The Head of Neighbourhood Services explained that the contract for an enforcement service was currently out to tender and that it should be in place by the start of the next financial year.

A Member referred to redundant equipment if the reductions to cleaning services were implemented. The Head of Neighbourhood Services reported that they could discuss this with the Town Councils although some equipment was leased so it would not be possible in all instances.

A Member asked how long it would be if the cuts continued, before the authority collapsed. The Corporate Director Communities explained that changes had to be made. It was vital to develop new relationships with Town and Community Councils (TCC's) about what could and could not be achieved. There were good examples in England where there was more collaborative working.

A Member referred to the transfer of pitches and pavilions and asked if the TCC's were aware of the issues. The Corporate Director Communities explained that there would be a public consultation in the new year and this would help shape the report to Cabinet and the way forward.

The Cabinet Member Communities explained that in addition to the consultation they would also be talking to the TCC's regarding CAT and the new stream lined application process.

The Chairperson of SOSC3 stated that the outcome of the consultation depended on how the questions were asked. In his opinion the questions were weighted and in future the committee would like to see the consultation questions before they were circulated.

The Chairperson invited the Chairperson of SOSC1, Cllr C Webster for comments on the draft revenue budget. She stated that she had concerns about the review of leadership of the Inclusion Services, Home to School Transport the safety of children and the impact on their education. There was huge disparity across Wales and this could have an impact on children's educations.

The Corporate Director, Education and Family Support explained that the review of leadership within the Inclusion Service was currently out for consultation and would close on 10 January 2019. Staff at both primary and secondary schools had received updates and substantial savings had been identified. It was a time of flux and they were still considering the full ramifications whilst protecting front line services.

A Member referred to the reduction to the contribution to the Central South Consortium (CSC) and asked if it was worth paying and we were getting value for money. He also asked what a 1% cut to schools would look like.

The Corporate Director, Education and Family Support explained that regional working was established as part of an agreement with Welsh Government. There had been year on year reductions since 2015 equivalent to a decrease of 12%. An independent agency had been appointed to see if CSC was providing value for money. He added that standards in Bridgend were improving. Other authorities were seeking higher cuts and back office staff and accommodation had already been reduced.

A Member stated that with youth crime on the increase, a reduction in staff would result in fewer opportunities to intervene. She asked what provision there would be if the authority withdrew from Western Bay. The Head of Education and Family Services

agreed and said this was a critical time for the YOS. Significant savings had already been made without losing any staff.

The primary/secondary school representatives were invited to comment on the proposals. They reported that the Challenge Advisor work provided by CSC could be strong but variable. Bridgend was relatively small within the Consortium but this allowed an opportunity for regional working and to call on a range of expertise. With reference to the 1% cuts, they said that this would have an impact on the learning environment. A 1% cut could impact on extra-curricular activities, music provision and possibly swimming lessons if austerity continued.

A Member asked if there would be a risk of the 1% cut pushing more schools further into deficit. The Corporate Director, Education and Family Support explained that approximately half of the schools had a deficit budget at year end. Officers supported the schools to recover from that position and he explained that they had a statutory duty to balance the books within three years and the finance officers worked closely with the schools to achieve this.

A member suggested that non statutory nursery education could be reduced from 30 hours to 10 hours and this would give a saving of £1.8 million.

The Leader stated that education was the most important service the authority provided and an investment in the future. It could lift people out of poverty and the authority had managed to avoid cuts in this area for many years. There was robust evidence that in order to make a difference, support was required in early years. Full time provision had made a huge difference and there would be a massive impact on both parents and children if it was reduced. He had had discussions with Welsh Government ministers about the child care offer across Wales and extra money had been identified. In relation to the CSC, Welsh Government was very committed to regional working and efforts were made to ensure the authority received value for money.

A Member had grave concerns regarding the removal of Post 16 transport. He said that within the borough, there were some of the most disadvantaged communities in the whole of Wales and this was a lifeline and a vehicle to opportunity. He asked how this worked against future generation proposals to create a more equal Wales. The Corporate Director Education and Family Support explained that there was a challenge around transport and currently there was a £570,000 overspend. Over the last 5 years, they had saved £2 million and they were now looking at the non- statutory element equal to £450,000. In addition there was an increased ALN pressure. The bespoke taxi service was very challenging and it was difficult to secure savings. A review into school transport had been undertaken and savings had been achieved via safe routes to school.

The primary/secondary school representatives stated that if post 16 transport was removed some pupils might not continue in education, in particular deprived children who would be denied the opportunity to continue education. The removal of non- statutory nurse provision could have a huge impact on children. The baseline was getting worse each year and outcomes would be affected. A registered representative agreed that there would be an impact on children if they did not have this opportunity.

A Member raised concerns regarding the home to school transport, removal of escorts proposals. Children would be vulnerable if there was no escort and this could encourage bullying and driver distraction. He said that for the sake of £35,000, there was a high risk of children being damaged mentally or physically and this proposal was a non- starter.

The Leader stated that if austerity did end then this could be a cut that they would not make and he shared their concerns regarding this and other savings. The incidence and

complexity of cases of children with ALN was rising and this area required more investment. There was a proposal to invest £320,000 in secondary schools for children with ALN, in recognition of increased needs and complexity. The Corporate Director Education and Family Support added that if agreed, this cut would not “kick in” for 2/3 years

A Member raised the issues of the removal of bus subsidies and the removal of post 16 transport. She suggested that the two work together. The Corporate Director Education and Family Support stated that they would work together to maximise opportunity and minimise risk. The Leader was also speaking to Transport for Wales regarding the increase in their budget and the most effective ways to invest. They would work together to ensure that the proposals complimented each other.

A Member stated that this was a huge challenge for schools and that they should be seeking external funding. The Leader explained that he was continuing to lobby both Welsh Government and UK government, making a case for additional support. He was waiting for clarification from Welsh Government regarding pension costs for teachers being fully funded.

The Chairperson of SOSC3 said that he accepted that the 1% cut would be difficult but all directorates had to work together. He stated that schools had been protected previously but this could not continue in future. Millions had been invested into 21st Century Schools and it was unfair to continue to protect schools. He believed the Governing Bodies needed to “wake up” and start challenging head teachers to find cuts where they would do least harm.

The Chairperson of SOSC1 explained that she understood the issues around reducing nursery provision. She had major concerns regarding learner transport and the importance of children having a comfortable journey to avoid anxiety. There was a statutory requirement for an escort if identified in a child’s statement but she believed the authority was poor at providing statements. She added that the Festival of Learning was a huge success for the Corporate Director particularly in terms of training and shared good practice. The Consortium did provide support and she was pleased to see that savings had been made and they were now in more appropriate accommodation.

A Member requested further information regarding the reduction in central budget for 1:1 support and the review of the Education Psychology Service.

The primary/secondary school representative said that he believed funds should be held centrally so that they could follow the child. He was not sure how they would be able to support children if funding was not provided in this way.

The Chief Executive outlined the budget reduction proposals in his directorate and explained that savings had to be robust and the consequences of any cuts understood.

A Member stated that the he was disappointed that the Community Action Fund was being removed because it was a good scheme.

A Member requested further information regarding the review of homelessness prevention, the name of the external organisation and if the cuts would deplete the capacity to support the homeless. The Chief Executive explained that there was an historic significant underspend and this could force other services to make cuts that might not be necessary. There was no specific external organisation however the concept was being explored with housing associations. They were looking to see if a housing association would be interested in taking this on and if the service could be provided more efficiently and effectively.

A Member asked if it was sensible to freeze/delete vacant posts and to review structures. The Chief Executive explained that there was a heavy restructure within his directorate and it was important to get the structure right across customer contact, communications and marketing, housing and performance. They were looking at how they administered data and relationships with external regulators such as WAO. Teams could be spending time unnecessarily collecting information and representing it in a different format. This could shift the emphasis to support management decisions and help stimulate performance in a different way.

A Member raised the potential for income generation in areas such as police/ community safety/CCTV, road repairs and charging for filming. A business- like approach should be adopted to generate income in addition to traditional methods.

The Chief Executive responded that charging for filming had not been identified for income generation because there did not appear to be a lot of filming within the borough. English authorities were venturing into areas such as training, running public houses, hotels and supermarkets but there were issues with all of these. There was also an ongoing conversation with a London authority where potentially it could be cheaper to buy support in than from the public sector.

Communities

Following the Committee's consideration of the draft budget proposals for the Communities Directorate, Members determined to make the following comments and recommendations:

General Comments

- The Committee voiced their disappointment with the disparity of cuts across the Directorate and how the Communities Directorate were looking at 8% cut to their budget whilst others - when including Growth - are only facing 1.8% cut.
- In relation to COM14a, Members raised concerns regarding the impact of the budget reduction proposals to the cleaning services and the probability that the service will work on a reactive basis only. Therefore Members welcome the Directorates statement that any excess Council owned equipment would be provided to Town and Community Councils on a case by case basis to carry out cleaning services to counteract the probable litter on the roadside.

Recommendations

The Committee commented that visible services should be protected from budget reductions, in particular cleaning services. Members therefore recommend that if the Council should receive any additional funds from Welsh Government that consideration should be given to retaining monies to offset COM41 and COM41a.

During their discussions regarding COM42 and COM42a, the Committee recommend that communication is distributed to Town and Community Councils and the voluntary sector to inform them of the proposed budget reductions. The Committee was pleased to hear that the Council is streamlining the process for Community Asset Transfer to assist with a more effective process for all parties.

The Committee recommend that prior to the public Budget Consultation being finalised next year that Budget Research and Evaluation Panel receive the proposed questions in the consultation to ensure there are some direct questions regarding the proposed budget reductions as opposed to more generic questions that could be misinterpreted.

Education & Family Support

Following the Committee's consideration of the draft budget proposals for the Education & Family Support Directorate, Members determined to make the following comments and recommendations:

General Comments

- In relation to EFS33, Members raised concerns with the possible removal of supervisors on primary school bus services with fewer than 8 pupils and highlighted that the removal would leave children vulnerable and cause driver distraction. The Committee concluded that the risk of children being damaged mentally or physically was too high for a potential £35,000 saving.
- The Committee expressed some concern with budget reduction proposal EFS41 – the removal of post 16 transport, as the reduction would impact the most deprived areas within the Borough who may not continue their education without the supplied transport. Members also highlighted the negative effect the proposal would in turn have on probable increase of you people not engaged in education, employment or training. The Committee concluded that the cuts to education should be considered alongside the reduction to bus subsidies.
- During discussions regarding the efficiency savings against School Delegated Budget - SCH1 – the Committee highlighted the need for governors to vigorously challenge head teachers on their budgets and explore all possibilities for income generation in a bid to offset the possible 1% budget cut.

Recommendations

The Committee commented on the potential financial impact the proposed efficiency saving against the school budgets would have on schools that were already in deficit and the increased difficulty it would impose on recovering from that position within the statutory timeframe. Members therefore recommend that if the Council should receive any additional funds from Welsh Government that consideration should be given to retaining monies to offset SCH01.

Chief Executive

Following the Committee's consideration of the draft budget proposals for the Chief Executive Directorate, Members determined to make the following comments and recommendations:

Recommendations

The Committee discussed the Members Community Action Fund and whilst Members agree with the principle of the project, they cannot support the funding to continue and therefore recommend that the Directorate continue with the removal of the Members' Community Action Fund.

Corporate Overview

Members highlighted the need for the Council to undertake increased corporate vigilance which in turn could generate income. The Committee provided the following proposals:

Recommendations

As outlined in Budget Research and Evaluation Panel the Committee recommend that Bridgend Council should introduce fees and charges to align with other Councils; explore the possibility of charging companies and members of the public when they have damaged Council property; explore joint funding with the Police for operating the CCTV service.

In addition to the aforementioned comments, the Committee recommend that the Council explore the possibility of introducing fines for members of the public that damage public property and do not adhere to the highway code by making full use of

CCTV already in place in Bridgend and the BCBC owned camera car used to deter dangerous parking around schools in the Borough.

95. FORWARD WORK PROGRAMME UPDATE

The Scrutiny Officer presented the feedback from previous meetings and the Committee noted the information including any responses still outstanding.

Members suggested prioritising items for committees one month in advance to take into account any late items that could arise. The Scrutiny Officer explained that officers required more notice to prepare reports and suggested that 2 months would be easier to work with.

Members requested that when the CAMHS item was considered, the Chairperson of Bridgend Community Health Council should be invited to attend. The Scrutiny Officer explained that the review of the Fostering Project was already being scrutinised by other bodies and that it should be retained on the forward work programme as an information item.

- Members requested that when the CAMHS item was considered, the Chairperson of Bridgend Community Health Council should be invited to attend;
- Members agreed to receive the review of the Fostering Project as information only as it was to be discussed at Corporate Parenting on 10 January 2019.

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

24 January 2019	SOSC 3	Revised CAT Process
29 January 2019	SOSC 2	Direct Payment Scheme
30 January 2019	SOSC 1	Education Outcomes
26 February 2019	SOSC 3	Empty Properties
28 February 2019	SOSC 1	Supported People Programme Grant
27 March 2019	SOSC 2	CAMHS

96. URGENT ITEMS

None

The meeting closed at 13:30

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2019

REPORT OF THE INTERIM CHIEF EXECUTIVE

CORPORATE PLAN 2018-2022 REVIEWED FOR 2019-20

1. PURPOSE OF REPORT

- 1.1 To present the Council's Corporate Plan 2018-2022 reviewed for 2019-20 (Appendix A) for the Committee to consider.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER 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 The Council's current Corporate Plan covers 2018-2022. It sets out three corporate well-being objectives (priorities) as set out in 2.1, based on the extensive public consultation known as 'Shaping Bridgend's Future', undertaken in 2015.

4. CURRENT SITUATION / PROPOSAL

- 4.1 The current Corporate Plan has been reviewed for 2019-20. The review has focused mainly on updating the Council's commitments and success measures for 2019-20.
- 4.2 The Council's vision, values, principles and priorities remain unchanged.
- 4.3 The revised Plan now better aligns with the requirements of the Well-being of Future Generations (Wales) Act 2015. It aims to balance the use of resources

to support the achievement of the Council's well-being objectives and statutory duties, including the management of financial pressures.

- 4.4 The three well-being objectives are both the Council's improvement objectives under the Local Government (Wales) Measure 2009 and well-being objectives under the Well-being of Future Generations (Wales) Act 2015. The Well-being Statement, required by the Act, is embedded into the Plan. The commitments are the steps the Council will take to deliver the integrated improvement and well-being objectives in 2019-20. The Plan also sets out how the objectives contribute towards the seven national well-being goals.
- 4.5 The success measures in the Plan have been developed to ensure they link closely to the well-being objectives. In reviewing this Plan for 2019-20, the well-being objectives, aims and targets have been developed further and new measures introduced that support and drive forward our sustainability principles. Where new indicators have been identified, wherever possible, indicative targets have been set.
- 4.6 Financial information will be incorporated into the Plan when the Council's budgets are set.
- 4.7 Any comments from the Committee will be considered when the reviewed Plan is finalised for Cabinet to consider at its meeting on 12 February 2019 and for Council to approve on 20 February 2019 for publication by 31 March 2019 to meet statutory requirements.
- 4.8 Once approved, the Plan will replace the current Corporate Plan. The delivery of the plan will be supported by the MTFs, directorate business plans and service plans. It will be monitored quarterly through the Corporate Performance Assessment process, Directorate management team meetings and this Committee.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

- 5.1 The Council's Corporate Plan forms part of the Policy Framework.

6. EQUALITY IMPACT ASSESSMENT

- 6.1 A full Equality Impact Assessment was undertaken when the Plan was developed. Consideration was given to the potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups. Separate EIAs will be undertaken when proposals for carrying out the Plan are developed and implemented.

7. 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

7.2 A well-being assessment of the impact of the Corporate Plan has been completed (Appendix B).

8. FINANCIAL IMPLICATIONS

8.1 None in this report.

9. RECOMMENDATION

9.1 That the Committee consider the Corporate Plan 2018-2022 reviewed for 2019-20 for onward consideration at Cabinet and Council.

Mark Shephard, Interim Chief Executive

Contact Officer: Gill Lewis, Interim Head of Finance and 151 Officer
Telephone: 01656- 643224; email: gill.lewis@bridgend.gov.uk

Background Documents - None

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One Council Working Together To Improve Lives

Corporate Plan 2018-2022 reviewed for 2019-2020

Introduction

Welcome to the Council's revised corporate plan for 2019-20.

The Council delivers, or enables, many hundreds of services across all the diverse communities within the county of Bridgend. This corporate plan in no way attempts to include every service that the Council delivers or will deliver in the coming years.

What it does do is set out our well-being objectives; the long-term outcomes that we want to achieve for the County and for the people we are privileged to serve. We want to contribute to a place where people love to live, work, study and do business, where people have the skills and qualifications they need to improve their life chances, enjoy good health and a sense of well-being and independence.

Public services, and local councils in particular, are part way through a sustained period of austerity and we are no exception. We have experienced year-on-year reductions in funding at a time of ongoing cost inflation, increased demand and need amongst parts of our community and new, and often unfunded, statutory responsibilities. Against this backdrop we have to be honest with our communities and partners in saying that the Council can no longer deliver all of the services it once did nor always to the same level or quality as in previous years. However, we remain committed to making best use of our resources, to supporting and protecting the most vulnerable in our communities and building an economically sound county that meets the needs of our citizens in the future.

In reviewing this plan for 2019-20, we have further developed our well-being objectives, aims and targets and introduced a raft of new indicators. To better focus on meeting our objectives, we have simplified our aims, removing those we regard as 'business as usual' and developed new measures that support and drive forward our sustainability principles.

Details of our progress can be found on our Annual Report. Our previous annual reports are available on www.bridgend.gov.uk.

We welcome your views on this plan. You can give your feedback through:



Our website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook at www.facebook.com/BridendCBC



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



Email to talktous@bridgend.gov.uk



Or by writing to Corporate Performance Team, Bridgend County Borough Council,
Civic Offices, Angel Street, Bridgend CF31 4WB



Councillor Huw David
Leader of the Council



Mark Shephard
Interim Chief Executive

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Section 1: our Vision

“ One council working together to improve lives ”

Section 2: our Principles & Values

A number of key principles underpin how we work. They highlight the importance of working in partnership with our citizens, our communities and with other organisations to develop and deliver sustainable services. Together, we will identify and meet local need as best we can.

Within these principles, we have embedded the principle of Sustainable Development, aligned to the five ways of working, as expressed in the Well-being of Future Generations (Wales) Act 2015.

Sustainable Development Principles					
	Long term	Prevention	Integration	collaboration	Involvement
To support communities and people to create their own solutions and reduce dependency on the Council.					
To focus diminishing resources on communities and individuals with the greatest need.					
To use good information from service users and communities to inform its decisions.					
To encourage and develop capacity amongst the third sector to identify and respond to local needs.					
To not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.					
To work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.					
To transform the organisation and many of its services to deliver financial budget reductions as well as improvements.					

Our values that represent what we stand for and shape how we work:

Fair - taking into account everyone's needs and situation

Ambitious - always trying to improve what we do and aiming for excellence

Citizen-focused - remembering that we are here to serve our local communities

Efficient - delivering services that are value for money

Section 3: a snapshot of Bridgend County

In Numbers



Population	144,300
Size	98.5 square miles
Households	61,484
Average House Price	£149,212 (UK HPI: June 2018)
Businesses	4,085
People in Employment	71.6% (June 2018)
Average resident salary	£26,624 (Welsh average £26,306)

Education

Infant	2
Junior	1
Primary schools	40
Secondary schools	8
Church Schools	6
Special Schools	2
Alternative Provision	1

Representation

Wards	39
Councillors	54
Constituency AMs	2
Regional AMs	4
MPs	2

Leisure and Well-being

Life Centres	3
Swimming Pools	4
Sports Centres	1
Library services	14

Social Care

Extra Care Homes	3
Reablement Unit	1
Resource Centre for people with complex needs	1

We develop, manage and maintain **280 hectares** of open spaces, including children's play areas, sports pitches, commons, highway verges, landscapes and horticultural features.



Total Council Income (2018-19)



Council Tax	£74.402m
Non-Domestic Rates	£45.802m
Revenue Support Grant	£145.78m (Welsh Government)
Other funding	£136.107m
Total income	£402m

We have **4,400 Full-Time Equivalent** staff providing services that include:

Social care, safeguarding our most vulnerable adults and children; education, planning and building control, housing support, maintaining highways and public transport, refuse and recycling, street cleaning and safety, parks, environmental and natural resources protection, play areas, food hygiene, licensing, health and safety inspectors, collecting revenues and administering benefits, elections, sports, arts and libraries, supporting business and tourism, special events and festivals.

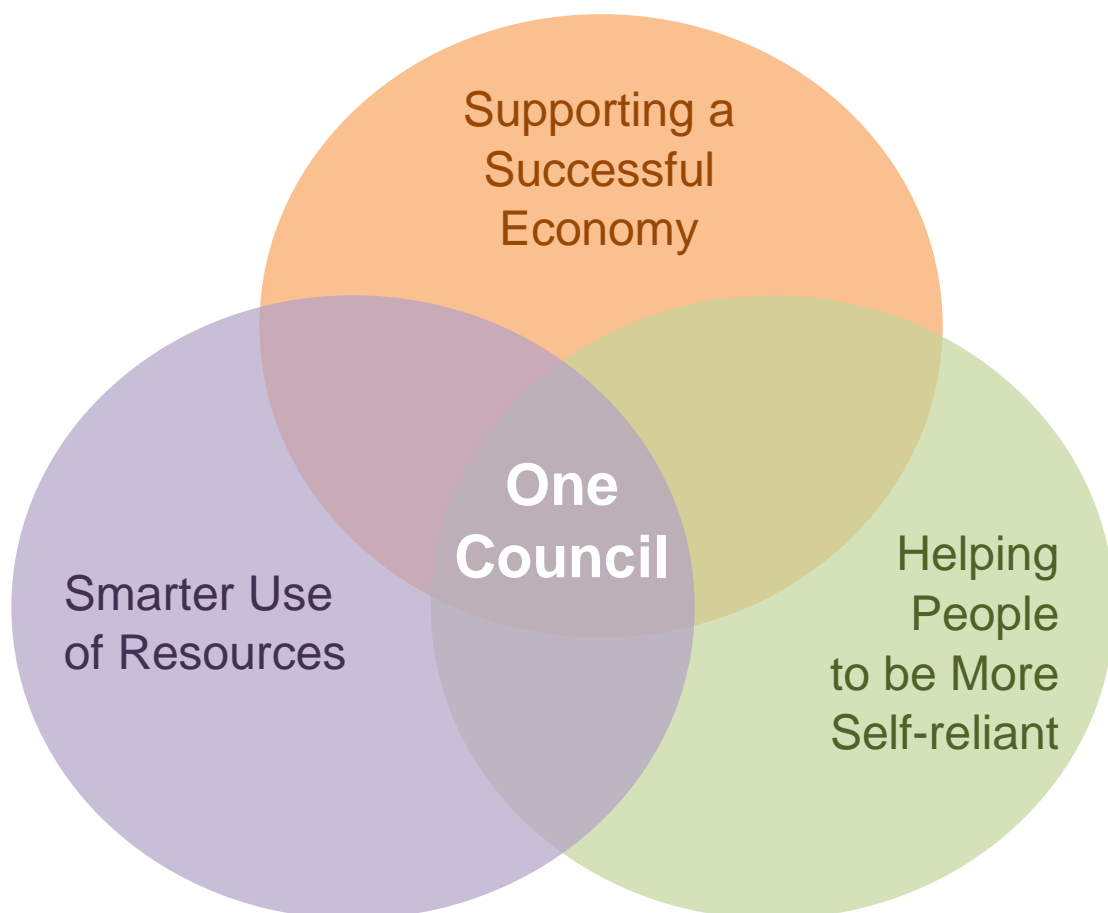
Section 4: our Well-Being Objectives

Amongst the pressures arising from increased demand and reduced resources, we will keep a clear focus on what are priorities for our communities in Bridgend and in Wales, both for now and in the future.

This document sets out clearly a small set of important and long-term priorities. These three priorities are our well-being objectives under the Well-being of Future Generations (Wales) Act 2015 and set out our contributions towards the meeting the Act's seven national goals.

They are also our improvement objectives under the Local Government (Wales) Measure 2009.

Our well-being objectives are:



This plan sets out why they are our well-being objectives and outlines how we intend to make progress on them.

Details on how we have already made progress towards these objectives can be found in our Annual Report.

Well-being Objective 1:

Supporting a Successful Economy

This means we will take 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.

Our Well-being Aims

- To support local people develop skills and take advantage of opportunities to succeed.
- To create conditions for growth and enterprise.
- To create successful communities.

Why these are important

Our citizens have told us that a local vibrant economy is one of their top priorities. We want to build a county where people have more opportunities to secure a meaningful job, develop a career and improve their family income and circumstances.

We know that higher levels of prosperity boost health and well-being and create more resilient communities needing fewer services. For future prosperity and long-term resilience, our town centres and businesses need to be profitable: to generate wealth, provide better jobs, attract investment, improve skills and encourage visitors.

As part of the green economy, the Council continues to work towards a low-carbon economy through our low carbon heat schemes in Bridgend Town and in the Llynfi valley.

We believe that education remains the most important lever for improving the life chances and resilience of young people. Our future long-term prosperity depends on the skills and knowledge of our communities.

Our Key Programmes to support this well-being objective

- City Deal – The Council and its neighbouring South East Wales Councils have secured this capital programme from the UK and Welsh Government. The £1.28 billion Cardiff Capital Region programme will deliver a range of programmes that will increase connectivity, improve physical and digital infrastructure as well as regional business governance over the next 10-15 years. The Deal is projected to deliver 25,000 extra jobs across the region.
- Strategic Review of Post-16 Education and Training – this programme evaluates post-16 education provision and curriculum delivery to ensure that there are clear options available to provide the best possible opportunities for learners in the county borough.
- Successful Economy Programme – this programme consists of key regeneration and local development schemes across the county. In Porthcawl, this includes the initial phases of the development of Salt Lake car park, marketing the land earmarked for the retail store and investing

the capital receipt in future phases of regeneration such as the redevelopment of Hillsboro Place car park and the necessary flood defences along the eastern promenade. Other schemes include redevelopment in Bridgend, transforming Maesteg Town Hall into an arts and cultural hub.

In addition, we will maximise the opportunities from other regeneration funding strategies and programmes, including delivering real change in the valleys through the Valleys Taskforce and will lobby for transformative projects such as the Pencoed rail crossing.

- The alignment of Welsh Government Grants supports Bridgend Council's 'One Vision' approach and provides the foundation for a strategic approach to our Early Intervention, Prevention and Support agenda. We will focus on improving outcomes for people who live complex lives by planning, commissioning and delivering better integrated services and support, by reducing duplication and by improving the inter-relationships between them.

Who will help us?

Housing Associations and Private Landlords; Bridgend Business Forum; City Deal partners; Bridgend College and training providers; schools; Careers Wales; Job Centre Plus.

Steps we will take to achieve our well-being aims

To support local people develop skills and take advantage of opportunities to succeed we will	To create a Wales that is:
Continue to work with the Cardiff Capital Regional Skills and Employment Board, and with 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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ More Equal
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).	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ More Equal
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Healthier ✓ More Equal
Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not and improve learner outcomes for other vulnerable groups including looked after children and young carers.	<ul style="list-style-type: none"> ✓ Resilient ✓ More Equal
Progress the development of strategies to assist young people who are more able and talented than their peers to help them reach their full potential.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Complete the review and consultation into the Strategic Review of Post-16 Education and Training by the end of March 2020.	<ul style="list-style-type: none"> ✓ Resilient ✓ More Equal ✓ Cohesive

Support the development of the coding skills of our young people through the rollout of the Digital Competence Framework to all our schools by March 2020.	<ul style="list-style-type: none"> ✓ Resilient ✓ More Equal ✓ Cohesive
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To create conditions for growth and enterprise we will	To create a Wales that is
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Cohesive ✓ Vibrant Culture and Language
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Support the Bridgend Business Forum with the delivery of its development plan and its programme of events for 2018-2019.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient
Undertake a full review and develop a new Local Development Plan (LDP).	<ul style="list-style-type: none"> ✓ Globally Responsible ✓ Prosperous ✓ Resilient

To create successful communities we will	To create a Wales that is:
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Cohesive ✓ Vibrant Culture and Language
Engage with the owners to address the issues of long-term empty properties.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Cohesive

How will we know we are successful?

To help local people develop skills and take advantage of opportunities to succeed

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of working age population that is in employment	71.3%	71.4%	Increase on 2018-19 actual

The percentage of economically active 16 - 64 year olds	New indicator for 2018 -19	73.2%	Maintain 2018-19 actual
The number of apprentices employed across the organisation	31	17	25
The number of apprenticeships taken by looked after children	0	1	1
The percentage of Year 11 leavers from schools in the Authority identified as not being in education, employment or training (NEETs) in the Careers Wales Annual Destination Survey Statistics	1.7%	1.5%	1.3%
The percentage of all care leavers who are in education, training or employment at a)12 months b)24 months after leaving care	a) 60.5% b) 46.7%	a) 60% b) 60%	a) 60% b) 60%
The percentage of 16 - 64 year olds without qualifications	11.3%	N/A	<11.3%
The percentage of schools meeting the Learning & Skills Measure in terms of the subject offer at Key Stage 4 & Post 16	100%	100%	100%
The number of participants in the Employability Bridgend programme going into employment	N/A	New indicator for 2019-20	Establish Baseline

To create conditions for growth and enterprise

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
Total annual expenditure by tourists	£344.2m	£351.1m	Above 2018-19 actual
The number of business start ups	New indicator for 2018 -19	536	Above 2018-19 actual
The number of active businesses	4,085	4,086	Above 2018-19 actual
The percentage occupancy of council owned starter units	New indicator for 2018 -19	90%	Maintain 2018-19 actual

To create successful communities

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of visitors to town centres footfall for : a) Bridgend b) Porthcawl.	a) 7.1m b) 2.6m	a)7.3m b)2.6m	a) 7.2m b) 2.5m
The number of vacant premises in town centres a) Bridgend b) Maesteg c) Porthcawl d) Pencoed	a) 66 b) 9 c) 10 d) N/A	a) 66 b) 9 c)10 d) 6	a)66 b) 9 c)10 d) 6
The financial value of externally funded town centre regeneration projects underway/in development	£21.25m	£15m	<i>Figures available mid- January</i>

Well-being Objective 2

Helping people to be more self-reliant

This means we will work with our partners, including the people who use our services and carers, to take steps early to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. We will support individuals and communities to build resilience, and enable them to develop solutions to meet needs and enjoy independent life as much as they can.

Our well-being aims

- To give people more choice and control over what support they receive by providing early access to advice and information.
- To reduce demand through targeted early help and intervention programmes.
- To work in partnership with the third sector, town and community councils and community groups to build community resilience.

Why these are important

Providing the right information, advice and assistance at an early stage can help individuals and helps families to stay together. We know that both adults and children benefit from a secure supportive family environment. Supporting individuals and families to thrive makes it less likely that their situation will deteriorate and that they will become dependent on council services.

This approach is sustainable economically and promotes positive social and personal outcomes. We are committed to providing good information, advice and assistance to the citizens of the county borough so that they are better equipped to manage situations themselves and the council services can concentrate on those in greatest need.

Consultation, participation and co-development are key to creating a future of sustainable services, particularly during this period of increasing demand and decreasing resources. Working with our service users helps us to better target services where they have most effect. By building on our track record of working with the third sector, the not-for-profit and private sectors, we can support communities to develop their own approaches to local issues and meet people's needs locally.

Our Key Programmes to support this well-being objective

- Remodelling Social Care
 - We will continue with this large programme of recommissioning adult home care, developing extra care, and information and advice services for people and their carers.
 - Working with partners, we are implementing a Multi-Agency Safeguarding Hub as a single point of contact for all safeguarding concerns.
 - We are implementing new models of residential care for children and young people in order to make them more flexible and effective.
- We are driving forward our campaign to recruit more foster carers to care for children and young people with wide ranging needs.
- We are supporting community led initiatives through our Active Bridgend plan.
- We are working with partners to develop community health and well-being centres.
- Community Asset Transfer – We will transfer assets to communities to manage sustainably while making the most of the assets we retain.

Who will help us?

People in receipt of services, carers and their families, citizens of Bridgend; regional partners; Public Service Board partners; the third sector and private sectors.

Steps we will take to achieve our well-being aims

To give people more choice and control over what support they receive by providing early access to advice and information we will	To create a Wales that is:
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Healthier ✓ More Equal ✓ Cohesive
Continue to involve service users, carers and communities in developing and commissioning services.	<ul style="list-style-type: none"> ✓ Globally Responsible ✓ Prosperous ✓ Healthier ✓ More Equal ✓ Cohesive

To reduce demand through targeted early help and intervention programmes we will	To create a Wales that is:
Support the development of a new generation of community health and well-being centres for our residents with health partners.	<ul style="list-style-type: none"> ✓ Healthier ✓ More Equal ✓ Cohesive
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.	<ul style="list-style-type: none"> ✓ Healthier ✓ More Equal ✓ Cohesive
Finalise a transition service model to help disabled children move smoothly into adulthood.	<ul style="list-style-type: none"> ✓ More Equal
Work with households and partners to help prevent homelessness.	<ul style="list-style-type: none"> ✓ More Equal ✓ Cohesive
Support care leavers to secure appropriate accommodation.	<ul style="list-style-type: none"> ✓ More Equal ✓ Cohesive
Work with owners of empty properties to turn empty properties into homes to help increase the supply of homes for rent and sale.	<ul style="list-style-type: none"> ✓ Healthier ✓ Cohesive
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.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Healthier ✓ More Equal
By following our “One Council” principle, ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Healthier ✓ More Equal

To work in partnership with the third sector, town and community councils and community groups to build community resilience we will	To create a Wales that is:
Work with partners and the third sector to strengthen communities and identify the best way of providing services locally.	<ul style="list-style-type: none"> ✓ Resilient ✓ Cohesive ✓ Vibrant Culture and Language
Enable community groups and the third sector to have more voice and control over community assets.	<ul style="list-style-type: none"> ✓ Prosperous ✓ Resilient ✓ Cohesive ✓ Vibrant Culture and Language

How will we know we are successful?

To give people more choice and control over what support they receive by providing early access to advice and information

Success Indicators	Actual 2017-18	Target 2018-19 As in bus plan	Target 2019-20
The percentage of a) adults and b) children who received advice and assistance from the information, advice and assistance service during the year	a) 63.67% b) 71.35%	a) 50% b) 70%	a) 65% b) 75%
The percentage of people who are satisfied with the care and support they received a) Children aged 7-17 years b) Adults aged 18 years+	a) 84.09% b) 85.97%	a) 80% b) 80%	a) 85% b) 85%
The percentage of adults who completed a period of reablement and six months later have: a) a reduced package of care and support or b) no package of care and support	a) 70.64% b) 58.27%	a) 62% b) 60%	a) 65% b) 60%
The number of people who have been diverted from mainstream services to help them remain independent for as long as possible	973	400	1000

To reduce demand through targeted early help and intervention programmes

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of children supported to remain living within their family	61.64%	65%	65%
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	95%	85%	85%
The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome	74%	70%	72%
The percentage of looked after children on 31 March who have had three or more placements during the year	10.94%	12%	12%
The percentage of individuals discussed at Transition Panel that have a transition plan in place by age of 16/17	100%	100%	100%
The percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation	9.42%	12.85%	11.85%
The percentage of care leavers who have experienced homelessness during the year	13.79%	<13%	<13%
The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	3.48%	7.86%	5%
The number of dwellings created as a result of bringing empty properties back into use	nil	5	5
The percentage of people who feel they are able to live more independently as a result of receiving an Disabled Facilities Grant in their home	87.7%	75%	80%

To work in partnership with the third sector, town and community councils and community groups to build community resilience

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of adults who received a service provided through a social enterprise, cooperative, user-led service or third sector organisation during the year	379	370	480
The number of Council owned assets transferred to the community for running	nil	2	5

Well-being objective 3: Smarter use of resources

This means we will ensure that all its resources (financial, physical, ecological, 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 well-being objectives.

Our Well-being Aims

- To achieve the budget reductions identified in the Medium Term Financial Strategy.
- To improve the efficiency of and access to services by redesigning our systems and processes.
- To work collaboratively to make the most of public assets.
- To develop the culture and skills required to meet the needs of a changing organisation.

Why these are important

The Council has made reductions of £30m from its budget over the last three years and we are expecting to make further reductions of some £30m over the next three years. We are running out of 'easy' options for budget savings, so big decisions will need to be made on what we will and will not provide as a council when the budget is set for the next financial year. We will also need to continue to find the best possible ways of working with partners to deliver frontline services while achieving these planned savings.

Consultation

We undertook the annual 'Shaping Bridgend's Future' consultation with key stakeholders including a broad range of citizens of Bridgend County Borough, schools, BCBC cabinet members/councillors, local businesses, the third sector, council staff, town and community councils, partner organisations, community and equality groups, youth services/council and local media.

We asked respondents for their views on a range of budget proposals being considered. These included proposed increases to council tax and where to best focus our spending. The most popular areas were schools, care of older people and services for disabled people. Whilst we continue to take account of citizens' views, when prioritising our limited resources, the long-term future funding of local authorities remains challenging and we cannot compromise our ability to fulfil our statutory duties. We continue to work on reshaping some services to ensure Bridgend is able to rise to these challenges.

Key Programmes to support this well-being objective

- Digital Transformation Programme – this programme aims to change the way we operate to enable customers to access information, advice and services on line.
- Rationalising the Council's estate – this programme is about disposing of council assets and transferring assets to communities to manage while making the most of the assets we retain.
- Schools' Modernisation Programme – this programme invests in a sustainable education system and in school buildings that reduce costs and their carbon footprint.

Who will help us?

Employees; Schools; Contractors; Trade Unions

Steps we will take to achieve our well-being aims

To achieve the budget reductions identified in the Medium Term Financial Strategy	To create a Wales that is:
Implement the planned budget reductions identified in the 2018-19 budget.	✓ Prosperous
To improve the efficiency of and access to services by redesigning our systems and processes we will	To create a Wales that is:
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.	✓ Prosperous
Automate our most common internal processes to reduce transaction costs and streamline processes.	✓ Prosperous
To work collaboratively to make the most of public assets we will	To create a Wales that is:
Provide sufficient school places in the right area and in new and improved schools by delivering 21st Century Schools' under the Council's School Modernisation Programme.	✓ Resilient ✓ Healthier ✓ Cohesive
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.	✓ Globally Responsible
Develop a more commercial approach to council assets and services.	✓ Prosperous ✓ Resilient
Ensure the Corporate Landlord structure is fully embedded to enable more coordinated and efficient management and maintenance of the Council's Property estate.	✓ Prosperous ✓ Resilient ✓ Healthier
Market the part of the Waterton site due to be partially vacated for housing development under the Parc Afon Ewenni scheme.	✓ Prosperous ✓ Resilient ✓ Healthier
Implement energy and carbon reduction measures and promote good practice in all our public buildings.	✓ Cohesive ✓ Globally Responsible ✓ Resilient
Review capital expenditure to ensure alignment with corporate objectives	✓ Prosperous ✓ Resilient

To develop the culture and skills required to meet the needs of a changing organisation we will	To create a Wales that is:
Support managers to lead staff through organisational change.	✓ Resilient
Provide the learning and development opportunities for staff to meet future service needs.	✓ Prosperous ✓ Resilient
Improve and promote mechanisms that increase responses to consultations.	✓ Resilient ✓ Cohesive ✓ Vibrant Culture and Language ✓ More Equal
Develop the Council's ability to engage with the public through social media.	✓ Cohesive ✓ Resilient ✓ More Equal

How will we know we are successful?

To achieve the budget reductions identified in the Medium Term Financial Strategy

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of budget reductions achieved	69%	100%	100%

To improve the efficiency of and access to services by redesigning our systems and processes

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of services that are available to the public online	Nil	5	3

To work collaboratively to make the most of public assets

Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The percentage of surplus capacity of school places in a) primary schools b) secondary schools	a) 5.21% b) 20.5%	a)10% b)18%	a)10% b) 18%
Realisation of capital receipts target	£452,875	£4m	£2.8m
Percentage of £500k planned budget savings achieved	N/A	100%	100%
Percentage of BCBC operational buildings achieve full statutory compliance		New indicator for 2019-20	100%
Percentage change in carbon dioxide emissions in the non-domestic public building stock on previous year	6.46%	6.46%	6.46%
Income generated from the Council's non-operational property portfolio	£25,000	£25,000	£25,000

To develop the culture and skills required to meet the needs of a changing organisation

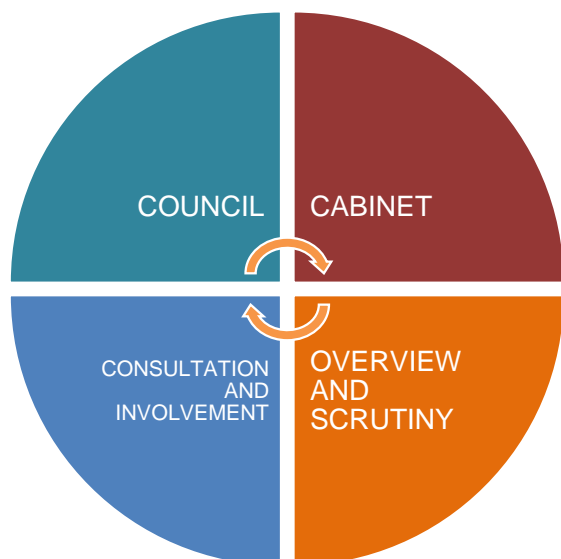
Success Indicators	Actual 2017-18	Target 2018-19	Target 2019-20
The number of staff taking up in-work health checks	N/A	New indicator for 2019-20	Increase on 2018-19 actual
The percentage of employees completing e-learning modules	50.2%	45%	25%
The number of interactions from citizens on the corporate social media accounts (Facebook and Twitter)	69,414	5% increase on 2017-18 actual (76,355)	5% increase on 2018-19 actual
Number of participants in Staff Survey	N/A	New indicator for 2019-20 Establish baseline	Increase on 2018-19 actual
<p>The proportion of staff reporting through survey that they agree or strongly agree with the statements:</p> <ul style="list-style-type: none"> a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? 	N/A	New indicator for 2019-20 Establish baseline	<p>Increase on 2018-19 actual</p> <ul style="list-style-type: none"> a) >35% b) >59% c) >69% d) >31% e) >59%

Section 5: managing our Budget

Awaiting 2019-20 financial details

Section 6: Democracy and Partnership

How the Council Works



Council

Made up of 54 councillors representing 39 Wards the full Council meets seven times a year to approve key strategic policies and set the Council corporate plan and budget. The rules for how the Council operates are written in the Council's constitution.

Cabinet

Made up of seven councillors and chaired by the Leader, the Cabinet is responsible for making major decisions and policies in Bridgend County Borough. Each councillor has a portfolio covering a specialist area

Overview and Scrutiny

Made up of four committees who look at decisions that the Council are making and make sure they have been examined properly.

Consultation and Involvement

Members of the Citizens' Panel receive up to three surveys per year on diverse service areas; topics have included street cleanliness, customer service, the council budget, public conveniences and bus routes. They also receive updates through our 'You said, we did' newsletter.

Bridgend County Borough Council is committed to listening and responding to citizens' views. We ensure that there are opportunities for local people to contribute to decision making through



Our newly revised website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook www.facebook.com/BridendCBC



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



e-mail to talktous@bridgend.gov.uk

In 2017-18 we handled over 143,000 calls, 14,500 emails and 27,000 visits through our Customer Service Centre

We also engage with specific groups of people, such as those who use our social care services, to ask for their views about the services they receive.

Working with Others

Bridgend Public Service Board

- The [Well-being of Future Generations \(Wales\) Act 2015](#) made it a legal requirement for each local authority to create a Public Services Board ([Bridgend PSB](#)). The Council is one of a group of local health, education, social care and well-being organisations from the public sector and not for profit sectors who work together to create a better Bridgend County Borough. The work is based on collaboration and consultation with local people and communities.
- Following a Well-being Assessment, the Bridgend PSB has developed a [Well-being Plan](#) to address the issues that influence the long-term well-being of Bridgend.
- [Bridgend Community Safety Partnership](#) is a sub-board of the Bridgend PSB, which brings together public, private and voluntary agencies that work together to reduce crime, disorder and fear of crime.

The [Bridgend Multi-Agency Safeguarding Hub](#) (MASH) brings together professionals to provide safeguarding services from both the council and our partners across the community, in one place.

The Bridgend MASH is made up of people from:

- Children's and adult services
- South Wales Police public protection unit
- Education
- Housing
- Community drug and alcohol team
- Probation and community rehabilitation
- Health
- Early help services
- Mental health services

- [Shared Regulatory Services](#) is a partnership with the Vale of Glamorgan and Cardiff Council to provide a more efficient service covering Trading Standards, Environmental Health, Licensing and Private Sector Housing.

The Council's Internal Audit Service has been delivered under a formal collaborative agreement with the Vale of Glamorgan Council since 2013. Due to its ongoing success, it is proposed that a Regional Shared Internal Audit Service is established bringing together Merthyr Tydfil CBC, Rhondda Cynon Taf CBC and the existing shared service. An efficient Internal Audit service provides independent assurance that the Council's risk management, governance and internal control processes are operating effectively.

- Originally one of the partners within [The Western Bay](#) Health and Social Care

Programme, as of April 2019 Local Authority and Health services in Bridgend will be moving to the Cwm Taf Region which will continue to develop the delivery of integrated services.

- We have partnered with [GLL/Halo Leisure](#) to manage eight leisure centres and swimming pools. We have a long term partnership with Awen Cultural Trust [Awen](#) to run our cultural venues and services for 20 years. This includes the Bridgend library service, Maesteg Town hall, Porthcawl Grand Pavilion, four community centres and Bryngarw House and Country Park.
- We are one of ten local authorities in South East Wales that are part of [The Cardiff Capital Region City Deal](#), which is a programme to bring about significant economic growth in the region.

The Well-being of Future Generations (Wales) Act

The Well-being of Future Generation (Wales) Act 2015 has been put in place to make sure that public bodies are doing all they can to contribute to the improvement of the social, economic, environmental and cultural well-being of Wales.

The Act introduces seven long-term well-being goals, puts in place a sustainable development principle, and defines 5 ways of working that public bodies will need to think about to show they have applied the sustainable development principle.

The diagram below shows how the seven national goals, the sustainable development and the five ways of working work together.



In this plan, we have laid out the Council's commitment to the well-being goals and embedded the sustainable development principles of the Act. We have made sure that, when we make decisions, we take into account the impact they could have on people living their lives in Wales both today and in the future.

Section 7: our Corporate Plan on a Page

Our vision			
One Council Working Together To Improve Lives			
Our well-being objectives	Supporting a successful economy	Helping people to become more self-reliant	Making smarter use of resources
Our well-being aims	<p>To support local people develop skills and take advantage of opportunities to succeed</p> <p>To create conditions for growth and enterprise</p> <p>To create successful communities.</p>	<p>To give people more choice and control over what support they receive by providing early access to advice and information</p> <p>To reduce demand through targeted early help and intervention programmes</p> <p>To work in partnership with the third sector, with town and community councils and with community groups to build community resilience.</p>	<p>To achieve the budget reductions identified in the Medium Term Financial Strategy</p> <p>To improve the efficiency of and access to services by redesigning our systems and processes</p> <p>To work collaboratively to make the most of public assets</p> <p>To develop the culture and skills required to meet the needs of a changing organisation</p>
To achieve these aims we will	<p>Work with schools to close the gap in educational attainments for pupils eligible for free school meals and those who are not.</p> <p>Improve learner outcomes for other vulnerable groups and assist young people who are more able and talented than their peers to help them reach their full potential.</p> <p>Invest in our communities, enhance existing facilities and provide new ones.</p> <p>Maximise investment and business opportunities to increase economic prosperity across our county, to grow the value of tourism and support a range of cultural, sporting and business events.</p> <p>Shape employment opportunities, develop a skilled workforce to meet future needs and improve opportunities for those who are unemployed, economically inactive, experiencing in-work poverty or face barriers to work.</p> <p>Continue to develop environmentally positive schemes and programmes.</p>	<p>Provide good information, advice and assistance to the public, including increasing the support available through local community coordinators.</p> <p>Continue to involve service users, carers and communities in developing and commissioning services.</p> <p>Support the development of a new generation of community health and well-being centres.</p> <p>Establish a new models of care and support that better meet the developing needs of looked after children, young carers, disabled children and young people, vulnerable children and young people.</p> <p>Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation.</p> <p>Work with partners and the third sector to strengthen communities, provide services locally and to have more voice and control over community assets.</p>	<p>Enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.</p> <p>Automate and streamline our internal processes.</p> <p>Optimize school places and deliver our School Modernisation Programme.</p> <p>Develop a more rational and commercial approach to council assets, estate and services.</p> <p>Implement energy and carbon reduction measures and promote good practice in all our public buildings.</p> <p>Review capital expenditure and implement the planned budget reductions.</p> <p>Support managers to lead staff through organisational change.</p> <p>Improve and promoting mechanisms that increase responses to consultations.</p>

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

Project Description (key aims): Corporate Plan 2018-2022 reviewed for 2019-20	
Section 1	Complete the table below to assess how well you have applied the 5 ways of working.
Long-term (The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs)	1. How does your project / activity balance short-term need with the long-term and planning for the future?
	<p>By focusing diminishing resources on communities and individuals with the greatest need we can ensure that the most vulnerable are supported today. By encouraging and developing capacity amongst the third sector to identify and respond to local needs we are investing in the future.</p> <p>By transforming the organisation and many of its services to deliver financial budget reductions as well as improvements we are ensure its long term sustainability.</p>
Prevention (How acting to prevent problems occurring or getting worse may help public bodies meet their objectives)	2. How does your project / activity put resources into preventing problems occurring or getting worse?
	<p>A commitment to work with partners and communities to improve the quality of information, advice and assistance available to residents promotes independence and personal or family resilience and prevents people from becoming vulnerable or reliant on services.</p>
Integration (Considering how the public body's well-being objectives may impact upon each of the wellbeing goals, on their objectives, or on the objectives of other public bodies)	3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?
	<p>The development of new generation of community health and wellbeing centres brings heath, social care and wellbeing together.</p> <p>Working as one Council and discourages different parts of the organisation from developing multiple processes or unnecessarily different approaches. It enables better integration and partnership working.</p>

<p>Collaboration</p> <p>(Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives)</p>	<p>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</p> <p>Working with third sector and health partners Examples include:</p> <ul style="list-style-type: none"> • Community asset transfer to enable sustainable management • To support communities and people to create their own solutions and reduce dependency on the Council. <p>The plan also highlights a range of partnerships and collaborations with a wide range of organisations.</p>
<p>Involvement</p> <p>(The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves)</p>	<p>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?</p> <p>By using good information from citizens, stakeholders and communities to inform our decisions.</p> <p>Consultation is done using methods to ensure and promote the widest range of participation. Service users, carers and families and communities are involved in the developing and commissioning of services.</p>

Section 2		
Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).		
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)?
<p>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.</p>	<p>The plan sets out how we will work actively to improve the prosperity of the county borough by supporting businesses, bringing investment, upskilling residents support local people develop skills and take advantage of opportunities to succeed</p> <p>By contributing 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.</p>	<p>Education is key for improving the life chances and resilience of young people We aim to create conditions for growth and enterprise and so to create successful communities.</p> <p>We will work collaboratively to make the most of public assets.</p>
<p>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).</p>	<ul style="list-style-type: none"> • Flood defences in Porthcawl • Low carbon scheme • Energy and carbon reduction measures • Making most of natural assets through the Active Bridgend initiative 	<p>By working in partnership with the third sector, town and community councils and community groups we aim to build community resilience.</p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Through preventative initiatives such as the Active Bridgend Plan "getting Bridgend moving". Also, by ensuring early and timely advice and guidance is available</p>	<p>By reducing demand through targeted early help and intervention programmes.</p>

<p>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).</p>	<p>By continuing 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.</p> <p>With a commitment to align our anti-poverty efforts.</p> <p>To support our most vulnerable at key times such as supporting care leavers</p>	<p>The Council will ensure that a wide range of stakeholders, citizens and local communities are involved in identifying and addressing their most important issues.</p>
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>	<p>By providing new and improved schools in the right areas to support communities development.</p> <p>By working with, and supporting, local communities to identify and meet their own needs.</p>	<p>The area has a range of communities with their own identities and characters. We will work with our communities to promote their sustainability.</p>
<p>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.</p>	<p>Through the development of arts and cultural hubs. By supporting cultural and sporting events in Porthcawl redevelopment</p>	<p>Compliance with the Welsh Language act is imbedded in Council policies and procedures.</p>
<p>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 such a thing may make a positive contribution to global well-being.</p>	<p>By supporting and promoting local community services developed with, by and for local people.</p> <p>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</p>	<p>The plan aims to promote local capacity, ability and the contribution local people can make to the area and to Wales.</p>

	2020. Implement energy and carbon reduction measures and promote good practice in all our public buildings.	
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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	Unknown - The impact, positive or negative, will depend on the nature of the service delivered	This will vary according to the service provided.
Gender reassignment:	As above	As above	As above
Marriage or civil partnership:	As above	As above	As above
Pregnancy or maternity:	As above	As above	As above
Race:	As above	As above	As above
Religion or Belief:	As above	As above	As above
Race:	As above	As above	As above
Sex:	As above	As above	As above
Welsh Language:	As above	As above	As above

Section 4	Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers
Corporate Overview and Scrutiny Committee, Cabinet, Council	
Compiling Officers Name:	Andrew Lyden
Compiling Officers Job Title:	Corporate Improvement Officer
Date completed:	20.12.2018

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2019

REPORT OF THE INTERIM HEAD OF FINANCE

BUDGET MONITORING 2018-19 – QUARTER 2 FORECAST

1.0 Purpose of this report

- 1.1 The purpose of this report is to provide the Committee with an update on the Council's financial position as at 30th September 2018.

2.0 Connections to Corporate Improvement Objectives / Other Corporate Priorities

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

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

- 2.2 The allocation of budget determines the extent to which the Council's corporate improvement priorities can be delivered.

3.0 Background

- 3.1 On 28th February 2018, Council approved a net revenue budget of £265.984 million for 2018-19, along with a capital programme for the year of £33.693 million, which has since been updated to take into account new approvals and slippage between financial years. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

4.0 Current Situation / Proposal

4.1 Summary financial position at 30th September 2018.

4.1.1 The Council's net revenue budget and projected outturn for 2018-19 is shown in Table 1 below. This has been amended to reflect the new directorate structures and budgets following the management restructuring undertaken by the Chief Executive.

Table 1- Comparison of budget against projected outturn at 30th September 2018

Directorate/Budget Area	Original Budget 2018-19 £'000	Revised Budget 2018-19 £'000	Re-Structuring Transfers 2018-19 £'000	Current Budget 2018-19 £'000	Projected Outturn Q2 2018-19 £'000	Projected Over / (Under) Spend 2018-19 £'000	Projected Over / (Under) Spend Qtr 1 2018-19 £'000
Directorate							
Education and Family Support	108,315	110,773	230	111,003	111,399	396	(44)
Social Services and Wellbeing	67,730	69,954	0	69,954	71,206	1,252	1,860
Communities	26,729	27,456	-665	26,791	27,051	260	539
Chief Executive's	3,803	3,971	15,374	19,345	18,175	(1,170)	(1,163)
Operational and Partnership Services	14,658	14,939	-14,939	0	0	0	0
Total Directorate Budgets	221,235	227,093	0	227,093	227,831	738	1,192
Council Wide Budgets							
Capital Financing	9,514	9,405		9,405	7,003	(2,402)	(18)
Levies	7,046	7,046		7,046	7,046	0	0
Apprenticeship Levy	700	700		700	630	(70)	(35)
Council Tax Reduction Scheme	14,354	14,354		14,354	14,240	(114)	19
Insurance Premiums	1,588	1,588		1,588	1,198	(390)	(242)
Building Maintenance	900	870		870	870	0	0
Pension Related Costs	430	430		430	435	5	0
Other Council Wide Budgets	10,217	4,498		4,498	2,200	(2,298)	(2,214)
Total Council Wide Budgets	44,749	38,891	0	38,891	33,622	(5,269)	(2,490)
Appropriations to / from Earmarked to Reserves					1,980	1,980	0
Total	265,984	265,984	0	265,984	263,433	(2,551)	(1,298)

4.1.2 The overall projected position at 30th September 2018 is a net under spend of £2.551 million, comprising £738,000 net over spend on directorates and £5.269 million net under spend on corporate budgets, offset by new net earmarked reserves of £1.98 million. The Council has recently received its provisional local government settlement for 2019-20 from Welsh Government and, whilst the information is still being analysed, it is clear that there will be difficult choices to make and pressures to meet going forward. In addition, there is still half of the financial year remaining and there are a number of volatile budgets which could impact upon this position. A detailed analysis of the more significant projected under and over spends is set out in section 4.3. The position on directorate budgets is a significant improvement on quarter 1, with the projected over spend reducing by £454,000.

4.1.3 There have been no budget virements but there has been a number of technical adjustments between budgets since the quarter 1 forecast was reported to Cabinet in July 2018. These include funding for outstanding centrally held inflationary increases and pay awards, along with the following:

Technical Adjustments

Service viired from / to	Amount
Transfer of funding for Innovation Centre finance lease to corporate Capital Financing budgets.	£54,336
Re-allocation of centrally held approved growth for Learning Resource Centres from education central budget to school delegated budgets.	£109,971
Allocation of funding retained centrally for costs of meeting new National Living Wage for external care providers	£583,642
Transfer of funding from Council wide budgets to schools and central education for teachers' pay award from September 2018.	£800,996

- 4.1.4 A number of energy providers have announced price increases for 2018, blaming rising wholesale gas and electricity prices. There were slight increases in most buildings in overall spend on gas and electricity in 2017-18 compared to 2016-17. Additional funding for energy increases in 2018-19, averaging around 9% has been provided during quarter 2.
- 4.1.5 The pay award for teachers from September 2018 was agreed by Parliament in the middle of September, and additional funding has been provided to schools and central education services. Whilst the maximum increase is 3.5% (for unqualified teachers and teachers on the main scale), the overall average has been calculated at 2.18%. The UK Government has announced that it will give Wales an extra £23.5 million towards pay awards for teachers, £8.7 million in 2018-19 via a specific grant and £14.8 million in 2019-20 through the local government settlement, but we are still awaiting details of how much Bridgend will receive.
- 4.1.6 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £6.123 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.
- 4.1.7 In February 2018 Council approved the Medium Term Financial Strategy for 2018-19 to 2021-22. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to around £32.6 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.
- 4.1.8 At year end consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2018-19. This is in line with the reports to Cabinet and Council on the MTFs, and the Council's Financial Procedure Rules. Similarly, consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Finally, outstanding prudential borrowing will be repaid, where possible, to reduce future capital financing charges. However, a decision will not be

made until towards the end of the financial year when the overall outturn position is more definite.

4.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

- 4.2.1 A report was presented to Cabinet on 19th June 2018 on Financial Performance 2017-18. In the report it was highlighted that, for 2016-17 and 2017-18, there were £2.982 million of budget reduction proposals that were not met in full, with a total outstanding balance to be met of £2.523 million. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2018-19 financial year, and to identify mitigating action that will be undertaken to achieve them. A summary of the latest position is attached as Appendix 1 with a summary per directorate provided in Table 2. Of the total proposals not achieved in full at year end, the Social Services and Wellbeing Directorate had already partly realised £378,000. Consequently there are still £2.604 million of prior year budget proposals outstanding, £1.917 million of which relates to the shortfall on Social Services and Wellbeing, which will need to be met in full during 2018-19 or from alternative savings proposals.
- 4.2.2 The Social Services and Wellbeing Directorate has developed a Future Service Delivery Plan, which was presented to Corporate Overview and Scrutiny Committee in March 2018, and which outlines the Directorate's response to the financial challenge facing them, not least setting out the planned actions to be undertaken in order to meet the shortfall. This will be monitored continuously throughout 2018-19 but a number of the proposals are not likely to be achieved in full in this financial year.

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	166	106	60
Social Services and Wellbeing	1,917	1134	783
Communities	371	21	350
Chief Executive's	150	150	0
TOTAL	2,604	1,411	1,193

- 4.2.3 The table shows that of the £2.604 million outstanding reductions, £1.411 million is likely to be achieved in 2018-19 leaving a shortfall of £1.193 million. Proposals still not likely to be achieved include:
- Learner Transport (£60,000) due to delays in assessments of safe routes;

- Review of Car Parking Charges (£50,000) due to delay in reporting options and therefore achieving full year savings;
- Permitting Scheme for Road Works (£100,000) due to delays in approval process with Welsh Government.
- Reductions to the Materials Recovery and Energy Centre (MREC) (£200,000).

The balance mainly relates to proposals set out in the Social Services and Wellbeing Service Delivery Plan.

4.2.4 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 12 states that “Resources are allocated to deliver the Bridgend Change Programme based on clear strategic plans that are kept under review by Corporate Directors to maintain alignment with the MTFS and a MTFS Budget Reduction Contingency will be maintained”. A Budget Reduction Contingency was established in 2016-17 and used to partly mitigate shortfalls on a number of budget reduction proposals. This reserve has been used to meet specific budget reduction proposals in 2016-17 and 2017-18 on a one-off basis pending alternative measures. Following agreement with the S151 officer, it is being used to mitigate the on-going shortfall on the following 2017-18 budget reduction proposal in this financial year.

COM 18	MREC	£200,000
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During the financial year the S151 officer will consider further applications from directorates to the MTFS Budget Reduction Contingency Reserve to mitigate some of the shortfalls.

Budget Reductions 2018-19

4.2.5 The budget approved for 2018-19 included budget reduction proposals totalling £6.123 million, which is broken down in Appendix 2 and summarised in Table 3 below. The current position is a projected shortfall on the savings target of £354,000, or 5.8% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2018-19

DIRECTORATE /BUDGET REDUCTION AREA	Total Budget Reductions Required £'000	Total Budget Reductions Likely to be Achieved £'000	Shortfall £'000
Education and Family Support	630	453	177
Schools	0	0	0
Social Services and Wellbeing	350	350	0
Communities	1,454	1,277	177
Chief Executive's	1,079	1,079	0
Council Wide Budgets	2,610	2,610	0
TOTAL	6,123	5,769	354

A comparison of the RAG position against quarter 1 is provided below:

	2018-19 Q2		2018-19 Q1	
	£000	%	£000	%
Green	3,978	65%	4,116	67%
Amber	2,003	33%	1,907	31%
Red	142	2%	100	2%
Total	6,123	100%	6,123	100%

There has been a slight shift from reductions classed as green to amber and red between quarters 1 and 2.

4.2.6 The most significant budget reduction proposals unlikely to be achieved include:

- EFS1 Phased Implementation of Learner Transport Policy (£67,000);
- COM11 Reductions to the budget for Public Conveniences (£100,000);
- COM27 Removal of Subsidised Bus Services (£188,000)

As part of the MTFs discussions it was agreed that the progression of the latter two proposals would be dependent on the outcome of public consultations, following which decisions would be made on how to proceed with these proposals. The final council tax increase agreed for 2018-19 was 4.5%, higher than the original proposed 4.2%, to provide flexibility to enable members to mitigate some of the proposed budget reductions. A report was presented to Cabinet on 15th May on the outcome of the public consultation exercise in respect of the rationalisation of supported bus services (COM27). Cabinet resolved to retain the subsidy for three routes for a period of one year to allow additional time in dialogue with bus operators and with other potential partners to try and find ways of keeping existing routes running. Consequently, £51,500 of this funding has been transferred to the Communities directorate for one year only to offset this shortfall. With regard to Public Conveniences, a report was presented to Cabinet in June 2018. A number of proposals were made, but given time to implement some, it is anticipated that the full budget saving will not be made during 2018-19, and the directorates will mitigate this shortfall with other measures.

4.2.7 Appendix 2 identifies the projected amount of saving against these proposals and action to be taken by the directorate to mitigate the shortfall. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast outturn for the year. 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.

4.3 **Commentary on the financial position as at 30th September 2018**

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

4.3.1 **Education and Family Support Directorate**

The net budget for the Directorate for 2018-19 is £111.003 million. Current projections indicate an over spend of £395,000. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Inclusion	2,838	2,990	152	5.4%
Home to School Transport	4,779	5,349	570	11.9%
Pupil Support	381	275	(106)	-27.8%
Catering Services	811	758	(53)	-6.5%
Integrated Working	1,489	1,382	(107)	-7.2%
Youth Justice	384	290	(94)	-24.5%

Schools' Delegated Budgets

The schools' delegated budget is reported as balanced as any under or over spend is automatically carried forward into the new financial year before being considered by the Director of Education and Family Support in line with the 'Guidance on Managing School Surplus Balances'. At Quarter 2 in 2018-19 there are 20 primary schools, 6 secondary schools and 1 special school (46% of all schools) that are projecting a deficit balance at year end. In total the quarter 2 projections indicate an overall deficit balance for school delegated budgets of £1.339 million at year end.

Central Education and Family Support Budgets

Inclusion

- There is a projected over spend of £152,000 in the Inclusion service. £78,000 is due to an increase in demand for ancillary support in schools and difficulty in recruitment and hence increased agency costs. £85,000 is due to recoupment costs – there were 31 out of county placements at quarter 2 compared with 27 at the end of 2017-18. Additional ancillary support has also been required at Ysgol Bryn Castell special school.

Home to School Transport

- There is an over spend of £570,000 on Home to School Transport. There have been significant increases in eligible pupils for both Home to College and primary school transport of 16.5% and 18.1% respectively from 2016-2017 continuing into 2018-19. There are also significant additional pressures caused by increased numbers of eligible pupils with Additional Learning Needs, in particular those pupils with autism spectrum disorders. Although a learner travel policy was approved by Cabinet in September 2015 with subsequent budget reductions of £1.6 million the savings generated have not been as high as anticipated due to the need to undertake safe route assessments and deal with legal challenges. Additional pressures in 2018-19 have arisen due to transport being provided to support the Council's vulnerable groups agenda, and the handing back of contracts from providers which, when retendered, have proven to be more costly.

Pupil Support

- The under spend of £106,000 relates primarily to the volunteer driver support service which ceased in February 2017 whilst a review was undertaken. The outcome of the review will be considered in due course.

Catering Services

- The under spend of £53,000 has arisen as a result of a projected increase over and above the anticipated demand for school meals compared with when the budgets were set at the start of the financial year. Take up of school meals will require close in-year monitoring.

Integrated Working

- The under spend of £107,000 relates to staff vacancies within the service.

Youth Justice

- The under spend of £94,000 is a combination of savings on the premises budget following vacation of the offices at Tremains Road, along with staff vacancy management. The premises budget saving will be considered as part of future years' MTFs savings.

4.3.2 Social Services and Wellbeing Directorate

The Directorate's net budget for 2018-19 is £69.954 million. Current projections indicate an over spend of £1.252 million at year end prior to any draw down from earmarked reserves. The over spend projection has actually reduced by £608,000 since quarter 1. The main variances for current forecast over spend are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Older People Residential Care	8,808	8,718	(90)	-1.0%
Care at home for Older People	8,462	8,611	149	1.8%
Equipment and Adaptations	859	1,026	127	14.8%
Assessment and Care Management	4,892	4,441	(451)	-9.2%
Learning Disabilities Residential Care	1,630	1,745	115	7.0%
Care at Home for Learning Disabilities	9,366	10,016	650	6.9%
Mental Health Residential Care	1,266	1,125	(141)	-11.1%
Care at Home for Mental Health	612	770	158	25.8%
Looked After Children	11,151	11,961	811	7.3%

Older People Residential Care

- There is a projected under spend of £90,000 mainly due to increased client contributions for residential care, and income received from other local authorities, which are currently higher than anticipated.

Care at home for Older People

- There is a projected over spend mainly as a result of increased demand for domiciliary care for older people. Domiciliary care is currently forecasting an over spend of £400,000 which is currently being offset by forecast under spends

on our internal homecare staffing costs, resulting in a forecast over spend of £149,000 overall. The average number of weekly homecare and domiciliary care hours provided this financial year has increased by approximately 4.6% compared to 2017-18.

Equipment and Adaptations

- There is a projected over spend of £127,000 as a result of increased usage of aids and equipment, along with servicing costs. These costs are seen as preventative investment aimed at keeping residents out of long term care.

Assessment and Care Management (ACMT)

- There is a projected under spend of £451,000 on all assessment and care management budgets, including £169,000 on assessment and care management for older people and £90,000 under spend on ACMT for people with mental health, arising mainly from staff vacancies, although the directorate is hoping to fill some of these posts during the year.

Learning Disabilities Residential Care

- There is a projected over spend of £115,000 based on current placements. The complexity of needs within these placements contributes to the high costs.

Care at Home for People with Learning Disabilities

- There is a projected over spend of £650,000 as a result of an increase in the number and the complexity of needs of service users receiving direct payments or receiving domiciliary care within a home setting or supported accommodation. This forecast over spend has actually reduced by £136,000 since quarter 1.

Mental Health Residential Care

- A projected under spend of £141,000 is likely based on current placements. Anticipated health contributions to these placements is contributing to this projection.

Care at Home for People with Mental Health Issues

- There is a projected over spend of £158,000 as a result of the complexity of needs of service users receiving direct payments or receiving domiciliary care within a home setting or supported accommodation.

Looked After Children (LAC)

- There is a projected over spend of £811,000 on LAC. MTFs budget reductions have resulted in the budget being reduced by around £1 million over the last three years. The projected over spend has actually reduced by £541,000 since quarter 1 as the directorate has started to implement its residential and fostering remodelling projects.
- Project plans for both of these areas are now in place and the required work has gathered momentum, with significant capital work taking place in 2018-19. The plan to place more children into in-house foster placements is now in place but due to the time taken to put arrangements into place, the full saving is not likely to be realised in 2018-19.
- The average number of LAC this financial year is 376 compared with an average of 387 in 2017-18, with 11 children currently in out of county residential placements. Some individual placements can cost around £220,000 per

annum. The cost of out of county placements is a considerable pressure on the budget and greatly contributing to the current forecast over spend.

- The average number of independent fostering placements (IFAs) this financial year is 65 compared to 82 in 2017-18.
- The budget is closely monitored to ensure that the current over spend is reduced and that the budget for 2018-19 is effectively managed.

4.3.3 Communities Directorate

The net budget for the Directorate for 2018-19 is £26.791 million and the current projection is an anticipated over spend of £260,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Development	357	507	150	42.0%
Public Conveniences	72	147	75	104.2%
Waste Disposal	4,629	4,679	50	1.1%
Waste Collection	4,961	5,131	170	3.4%
Street lighting	1,561	1,511	(50)	-3.2%
Network Management	163	263	100	61.3%
Highways Services	2,514	2,614	100	4.0%
Fleet Services	11	161	150	1363.6%
Engineering Services	58	(142)	(200)	-344.8%
Parks & Open Spaces	2,082	1,972	(110)	-5.3%
Corporate Landlord	3,066	2,966	(100)	-3.3%

Development Control

- The projected over spend in Development of £150,000 is primarily due to a forecast downturn in planning application income based on income to date and comparison with the 2017-18 outturn. Fee income is subject to considerable fluctuations between years, depending on number and type of applications and will require close monitoring in-year.

Public Conveniences

- A report was presented to Cabinet on the 19th June 2018 outlining the findings of the public consultation and recommending actions against each of the town centre public toilets. Implementing these recommendations will take some time to complete and discussions with the Town and Community Councils are taking place prior to formal consultation with affected staff, therefore the £100,000 MTFs saving for 2018-19 will not be made in full this year.

Waste Disposal

- There was a budget reduction target of £200,000 for 2017-18 in respect of the MREC. There has been a procurement exercise with Neath Port Talbot Council to secure a new operator for the facility, therefore for this financial year the full MTFs saving has been funded from the MTFs Budget Reduction Contingency Reserve as outlined in paragraph 4.2.4. The balance of the projected over spend is primarily due to increased costs for disposing of street waste.

Waste Collection

- The projected over spend of £170,000 on waste collection services is due to a combination of factors. The disposal contract with Neath Port Talbot CBC is based on a fixed price, minimum tonnage. Consequently a drop in commercial waste tonnage for disposal, and subsequent reduction in income, has not generated a corresponding reduction in cost. The Council is currently working closely with Neath Port Talbot CBC to renegotiate the terms of this arrangement.

Street Lighting

- There is a projected under spend of £50,000 which has primarily arisen following the LGBI programme for the replacement of lanterns, and subsequent reduction in energy costs.

Network Management

- The projected over spend of £100,000 is due to the delay in realising the 2017-18 MTFS target of £100,000. There has been a delay in developing a full business case for the street works review, and it is yet to be submitted to Welsh Government for their consideration. Once the submission is made it may be several months before a determination is made and, as such, it is considered unlikely that potential changes to the format of street-works management will be realised in this financial year.

Highways Services

- There is a projected over spend of £100,000 mainly as a result of an in-year notification received regarding the cessation of the contract with the South East Wales Trunk Road Agency (SWTRA) which is responsible for managing, maintaining and improving the motorways, trunk roads and associated assets throughout the South Wales region on behalf of the Welsh Government.

Fleet Services

- There is a projected over spend of £150,000 across the service, similar to the 2017-18 outturn, due to a downturn in income arising from reduced spend by Directorates. The Directorate plans to undertake a review of the fleet service in the near future.

Engineering Services

- There is a projected under spend across the service of £200,000 due to a projected increase in the level of fee earning jobs (balance of EU/non EU funded projects and the differing chargeable rates allowed) based on income earned to date compared with 2017-18 outturn.

Parks & Open Spaces

- There is a projected under spend across the service of £110,000 due primarily to staff vacancies, in particular seasonal grounds maintenance staff where it has been problematic to recruit this year.

Corporate Landlord

- There is a projected under spend of £100,000 mainly as a result of vacancies whilst the new structure was being populated.

4.3.4 Chief Executive's Directorate

The net budget for the Directorate for 2018-19 is £19.345 million and current projections anticipate an under spend against this budget of £1.170 million. The main variances are:

CHIEF EXECUTIVES	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Business Unit	869	781	(88)	-10.1%
Accountancy	1,523	1,404	(119)	-7.8%
Housing Benefits – Admin / Payments to Claimants	540	601	61	11.3%
Taxation and Sundry Debtors	41	127	86	209.8%
Housing and Homelessness	1,017	963	(54)	-5.3%
Member and Mayoral Services	1,824	1,507	(317)	-17.4%
HR and Organisational Development	1,637	1,515	(122)	-7.5%
ICT	3,734	3,578	(0)	-4.2%
Shared Regulatory Services	1,424	1,351	(73)	-5.1%
Communication & Marketing	1,622	1,473	(149)	-9.2%

Business Unit

- The forecast under spend of £88,000 mainly relates to staffing vacancies across the service. These vacancies are to be held whilst a review is undertaken across all Business Support.

Accountancy

- The forecast under spend of £119,000 mainly relates to staffing vacancies across the service. These vacancies will be monitored in line with business needs.

Housing Benefits – Admin / Payments to Claimants

- There is an under spend in respect of the administration of housing benefit arising mainly from staffing vacancies, but also changes in staffing hours and additional annual leave purchases. This is currently being offset by a potential over spend on housing benefit subsidy, but this still results in a forecast net under spend of £61,000.

Taxation and Sundry Debtors

- There is a projected shortfall of £86,000 on income from court costs, as well as shortfalls on the 2017-18 MTFS proposal to implement fines for non-return of Single Person Discounts.

Housing Options and Homelessness

- The forecast under spend of £54,000 on Housing and Homelessness is mainly arising from staffing vacancies. Some of the services are currently being restructured.

Member and Mayoral Services

- This forecast under spend of £317,000 is mainly as a result of the delay in initially implementing the Members' Community Action Fund in 2017-18, which

has impacted upon this year's budget. An assessment of the first year of operation is due to be presented to Audit Committee in December. The budget for this fund is £285,000.

HR and Organisational Development

- The under spend of £122,000 is mainly due to staffing vacancies, not least the removal of the Head of HR and Organisational Development post, as part of the Chief Executive's restructuring of senior management. These savings are being considered within 2019-20 MTFS proposals.

ICT

- The forecast under spend of £156,000 is mainly due to staffing vacancies. These vacancies are being held with future MTFS savings requirements in mind.

Shared Regulatory Services

- The forecast under spend mainly relates to £141,000 rebate from the 2017-18 shared service final outturn position. This rebate is currently offsetting shortfalls of income elsewhere within regulatory services, resulting in a projected £73,000 under spend overall.

Communications & Marketing

- The forecast under spend of £149,000 is mainly due to staffing vacancies. These vacancies are being held with future MTFS savings requirements in mind.

4.3.5 Council Wide budgets

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The budget is £38.891 million and the projected outturn is £33.622 million, resulting in a projected under spend of £5.269 million. The main variances are detailed below:

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing Costs	9,405	7,003	(2,402)	-25.5%
Insurance Premiums	1,588	1,198	(390)	-24.6%
Other Council Wide Budgets	4,498	2,200	(2,298)	-51.1%

Capital Financing

- The projected under spend of £2.402 million is mainly as a result of the change in policy in respect of repayment of debt (Minimum Revenue Provision - MRP), as approved by Council in September (£2 million saving in 2018-19). There is also an under spend on interest paid due to lower borrowing than anticipated, as the Council uses its own internal resources to finance schemes, and additional interest received from current investments. The funding released from the change in policy has been transferred to an earmarked reserve for future capital expenditure.

Insurance Premiums

- The projected under spend of £242,000 is partly as a result of the reduction in the premium for property insurance in 2018-19 following a retendering exercise. There is also a fortuitous and unexpected rebate in respect of the Maesteg PFI scheme under the contract's premium sharing agreement (£177,000).

Other Council Wide Budgets

- The under spend of £2.298 million is due to reduced requirements for funding for budget pressures and inflationary increases compared to the estimates provided at the start of the financial year. The pay award for all staff has now been agreed, so the remaining balance on these budgets should not change significantly during the remainder of the year unless any unexpected inflationary pressures come to light. However, in September HM Treasury published draft directions to be used in the valuation of public service pension schemes. The Government Actuary's Department provided indicative results of the 2016 valuation of the Teachers' Pension Scheme (TPS) to the Department for Education (DfE), which has resulted in an increase in the employer contribution rate from 16.48% to an estimated 23.6% from September 2019. This was significantly higher than previously indicated, and for Bridgend will result in a full year cost of around £3.5 million. Any balance of funding from provisions for pay and prices will be carried forward to meet that pressure.

It should be noted that this projection could change significantly during the financial year, depending on inflationary increases, the extent of inclement weather during the winter period and further demands on the Council Tax Reduction Scheme. At this point in the financial year it is prudent to assume that all other budgets will be fully spent by year end.

4.4 Capital programme monitoring

4.4.1 This section of the report provides Members with an update on the Council's capital programme for 2018-19. The original budget approved by Council on 28th February 2018 has been further revised and approved by Council during the year to incorporate budgets brought forward from 2017-18 and any new schemes and grant approvals. The revised programme for 2018-19 currently totals £40.940 million, of which £34.725 million is met from BCBC resources, including capital receipts and revenue contributions from earmarked reserves, with the remaining £6.215 million coming from external resources.

4.4.2 Appendix 4 provides details of the individual schemes within the capital programme, showing the budget available in 2018-19 compared to the projected spend. Commentary is provided detailing any issues associated with these projects. There are a number of schemes where budgets need to slip into 2019-20, including:

- £514,000 slippage of Special Regeneration Funding into 2019-20 in line with the re-profiling of spend against schemes.
- £2.4 million slippage for Llynfi Valley Development Programme into 2019-20 due to delay in progressing schemes.
- £1.32 million for the relocation of the Tythegston recycling centre – this scheme is now at planning stage.

- £1.3 million Corporate Landlord energy efficiency scheme, due to delays in populating the structure and taking the scheme forward.
- These are offset by £8.063 million funding brought forward for the final 21st Century Schools schemes - Pencoed and the Garw Valley Welsh School - which will be completed in 2018-19.

4.4.3 There are also a number of new schemes included in the capital programme since the programme was last approved in full by Council, which now include:

- Eastern Promenade Porthcawl (£400,000 total), coastal risk management scheme.
- Safe Routes to Schools (£950,000) for Croesty, Pencoed and Newton Primary Schools.
- Road Safety Improvements (£290,000) for the A48 Waterton to Laleston.
- Porthcawl Resort Investment Focus (PRIF) (£2.55 million total), including Watersports Centre and Harbour improvements.

4.4.4 At this point in the financial year, and following discussions with directorates, it is assumed that all other projects will be in line with the budget as set out in Appendix 4. However, this will depend upon scheme progress during the financial year and any inclement weather experienced, which may place additional pressure on project timescales.

4.5 Review of Earmarked reserves

4.5.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFs includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and earmarked reserves. A quarter 2 review of the particular pressures that were to be covered by earmarked reserves was undertaken and Directorates have drawn down funding.

4.5.2 The cumulative draw down by directorates is £2.688 million from specific earmarked reserves and there have been net additions of £1.980 million as shown in Table 4 below.

Table 4 – Movement on Earmarked Reserves to the end of Quarter 2

Opening Balance 01-Apr-2018 £'000	Reserve	Net Additions/ Reclassification £'000	Draw-down £'000	Closing Balance 30-Sep-2018 £'000
	Corporate Reserves:-			
-	Education & Family Support	-	(343)	-
-	Social Services & Wellbeing	-	(945)	-
-	Communities	-	(704)	-
-	Chief Executives	-	(311)	-
-	Non-Directorate	1,588	-	-
39,155	Total Corporate Reserve	1,588	(2,303)	38,440
	Directorate Earmarked Reserves:-			
463	Education & Family Support	152	(46)	569
1,661	Social Services & Wellbeing	-	-	1,661
2,448	Communities	233	(120)	2,561
1,081	Chief Executives	-	(188)	893
5,653	Total Directorate Reserves	385	(354)	5,684
	Equalisation & Grant Earmarked Reserves:-			
339	Education & Family Support	-	-	339
2,314	Communities	7	(11)	2,310
254	Chief Executives	-	-	254
2,907	Total Equalisation Reserves	7	(11)	2,903
360	School Balances	-	-	360
48,075	Total Usable Reserves	1,980	(2,668)	47,387

4.5.3 The review also examined:-

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

Table 5 below details the creation of new earmarked reserves, increases to existing earmarked reserves and amounts that have been unwound from reserves.

Table 5 – Net Appropriations to/from Earmarked Reserves during Quarter 2

	Unwound up to Qtr 2 £'000	New/Additions to Reserves Qtr 2 £'000	Total Qtr 2 £'000
Corporate Reserves:-			
Capital Programme Contribution	(153)	2,000	1,847
Change Management	-	500	500
ICT & Finance Systems	(250)	-	(250)
Major Claims Reserve	(1,214)	700	(514)
Property Disposal Strategy	-	5	5
Total Corporate Reserves	(1,617)	3,205	1,588
Directorate Reserves:-			
Directorate Issues	-	232	232
Donations Reserve Account	-	1	1
School Projects Reserve	-	152	152
Total Directorate Reserves	-	385	385
Equalisation & Grant Reserves:-			
Highways Reserve	-	7	7
Equalisation & Grant Reserves	-	7	7
TOTAL RESERVES	(1,617)	3,597	1,980

4.5.4 The additions include an increase of £2,000,000 to the Capital Programme Contribution Reserve which was agreed by Council in September, an addition of £700,000 to the Major Claims Reserves to cover potential future claims, £500,000 to enhance the Change Fund which is used to pump prime transformational change projects and an additional £385,000 for various Directorate Issues, including monies to review transport arrangements, an allocation for school related projects and the production of a toilet strategy in line with Welsh Government requirements. These additions have been funded from the projected under spend on other non-Directorate budgets at the end of quarter 2. There are also additions which are from de-minimis capital receipts (£5,000) and highways commuted sums (£7,000).

4.5.5 A full breakdown of total movement on earmarked reserves at 30th September is provided in Appendix 5.

5.0 Effect upon Policy Framework & Procedure Rules

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

6.0 Equalities Impact Assessment

6.1 There are no implications in this report.

7.0 Well-being 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. As the report is for information it is considered that there will be no significant or unacceptable impacts upon the achievement of wellbeing goals/objectives as a result of this report.

8.0 Financial implications

8.1 These are reflected in the body of the report.

9.0 Recommendations

9.1 The Committee is requested to note the projected revenue and capital outturn position for 2018-19.

Gill Lewis
Interim Head of Finance and Section 151 Officer
September 2018

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

2016-17 AND 2017-18 BUDGET REDUCTIONS CARRIED FORWARD INTO 2018-19

Ref.	Budget Reduction Proposal		Original RAG £000	Revised RAG £000	Amount of saving likely to be achieved in 18/19 £000	Reason why not achievable	Mitigating Action
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RAG STATUS KEY

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

EDUCATION & FAMILY SUPPORT

EFS1	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.		20		0	Delays to the assessments of safe routes have meant the policy can not be implemented. It will be implemented incrementally as routes are assessed. Red RAG status given overspend on HTST in 2017/18 and continuing overspend in 2018/19 projections.	Work with Communities Directorate colleagues to expedite the assessments
EFS2	School transport route efficiencies.		40		0	As above	As above
EFS15	Speech and language therapy - This is a proposal to delegate the Speech and Language Service to schools- School Based Model. Other Local Authorities such as Cardiff, Neath Port Talbot and Swansea have moved towards a school based model with the involvement of an SLA with Health which has proven to be a successful model. This proposal would negate the local authority's requirement to manage the service resulting in a release of the management structure of the service		75		75	The proposal has had to be changed to refine the service in partnership with health to provide a schools based service. This has delayed the proposal.	Vacant posts held within wider service area to cover value of saving until consultation and implementation complete.
EFS7	To review the Built Environment Service Level Agreement with Schools to achieve full cost recovery.		31		31	This proposal will be achieved through the new Corporate Landlord Model	None required.
Total Education & Family Support Directorate			166		106		

SOCIAL SERVICES & WELLBEING

SOCIAL SERVICES & WELLBEING OUTSTANDING REDUCTIONS	1,917
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NEW PROPOSALS TO MEET SHORTFALL BETWEEN 2018-19 AND 2020-21

		Total Proposed Saving	2018-19 Proposed Saving	2018-19 Likely Saving		
SSW001	Management and admin review	203	116	116	The proposal requires staff restructuring and consultation. Full year saving likely to be achieved in 2019/20	All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW003	Outcome focussed assessment and review	350	350	218	There is high demand for services. As savings are being generated, new demand means additional costs are being incurred.	All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW004	Review of LD supported living accommodation	78	39	39	Consultation with service is required. Full year savings should be achieved in 2019/20	All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW006	Review of telecare monitoring contract and income generation	91	91	91		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW007	Review of commissioned services	118	118	84		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW008	Maximise grant funding - Childrens services	67	67	67		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW009	Remodel children's residential services	245	10	10	The savings proposal has been profiled over three years. £10k savings has been identified for 2018/19.	All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW010	Increase in-house fostering provision	373	136	136		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW011	Fairer charging legislative changes	203	203	203		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW012	Additional income from health in relation to Section 117 and CHC	60	60	60	The proposal is dependent on successful negotiation with Health Board. Result is unknown at this stage	All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW013	Review of financial support for care leavers in Children's Services	60	60	60		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
SSW016	Restructure localised day services within LD	50	50	50		All social services budget reduction proposals are being monitored by financial planning group which includes the Chief Executive and Section 151 Officer
Total Social Services & Wellbeing Directorate		1,898	1,300	1,134		

Ref.	Budget Reduction Proposal		Original RAG £000	Revised RAG £000	Amount of saving likely to be achieved in 18/19 £000	Reason why not achievable	Mitigating Action
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COMMUNITIES

COM12	Broad review of car park charging including staff and elected member parking passes		50		0	Cabinet report presented 15th May 2018 and a review board now in place to ensure progress. Due to consultation required, saving not anticipated to be realised until next financial year.	Underspend across other service areas will have to meet projected shortfall.
COM18	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) Introduction in 17/18 of savings achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows.		200		0	The timeline is not in the direct control of BCBC as the project is NPT led. Savings will not be achieved from the 1st April, however even part year implementation would meet the required saving.	BCBC officers meeting regularly with NPT and are putting resources into the finalisation of the joint agreement document for the new contract. Draw down of £200K from MTFs Contingency Reserve has been confirmed by the S151 Officer.
COM19	Permitting Scheme road works net of existing income of £95,000		100		0	Timeline not in the direct control of BCBC officers as the business case is going through multiple steps in an approval process with WG. However ultimately a positive response is expected, and this is being lead by the group manager to ensure it is followed through.	The responsible highways network budget area is committed to staying within budget irrespective of the delivery of the scheme.
COM21	Rights of Way - removal of contribution to Coity Wallia		21		21	No reason why this should not be achieved in full in 2018/19.	None required
Total Communities Directorate			371		21		

CHIEF EXECUTIVES**FINANCE**

CEX3	To put Council Tax and some aspects of benefits online and to collaborate with others		150		150	Will depend upon the take-up of digitalisation, and impact on staffing requirements within the service.	Digitalisation didn't go live until April 2018. Staffing will be reviewed as roll-out progresses. Some vacancies held to meet previous shortfall.
Total Chief Executives			150		150		

GRAND TOTAL OUTSTANDING REDUCTIONS		2,604		1,411			
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REDUCTIONS SHORTFALL				1,193			
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MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
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EDUCATION & FAMILY SUPPORT
CENTRAL EDUCATION & FAMILY SUPPORT

EFS1	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.	<ul style="list-style-type: none"> 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 	67	0	Achieving these savings is dependent on the Communities Directorate assessing all schools' routes.	Discussions with the Communities Directorate are on-going regarding increasing the speed of the assessments. Historic savings brought forward will be first call on any savings achieved. Any in-year overspends due to the delays will have to be met from under-spends across other service areas.
EFS3	Reduction to Catering Service Budget	Recent and planned MTFs efficiencies have reduced the ability of the service to reinvest, in particular in improving and maintaining school kitchens to a high standard. Although the recently agreed 10p increase in the cost of a school meal may provide additional income over time, historically there is a reduction in the take-up of meals during the short to mid-term following a price increase. Whilst all school kitchens were recently rated as the highest rating of five for food hygiene, one of our kitchens has since dropped to a rating of four due to the condition of the fabric of the kitchen	71	71	No reason why this saving should not be achieved in 2018/19. However, close monitoring of this budget will be required in-year as often circumstances outside of the control of the service area impact on the outturn - e.g. snow days.	
EFS12	Restructure Integrated Working and Family Support Service.	Limited impact on operational delivery as existing tasks will be picked up across the service or by other stakeholders.	50	50	No reason why this saving should not be achieved in 2018/19 - restructure in place at start of 2018/19.	
EFS14	Traded Services Schools brochure - It is proposed to revise the current approach to offering traded services under the current SLAs where such services impact upon the LAs statutory responsibilities. A new traded brochure will offer services from the LA but mandate certain services where these impact upon the LAs statutory responsibilities or where the risk to the schools, their users or LA are high	<ul style="list-style-type: none"> Relationship with schools and governing bodies may suffer Freedom of schools to shop around and obtain best value for money is challenged 	20	10	At Qtr2, projections show a shortfall of £10,000 against this saving proposal.	Alternative savings would have to mitigate this saving if required.

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
EFS23	Staff vacancy management - It is proposed to implement strong vacancy management arrangements within the Directorate. This will ensure that all posts that progress to recruitment have been robustly challenged and vacant posts which cannot be justified will not be filled	<ul style="list-style-type: none"> • Posts that become vacant may be critical • Service resilience becomes partly dependent on longevity of current postholders • Natural succession of staff into more senior positions is potentially stalled, impacting retention and morale • Service delivery becomes potentially at risk • Demand overload for staff expected to pick up the 'slack' • Challenge from Unions over additional responsibilities/operation tasks without consideration of financial recompense for staff • Further restructures likely as teams reduce • Morale of staff may be affected 	50	50	No reason why this saving should not be achieved in 2018/19 given strong vacancy management. However, will require close monitoring to track achievability.	
EFS24	Proposal to amalgamate the Health and Safety service with neighbouring authorities.	Initial discussions have been undertaken by Heads of Service and agreement in principal has been granted by CMB. A project officer has been allocated to develop a project brief and establish a structure to drive the amalgamation. It is anticipated that the savings would be derived from a reduction in management costs. Agreement and full commitment of the partner authority is required to effect proposed savings.	25	25	Discussions are ongoing with a neighbouring authority.	Vacancies held to meet savings target until discussions have been finalised.
EFS25	Reduction to contribution to the Central South Consortium (CSC) of 2%	This proposal has been agreed by partner authorities for 2018-19.	12	12	No reason why this saving will not be achieved as revised contribution agreed by partner authorities.	
EFS26	Education Improvement Grant (EIG) - re-alignment of budget to reflect actual match funding contribution required	Risk that contribution in future years increases	20	20	No reason why this saving will not be achieved as reduced match funding contribution has been confirmed for 18/19.	
EFS27	Review arrangements for Special Schools Home to School Transport with a view to achieving efficiency savings	<ul style="list-style-type: none"> • Historic arrangement with school - may impact on relationship with school. • Specialist provision narrows numbers of contractors able to transport pupils. • Outcome of review could mean extra rather than reduced cost. 	75	0	Re-tendering special school transport is unlikely to make the full saving due to additional in-year pressures on the Special School HTST budget.	Other mechanisms to achieve the additional savings are being explored
EFS28	Post 16 grant - maximise centrally retained element from 2% to 3%	The impact would be a small reduction in the individual grant allocation to each school sixth form. On average this would be £6,666 per school. Risk that Post 16 grant is reduced in future years which would impact on this saving proposal and allocation to schools.	60	60	No reason why this saving will not be achieved.	
EFS29	Develop collaborative arrangements around the Additional Learning Needs Service	Consider the sensory review and any cost effective savings that could be achieved through collaboration with other local authorities	50	25	Plans have been delayed and therefore full year savings are unlikely	The additional amount will be found from elsewhere in the ALN service

MONITORING OF 2018-19 BUDGET REDUCTIONS

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Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
EFS30	Reduction to Schools Contingency budget (held centrally)	Risk that there is insufficient funding to meet any in-year changes to school budgets - e.g. increased rateable values	30	30	No reason why this saving will not be achieved. However, the nature of this budget is that it is used to meet in-year changes to school budgets, some of which are difficult to project. Close monitoring will be required in-year.	Alternative savings would have to mitigate this saving if required.
EFS32	Vacancy management factor across all staffing budgets (with the exception of grant funded/schools)	By taking a strategic approach to vacancy management on all core funded posts this saving can be achieved	100	100	Will require close monitoring as this is the first year this type of saving has been implemented. Some areas might find it difficult if they have a full staffing complement for the whole year.	Alternative non-staffing budgets would have to mitigate this saving if required.
Total Education & Family Support Directorate			630	453		

SOCIAL SERVICES & WELLBEING

ASC18	Development of Extra Care Housing	All service users transitioning from the existing residential establishments will receive an assessment of their need, taking into account their wellbeing outcomes, when planning their future care with their family and carers. The transition will be a collaborative approach, with timely transfer of care to the newly built scheme or, if not appropriate, to an alternative provision which will better meet their assessed needs, with the safeguarding of individuals being of paramount importance throughout the transition process.	330	330	The scheme opening dates have been delayed but there is still confidence that full savings can be achieved due to staffing reconfiguration being implemented as planned.	
HL2	Review Healthy Living Partnership Contract	The £20k is the final part of a proposal to deliver £509k of savings from the healthy living partnership between 2016-17 and 2018-19. The negotiations with the contractor have remained positive throughout and the management fee has been reduced without the creation of detriment to the service that would have required compensation. A larger than scheduled efficiency of £308k was delivered a year early in 2016-17. The £20k balance will be found through improvements in energy efficiency measures.	20	20	Savings has been achieved in full.	
Total Social Services & Wellbeing Directorate			350	350		

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
Page 66	COMMUNITIES					
COM1	Public conveniences - Reductions to the budget for Public Toilet provision: Budget saving against the service pending the outcome of public consultation on the future provision of public toilets in Bridgend, Porthcawl and Maesteg, closure or transfer to Town & Community Councils. Whilst there will be limited toilet provision remaining, a budget will also be retained to support the Authority's comfort scheme. This will be used to grant fund businesses that open their toilets to the general public	<p>Removal of 60% of the public toilet revenue budget will result in the closure of a number of the remaining public toilets in Porthcawl, Bridgend and Maesteg, along with a number being transferred as part of the Council's Community Asset Transfer (CAT) programme.</p> <p>The budget remaining will be used to fund some limited toilet provision as well as the Council's Comfort Scheme. This scheme provides access to toilet facilities in partnership with local businesses, who are prepared to open their toilet facilities to non paying customers. In return the Council provides financial support in the form of a grant. The value of this grant is assessed in accordance with agreed terms.</p> <p>It should be noted that a White Paper being prepared by the Welsh Government is currently considering the provision of public toilets.</p> <p>In order to implement this saving it will be necessary to consult with staff and the unions.</p>	100	25	<p>A report was presented to Cabinet on the 19th June 2018 outlining the findings on the public consultation and recommending actions against each of the town centre public toilets. The report made a number of recommendations for the toilets which can be broadly categorised as: -</p> <ol style="list-style-type: none"> 1. transfer of the toilets to Town and Community Councils, under the Councils CAT scheme. 2. where this is not possible closure of the toilets and replacement with the Councils comfort scheme. 3. convert identified toilets to pay to use <p>Implementing these recommendations will take some time to complete as discussions with the Town and Community Councils will need to take place prior to formal consultation with affected staff. Anticipate savings to commence from Jan 2019.</p>	<p>Continue to work with Town and Community Councils to transfer facilities. Where this is not possible toilet provision in our three main towns will be provided by the Councils comfort scheme.</p> <p>Convert toilets identified in the report to pay to use.</p> <p>Shortfall in the savings target in 2018/19 will have to be met from underspends across other service areas within the Directorate.</p>
COM11B	Permanent transfer from the public realm fund.	This proposal mitigates a need to balance the budget through a reduction of £200,000 in street cleaning. It will however reduce the potential to make new improvements to the public realm	200	200	Savings has been achieved in full.	
COM15	Street lighting - Budget reduction based on energy savings generated through completed LED street lighting installations	A limited number of individual concerns have been raised regarding the perceived increased brightness provided by the LED lanterns, but largely the LED changeover has been welcomed by the public in areas completed	110	110	No reason why this saving will not be achieved based on 2017/18 outturn. This saving is also predicated on the assumption that any inflationary cost pressures on energy costs will continue to be met corporately which has recently been agreed for 2018/19.	
COM16	Regeneration - £40k cut in commissioning budget to support 3rd Sector with Community Asset Transfer and £20K reduction (equivalent to 33%) in the Events budget. £20K reduction to Core Budget within the Economic Development Unit (not SRF)	These cuts will limit the extent to which the Council is able to harness the economic potential of major events, including the Urdd, Elvis Festival, Women's Open, Senior Open etc. The tourism sector currently accounts for 4,000 jobs locally, and is a sector that has shown consistent growth, both locally and nationally, in the last 5 years. The £40k cut in the commissioning budget will limit the package of support that is currently available to support the Third Sector with Community Asset Transfer in 2018/19. The impact of this could result in either the inability to safeguard community services, and/or failure to realise savings elsewhere in the Council. The reduction to the Economic Development unit budget does not relate to staff cuts but to cuts in non staffing budgets that support the work of the core team and allow assistance to be given to local businesses. The impact therefore will be around being less able to provide timely targeted support.	80	80	No reason why this saving will not be achieved.	

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
COM27	Removal of Subsidised bus services	Potential reputational risk. Requirement for consultation and Equalities Impact Assessment (EIA). Risk of isolation of communities. Risk of no commercial services to fill the gap in terms of early or later services thus could be a barrier to employment, healthcare, education and services for the community. Risk that WG reconsider their element of the bus subsidy for Bridgend.	188	100	This saving was subject to public consultation. Cabinet report dated 15th May 2018 resulted in 3 bus routes continuing to be subsidised for at least 12 months. However, Cabinet agreed that the shortfall against the savings target would be met from allocating funding from the small unallocated budget as a result increasing the Council Tax from 4.2% to 4.5%. The shortfall against the savings target is due to the date of implementation of the removal of subsidies due to the required consultation and notice period for bus contractors.	Shortfall in the savings target in 2018/19 will have to be met with underspends across other service areas within the Directorate.
COM31	To rationalise the core office estate - Secure tenant for Raven's Court and move staff into the Civic Offices, in order to generate a rental income and save on running costs	Proposal is dependent on the property market and tenant may not be secured. Whilst there has been tenant interest, to date it has not been possible to complete on the lease with two successive tenants. The property may need to be split and marketed on this basis. This may result in less attractive terms to the council.	114	100	The lease to MASH from July 2018 is estimated to bring in approx. £ 54 k from external partners plus £45K from social services 2018-19 budget pressure.	Shortfall in the savings target in 2018/19 will have to be met with underspends across other service areas within the Directorate.
COM36	Efficiency saving for Streetworks (including vacancy management)	This saving is based simply on making the service make an additional 1% efficiency saving on top of all of the savings already identified. The specific impact has not yet been identified but it is likely that it will have a further detrimental impact on capacity and resilience.	73	73	No reason why this saving will not be achieved based on 2017/18 outturn.	
COM38	Efficiency saving target for Business Unit, including reduction in software and agency staff budget	A further minor saving from the central Communities Business Unit predicated on reducing budgets that have been underspent over recent years but again removing any financial resilience in this area.	15	15	No reason why this saving will not be achieved based on 2017/18 outturn.	
COM39	Reduction to core budget within the Engineering section with the aim of achieving a break-even position	The aim of this saving would be to make the engineering service run at break even. Productivity rates will have to be managed closely to ensure this target is met. Risk that European Funded projects might impact on ability to meet targets due to inability to charge overheads to these projects.	74	74	No reason why this saving will not be achieved based on 2017/18 outturn.	
COM40	Introduction 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.	500	500	Based on the financial improvement plan submitted by People Too realising the proposed £ 500k saving should be achievable. However, this is a new way of working for the Council so there are inevitably some inherent risks in ensuring that the proposed savings from efficiency, procurement, IT , staff restructuring and streamlined business processes accrue entirely as planned.	Continue to work through the implementation programme and closely monitor during 2018/19.
Total Communities Directorate			1,454	1,277		

CHIEF EXECUTIVES

Finance

CEX6	To reduce the annual bad debt provision for housing benefit	Necessary accounting work has been carried out as part of 2016-17 closing which shows that annual additions to the provision are no longer required	189	189		
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MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
CEX7	Extra recovery income from Housing Benefit	Target £100,000 additional recovery, necessitates investment in staffing estimated at 1 FTE - assume gradual ramp up. Amber rating because model unproven/ recovery figures are estimates	32	32	Amber rating because model unproven/ recovery figures are estimates.	
CEX8	Additional Annual leave purchase	Two years data has shown that staffing budget can be top sliced for additional annual leave purchase. There is always the risk that it is not taken up by staff in future years	10	10		

Legal, Democratic and Regulatory Services

OPS10	Review democratic staffing structure together with non-staff budgets.	Realigns Member and Scrutiny support. Member support already integrated and should not therefore provide further change of capacity to support Members or Scrutiny.	72	45	Original target revised as part of savings already made in previous years.	
OPS11	Review legal staffing structure together with non-staff budgets.	Return to corporate cover for additional litigation. Realignment of responsibility for staff and non staff budgets .	111	128		
OPS12	Reduction of procurement training budget	Planned training will be maintained.	23	10	Regrading of existing specialist officers following recent job evaluation review.	
OPS13	Review business support and registrars staffing structure together with non-staff budgets.	Will enable further integration of the service.	41	51		
OPS14	Restructure senior management	Restructure of management responsibility - reduction in number of staff.	43	56	Details of restructure have not been finalised to date.	
OPS19	Efficiencies from Shared Regulatory Service	The project is intended to reduce costs and maintain resilience. It is important that the project provides proportionate savings to the Directorate budget cuts to avoid other services taking disproportionate cuts.	37	37		

Housing

OPS15	Review staffing and non staffing budgets with SLA's	Re-alignment of staffing required, non staffing review undertaken.	138	138		
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MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
Human Resources						
OPS16	Review HR, Communications and Caretaking staffing structure together with non-staff budgets.	Reduction in staffing likely to impact on response times.	167	167		
ICT						
OPS17	Further rationalisation of software and hardware budgets	Rationalisation of software and hardware usage.	210	210		
Performance						
OPS18	Review non staff budgets for performance team	Based on line by line review of budget - minimal disruption.	6	6		
Total Chief Executive			1,079	1,079		

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Proposed 2018-19 £'000	Value Likely to be Achieved 2018-19 £'000	Reason why not likely to be achievable	Mitigating action
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CORPORATE / COUNCIL WIDE

CWD1	Reduction in funding available for meeting the costs of Capital Financing	Low demand on budget in recent years due to low borrowing, so should be minimal impact in short term.	1,170	1,170	No reason why saving should not be achieved, unless there is a need for unplanned borrowing.	
CWD2	Reduction in provision for Council Tax Reduction Scheme	Budget underspent by £946k in 2016-17. 2017-18 budget includes £300,000 reduction, therefore impact will need to be monitored as this budget is demand led.	400	400	Budget is demand led and any increase in demand may lead to over spend against budget, and saving not being realised.	
CWD3	Removal of capital financing budget for Glamorgan Records Office	Loan repaid in full in 2016-17 so annual capital financing budget no longer required.	80	80		
CWD4	Reduction in centrally held budget for changes to corporate pension and national insurance costs	Lower superannuation and pensions increases in recent years than anticipated, and roll out of auto enrolment complete in 2017-18, so budgets available to be released.	773	773		
CWD5	Removal of equalisation budget for Private Finance Initiative (PFI) Scheme	Budget was originally established to equalise the funding available from Welsh Government with actual annual costs of the scheme, and is not needed in future years.	187	187		
Total Corporate / Council Wide			2,610	2,610		

GRAND TOTAL REDUCTIONS		6,123	5,769		
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ESTIMATED BUDGET REDUCTION REQUIREMENT (MOST LIKELY)

6,123 6,123

REDUCTION SHORTFALL		0	354		
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1,496	3,978
4,446	2,003
181	142
6,123	6,123

BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2018-19			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£000	£000	£000			
EDUCATION AND FAMILY SUPPORT						
School Delegated Budgets	111,610	(21,302)	90,308	90,308	0	0.0%
Health and Safety	231	(2)	228	195	(33)	-14.5%
Learning	10,746	(2,910)	6,870	7,102	231	3.4%
Strategic Partnerships & Comm	25,006	(11,409)	13,596	13,793	197	1.4%
TOTAL EDUCATION AND FAMILY SUPPORT	147,592	(35,624)	111,003	111,399	395	0.4%
SOCIAL SERVICES AND WELLBEING DIRECTORATE						
Adult Social Care	62,134	(16,267)	45,867	46,461	594	1.3%
Sport, Play and Active Wellbeing	6,104	(892)	5,212	5,125	(87)	-1.7%
Safeguarding & Family Support	19,866	(991)	18,875	19,619	745	3.9%
TOTAL SOCIAL SERVICES AND WELLBEING	88,104	(18,150)	69,954	71,206	1,252	1.8%
COMMUNITIES DIRECTORATE						
Regeneration & Development	4,651	(1,903)	2,748	2,858	110	4.0%
Street Scene	34,255	(13,422)	20,833	21,083	250	1.2%
Directorate Business Unit	143	-	143	143	-	0.0%
Corporate Landlord	23,315	(20,250)	3,066	2,966	(100)	-3.3%
TOTAL COMMUNITIES	62,365	(35,575)	26,791	27,051	260	1.0%
CHIEF EXECUTIVE'S DIRECTORATE						
Chief Executive	532	-	532	516	(16)	-3.0%
Finance	54,306	(50,806)	3,500	3,519	19	0.5%
Human Resources and Organisational Development	1,937	(300)	1,637	1,515	(122)	-7.5%
Performance and Partnerships	2,404	(362)	2,042	1,865	(177)	-8.7%
Legal, Democratic and Regulatory	6,545	(1,261)	5,284	4,779	(505)	-9.6%
Elections	136	-	136	129	(7)	-5.1%
ICT	4,988	(1,254)	3,734	3,578	(156)	-4.2%
Housing and Homelessness	7,387	(5,815)	1,572	1,460	(112)	-7.1%
Business Support	1,021	(113)	908	814	(94)	-10.4%
TOTAL CHIEF EXECUTIVES	79,256	(59,911)	19,345	18,175	(1,170)	-6.0%
TOTAL DIRECTORATE BUDGETS	377,317	(149,260)	227,093	227,831	738	0.3%
Council Wide Budgets	39,778	(887)	38,891	33,622	(5,269)	-13.5%
Appropriations to / from Earmarked Reserves				1,980	1,980	0.0%
NET BRIDGEND CBC	417,095	(150,147)	265,984	263,433	(2,551)	-1.0%

NB: Differences due to rounding of £000's

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CAPITAL MONITORING REPORT

Run for Period 6 - 2018/2019

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Main Scheme	Whole Scheme Budget*	Budget 18-19 (Council 28.02.18)	New Approvals	Virement	Slippage	Revised Budget 2018- 19	Total Exp to date	Projected Spend	Over / (Under) spend	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	

Education & Family Support
Learning

21ST CENTURY SCHOOLS BAND B	43,200	120	-	-	-	120	-	120	-	Feasibility works being undertaken
YSGOL BRYN CASTELL	96	-	-	-	-	-	1	-	-	
PENYFAI PRIMARY	7,239	357	-	-	5	362	3	362	-	Scheme complete - compensation payments and payment to landowner expected
BRYNMENYN PRIMARY	8,500	166	-	-	289	455	(64)	455	-	Retention to be paid in current year
GATEWAY TO THE VALLEYS SECONDARY SCHOOL	39,757	150	-	-	5	155	-	155	-	
COITY PRIMARY SCHOOL	8,560	-	-	-	56	56	(130)	56	-	Scheme complete - final account to be paid in current year
GARW VALLEY SOUTH PRIMARY PROVISION	10,808	841	-	-	3,728	4,569	2,164	4,569	-	Welsh school construction underway and due to open this financial year
PENCOED PRIMARY	10,834	216	-	-	4,335	4,551	4,109	4,551	-	New school opened September
GARW VALLEY PRIMARY HIGHWAYS WORKS	400	-	-	-	146	146	-	146	-	Highways works to be completed this year
PENCOED PRIMARY SCHOOL HIGHWAYS WORKS	400	-	-	-	95	95	38	95	-	Highways works to be completed this year
BRYNMENYN SCHOOL HIGHWAYS WORKS	807	-	-	-	181	181	97	181	-	Highways works to be completed this year
OGMORE COMPREHENSIVE	4,120	-	-	-	56	56	(88)	56	-	Scheme complete - final account to be paid in current year
CWMFELIN PRIMARY	165	-	157	8	-	165	6	165	-	Approved by Council on 20 June 2018
SCHOOL MODERNISATION RETENTIONS	475	475	-	(8)	-	467	-	467	-	
HERONSBRIDGE SCHOOL	300	-	-	-	53	53	(5)	53	-	
SCHOOLS TRAFFIC SAFETY	500	289	-	-	8	297	16	297	-	Works undertaken in school summer holidays
MAESTEG COMPREHENSIVE HIGHWAYS	500	80	-	-	8	88	-	88	-	Retention due to be released
EDUCATION S106 SCHEMES	-	-	-	-	-	-	11	-	-	Funded from S106
COMPLEX & MEDICAL NEEDS SCHOOLS	675	370	-	-	163	533	106	533	-	Works undertaken in school summer holidays
TOTAL Learning	137,336	3,064	157	-	9,128	12,349	6,264	12,349	-	

TOTAL Education & Family Support	137,336	3,064	157	-	9,128	12,349	6,264	12,349	-	
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Social Services and Wellbeing

BRYNGARW HOUSE	-	-	-	-	-	-	2	-	-	Funded from Minor Works budget
BRYN Y CAE-UPGRADE HOME	-	-	-	-	-	-	23	-	-	Funded from Care Standard budget. Works required in order to comply with regulations in the homes
VARIOUS MINOR WORKS	-	-	-	-	-	-	14	-	-	Funded from Minor Works budget
MULTI AGENCY SAFEGUARDING HUB (MASH)	205	105	-	-	100	205	86	205	-	MASH team have recently moved in to Raven's Court
BAKERS WAY MINOR WORKS	-	-	-	-	-	-	4	-	-	Funded from Minor Works budget
CARE STANDARDS ACT	98	100	-	-	(2)	98	-	98	-	Care Standards Budget
HARWOOD HOUSE	286	-	-	-	-	-	(6)	-	-	
HERON HOUSE UPGRADE	-	-	-	-	-	-	1	-	-	
ARCH WELLBEING CENTRE	500	500	-	-	-	500	-	500	-	
CHILDRENS RESIDENTIAL HUB	600	600	-	-	-	600	-	600	-	Works have commenced
EXTRA CARE FACILITIES	3,000	1,497	-	-	725	2,222	908	2,222	-	Construction underway and due to be completed this financial year
BRIDGELINK	30	30	-	(30)	-	-	-	-	-	Budget transferred to Minor Works budget
TOTAL Social Services & Wellbeing	4,719	2,832	-	(30)	823	3,625	1,032	3,625	-	

Communities
Street Scene

PARKS PAVILIONS	1,000	1,000	-	-	(850)	150	-	150	-	Business plans awaiting approval so unlikely to spend this financial year
ABERFIELDS PLAYING FIELDS	11	-	-	-	11	11	-	11	-	
CARDIFF CAPITAL REGION CITY DEAL	46,723	1,888	-	-	(191)	1,697	-	1,697	-	Re-profiling of budget
PORTHCRAWL TOWN SEA DEFENCE	3,301	2,470	75	-	(304)	2,241	627	2,241	-	Works progressing well - funded WG grant 75% and BCBC 25%
EASTERN PROMENADE PORTHCRAWL	407	-	383	-	-	383	59	383	-	Funded WG grant 75% and BCBC 25%
CORNELLY CEMETERY EXTENSION	190	190	-	-	-	190	-	190	-	Pricing schedule being drawn up for proposed works
COYCHURCH CREMATORIUM WORKS	280	-	-	-	-	-	1	-	-	Retention due to be released
PORTHCRAWL CEMETERY EXTENSION	170	170	-	-	-	170	-	170	-	Pricing schedule being drawn up for proposed works
REMEDIAL MEASURES - CAR PARKS	144	110	-	71	34	215	-	215	-	Investigation works are underway
CIVIL PARKING ENFORCEMENT CAR	68	68	-	-	(11)	57	-	57	-	
STREET LIGHTING ENERGY (SALIX)	2,500	300	-	-	-	300	-	300	-	Works have commenced

Main Scheme	Whole Scheme Budget*	Budget 18-19 (Council 28.02.18)	New Approvals	Virement	Slippage	Revised Budget 2018-19	Total Exp to date	Projected Spend	Over / (Under) spend	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
SAFE ROUTES TO SCHOOL	950	-	950	-	-	950	64	950	-	WG grant
ROAD SAFETY SCHEMES	81	-	-	81	-	81	-	81	-	Minor works allocation
HOWAYS STRUCTURAL WORKS	200	200	-	-	-	200	(3)	200	-	Annual allocation
CARRIAGEWAY CAPITAL WORKS	250	250	-	-	-	250	220	250	-	Annual allocation
ROAD SAFETY IMPROVEMENTS	690	400	290	-	-	690	69	690	-	New approval is WG grant
PUBLIC RIGHTS OF WAY CAPITAL	40	-	-	40	-	40	9	40	-	Minor works allocation
CARRIAGEWAY & FOOTWAYS RENEWAL	5,704	2,000	-	-	-	2,000	-	2,000	-	New scheme for 2018-19. May need to re-profile budget later in year
CARRIAGE RECONSTRUCTION	7,885	-	-	-	-	-	(17)	-	-	Final retentions due in current year
NATIONAL CYCLE NETWORK - PHASE 2	150	-	150	-	-	150	30	150	-	WG grant
REPLACEMENT OF STREET LIGHTING / RIVER PROTECTION MEASURES	608	400	-	34	174	608	48	608	-	Works underway
BRIDGE STRENGTHENING A4061	2,450	50	-	(34)	77	93	3	93	-	
COMMUNITIES MINOR WORKS	205	-	-	100	-	100	(1)	100	-	Minor works allocation
RETAINING WALL REPLCMNT BETTWS	175	100	-	-	37	137	105	137	-	
CARPARK PAY & DISPLAY MACHINES	85	85	-	-	-	85	80	85	-	
RESIDENTS PARKING BRIDGEND TOWN CENTRE	130	128	-	-	-	128	-	128	-	Able to progress when resources are available
FLEET VEHICLES	500	500	-	-	(78)	422	76	422	-	Fleet replacement plan being drawn up
RELOCATE TYTHEGSTON RECYCLING CENTRE	1,328	1,320	-	-	(1,320)	-	-	-	-	Scheme at planning application stage
TOTAL Streetscene	76,225	11,629	1,848	292	(2,421)	11,348	1,370	11,348	-	

Regeneration & Development

BRIDGEND BUSINESS SUPPORT NETWORK	63	-	-	63	-	63	7	63	-	Funded from SRF budget
PORHCOWL RESORT INVESTMENT FOCUS	2,555	-	954	435	-	1,389	336	1,389	-	ERDF grant letter signed 7 June 2018. BCBC match funded using SRF monies
EU CONVERGANCE SRF BUDGET	190	1,372	-	(668)	(514)	190	-	190	-	Re-profiling of SRF budget
LLYNFI DEVELOPMENT SITE	2,400	2,400	-	-	(2,400)	-	-	-	-	Slipped to 2019-20
BRIDGEND HEAT SCHEME	250	100	-	-	-	100	-	100	-	
TOWN & COMMUNITY COUNCIL FUND	278	264	-	-	14	278	-	278	-	
NANTYMOEL COMMUNITY FACILITIES	200	200	-	-	-	200	32	200	-	Report went to Cabinet in Nov 17 to extend the deadline to 31 Mar 19 for the budget to be spent
PORHCOWL TOWNSCAPE HERITAGE INITIATIVE	1,073	35	70	110	-	215	12	215	-	Funded 50:50 Heritage Lottery Fund and SRF monies
TOTAL Regeneration & Development	7,009	4,371	1,024	(60)	(2,900)	2,435	387	2,435	-	

Property

CORPORATE LANDLORD ENERGY EFFICIENCY SAVINGS	1,300	1,300	-	-	(1,300)	-	-	-	-	Slipped to 2019-20
ENTERPRISE HUB INNOVATION CENTRE	3,612	170	225	60	(130)	325	6	325	-	ERDF funding secured for the Innovation Centre
DDA WORKS	34	-	-	-	-	-	24	-	-	Funded from Minor Works budget
MINOR WORKS	1,540	1,540	-	(262)	120	1,398	2	1,398	-	Budget held centrally for Minor Works. Some spend incurred on revenue cost centres and transferred at year-end
FIRE PRECAUTIONS MINOR WORKS	-	-	-	-	-	-	14	-	-	Funded from Minor Works budget
BRYNCETHIN DEPOT FACILITIES	4,316	3,816	-	-	335	4,151	330	4,151	-	The project board is currently reviewing the proposals for this scheme
NON OPERATIONAL ASSETS	480	480	-	-	-	480	-	480	-	Budget held for investment property opportunities
AGILE WORKING	1,200	621	-	-	-	621	-	-	(621)	Budget no longer required
CIVIC OFFICE ENVELOPE	2,545	-	-	-	54	54	44	54	-	
Total Property	15,027	7,927	225	(202)	(921)	7,029	420	6,408	(621)	

TOTAL Communities

TOTAL Communities	98,261	23,927	3,097	30	- 6,242	20,812	2,177	20,191	- 621	
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Housing/Homelessness

BRYNMENYN HOMELESSNESS UNIT	170	-	-	-	119	119	52	119	-	
MANDATORY DFG RELATED EXPENDITURE	2,859	2,650	-	-	(291)	2,359	652	2,359	-	
TARGET HARDENING GRANTS	-	-	-	-	-	-	15	-	-	Budget included above
HOUSING RENEWAL AREA	100	100	-	-	-	100	96	100	-	
EMPTY HOMES GRANTS	-	-	-	-	-	-	44	-	-	Budget included above
COMFORT SAFE & SECURITY GRANTS	-	-	-	-	-	-	2	-	-	Budget included above
EMERG REPAIR LIFETIME GRANT	-	-	-	-	-	-	48	-	-	Budget included above
ENABLE-SUPPORT FOR INDEPENDENT LIVING GRANT	180	-	180	-	-	180	26	180	-	WG Enable grant
HOMES IN TOWN GRANT	-	-	-	-	-	-	173	-	-	Budget included above
TOTAL Housing/Homelessness	3,309	2,750	180	-	(172)	2,758	1,108	2,758	-	

Main Scheme	Whole Scheme Budget*	Budget 18-19 (Council 28.02.18)	New Approvals	Virement	Slippage	Revised Budget 2018-19	Total Exp to date	Projected Spend	Over / (Under) spend	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ICT										
LAPTOP REPLACEMENT	300	300	-	-	27	327	-	327	-	Laptop procurement will commence in October
COMPUTER EQUIPMENT	120	-	-	-	120	120	106	120	-	
DIGITAL MEETING SPACES	150	-	-	-	129	129	-	129	-	Budget will be spent through November to January
ICT INFRASTRUCTURE SUPPORT	300	300	-	-	-	300	-	300	-	
DIGITAL TRANSFORMATION	1,000	520	-	-	-	520	-	520	-	
TOTAL ICT	1,870	1,120	-	-	276	1,396	106	1,396	-	
TOTAL Chief Executive	5,179	3,870	180	0	104	4,154	1,214	4,154	0	
GRAND TOTAL	245,495	33,693	3,434	-	3,813	40,940	10,687	40,319	(621)	

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TOTAL MOVEMENT ON EARMARKED RESERVES AT QUARTER 2

Opening Balance 1 April 2018 £'000	Reserve	Movement as at Quarter 2		Closing Balance 30-Sep-2018 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
	Corporate Reserves:-			
1,362	Asset Management Plan		(22)	1,340
1,023	Building Maintenance Reserve		(2)	1,021
354	Capital Feasibility Fund		(15)	339
12,082	Capital Programme Contribution	1,847	(749)	13,180
1,183	Change Management	500	(128)	1,555
1,000	Corporate Pressures Contingency			1,000
119	DDA Emergency Works			119
1,255	Digital Transformation		(78)	1,177
1,205	ICT & Finance Systems	(250)	(200)	755
2,335	Insurance Reserve			2,335
8,022	Major Claims Reserve	(514)		7,508
800	MTFS Budget Contingency		(200)	600
101	Property Disposal Strategy	5		106
57	Public Realm			57
7,957	Service Reconfiguration		(909)	7,048
300	Welfare Reform Bill			300
39,155	Total Corporate Reserves	1,588	(2,303)	38,440
	Directorate Reserves:-			
97	Chief Executive Partnership Reserve			97
1,088	City Deal Reserve			1,088
1,952	Directorate Issues	232	(285)	1,899
53	Donations Reserve Account	1		54
5	Human Resources Reserve			5
20	Local Development Plan IT System			20
939	Looked After Children			939
312	Porthcawl Regeneration			312
220	Property Reserve		(10)	210
78	Safe Routes to Schools		(13)	65
116	School Projects Reserve	152		268
51	Waste Awareness Reserve		(46)	5
722	Wellbeing Projects			722
5,653	Total Directorate Reserves	385	(354)	5,684
	Equalisation & Grant Reserves:-			
22	Building Control Reserve	-	-	22
186	Civil Parking Enforcement	-	-	186
28	Election Costs	-	-	28
759	Highways Reserve	7	-	766
975	IFRS Grants	-	(11)	964
109	Legal Fees	-	-	109
213	Local Development Plan	-	-	213
615	Special Regeneration Fund	-	-	615
2,907	Equalisation & Grant Reserves	7	(11)	2,903
360	School Balances	-	-	360
48,075	TOTAL RESERVES	1,980	(2,668)	47,387

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2019

REPORT OF THE HEAD OF LEGAL AND REGULATORY SERVICES

MEDIUM TERM FINANCIAL STRATEGY 2019-20 to 2022-23 AND DRAFT BUDGET CONSULTATION PROCESS

1. Purpose of the Report

1.1 The purpose of the report is to present the Committee with:

- a) the final report of the Budget Research and Evaluation Panel (BREP) attached at Appendix A;
- b) the responses from all the Subject Overview & Scrutiny Committees in relation to Cabinet's draft budget proposals, attached at Appendix B.

2. Connection to the 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 In considering the challenges associated with continued budget reductions, Members recognised the need for a 'whole Council' response to be adopted in managing anticipated cuts to services against a backdrop of increasing demand and the challenging financial outlook.

3.2 It was therefore recommended that a Budget Research and Evaluation Panel (BREP) be established to engage Members on budget proposals as well as to enable members to feed in community intelligence gained from their representative role and to engage in shaping future service provision.

3.3 The Corporate Overview and Scrutiny Committee (COSC) has the overall responsibility for budget monitoring throughout the year. As such it was agreed at a meeting of Council in September 2017 that it would continue this role and appoint BREP from within its Members of the COSC.

3.4 The purpose of the Budget Research and Evaluation Panel was subsequently agreed as the following:

- To achieve consensus on the direction of the budget over the life of the medium term financial strategy.
- To achieve a detailed overview and assessment of the budget proposals where the expertise and knowledge of each Committee contributes to a Corporate understanding and appreciation of the draft budget proposals;
- To assist the Council to develop a budget for the forthcoming year that aims to meet the needs of the communities of Bridgend County Borough;
- To facilitate firmer understanding of the budget setting process and the draft proposals in order to assist the Committees in making informed comments, constructive challenge or recommendations to Cabinet as part of the budget consultation process.

3.5 Members would be presented with the draft Medium Term Financial Strategy 2019-20 to 2022-23 and asked to consider the information contained in the report and determine whether they wish to make comments or recommendations for consolidation and inclusion in the report to Cabinet on the draft budget proposals as part of the budget consultation process.

4. Current Situation/Proposal

- 4.1 The BREP has met on seven separate occasions and examined by means of semi-structured interviews with Directors and Officers the Budget Strategy for the Council as a whole.
- 4.2 Detailed information was requested from Officers to inform discussions regarding the rationale behind the early draft proposals, their impact and how they linked to the Corporate priorities.
- 4.3 The BREP also invited the Cabinet Member – Resources/Deputy Leader and Gill Lewis the Interim Head of Finance and S151 officer to attend each meeting to be part of the BREP process.
- 4.4 The Corporate Overview & Scrutiny Committee is asked to consider the findings of the Budget Research and Evaluation Panel attached at **Appendix A** and determine whether the recommendations should be forwarded to Cabinet along with the consolidated responses from all four Overview and Scrutiny Committees at **Appendix B** as part of the budget consultation process.

5. Effect upon the Policy Framework and Procedure Rules

- 5.1 This item relates to the role of Overview & Scrutiny Committees as consultees in respect of the budget setting process.

6. Equality Impact Assessment

- 6.1 The report received by Cabinet on 20 November 2018 on the Medium Term Financial Strategy 2019-20 to 2022-23 states that the proposals contained within the 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 The Cabinet report further stated that an Equality Impact Assessment will be carried out and included within the Final MTFS in February 2019.

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 consideration and approval of this report will assist in the budget setting process for both the short-term and in the long-term.
- Prevention - The consideration and approval of this report will assist in the budget setting process by approving and shaping preventative measures provided by Directorates to generate savings.
- Integration - The report supports all the wellbeing objectives.
- Collaboration – The consideration and approval of this report will assist in the budget setting process by approving and shaping collaboration and integrated working to generate savings.

8. Financial Implications

8.1 The report relates to the budget setting process and the financial implications associated with that.

9. Recommendations

The Committee is asked to determine whether it wishes to submit the recommendations outlined at Appendix A and B to Cabinet as part of the budget consultation process, subject to any modifications and amendments that the Committee decides are appropriate.

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Democratic Services - Scrutiny

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Background Documents:

Bridgend County Borough Council Constitution
Part II of the Local Government Act 2000: Executive Arrangements

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Report of the Budget Research and Evaluation Panel 2018

- 1.1 The Budget Research and Evaluation Panel (BREP) has considered the draft budget proposals for the year 2018-19.
- 1.2 The Panel met on six occasions and were supported by a Scrutiny Officer, Interim Section 151 Officer and the Deputy Leader.
- 1.3 The October meeting involved individual presentations from all Corporate Directors and Chief Executive detailing the impact that the budget plans and proposals would make to their Directorate.
- 1.4 The work of the BREP helps to ensure financial transparency and accountability with regard to the draft budget proposals. This ensures that Elected Members have the opportunity to help to develop and shape Council policies on the delivery of services, which is particularly important at a time of increasing demand for services and the challenging financial outlook.
- 1.5 The BREP acknowledge the financial challenges facing the Authority and agreed that a forward thinking approach is required when taking into account the overall budget savings which are required from 2019-2023 and should avoid any duplication with the work of the Subject Overview and Scrutiny Committees.
- 1.6 BREP Members are aware of the pressures on each Directorate when compiling and meeting budget savings year on year which left little opportunity for BREP to suggest additional budget saving proposals, although BREP were able to provide views on what proposals were acceptable and which were not.

Legislative Pressures

- 1.7 The Panel acknowledged legislative pressures with significant financial implications, such as Additional Learning Needs and Education Tribunal (Wales) Bill which are imposed by Welsh Government and note that most are enforced without any additional monies.

Recommendation 1

Members recommend that research is undertaken into how the Authority is able to deliver these services and meet the associated additional costs - A pan Wales approach may well be more valuable. This will provide the evidence needed to enable the Council to lobby for supplementary monies to carry out legislative pressures effectively. In addition to this the Panel recommend that any lobbying for extra funding is carried out publically, to demonstrate to the public how much services costs and how much has allocated to each service.

2 MTFs Budget Reduction Proposals for 2019-20 to 2022-23

- 2.1 When the draft Budget Reduction Proposals for 2019-20 to 2022-23 were presented to BREP, Members acknowledged the numerous potential

restructures and staffing reconfigurations proposed throughout each of the Directorates.

Recommendation 2

Members recommend that in relation to any departmental restructure a corporate approach is instigated across all Directorates, taking a bottom up approach. The Panel further recommend that any reorganisation is carried out following discussions and thorough planning by Cabinet/CMB. The Panel identified that this may well be suitable to form one of a number of annual objectives for the new Chief Executive.

Communities

- 2.2 The Panel requested and received a presentation from the Corporate Director Communities setting out the proposed budget cuts for the Directorate and the probable impact the proposals would generate on his area and the citizens of Bridgend.

Recommendation 3

Members state that some of the proposed budget reductions in this Directorate will provide small savings in the short term but will incur costs in the future. The Panel used the reduction of weed spraying as a short term example, stating that in the long run it could impact on members of the public safety and highway maintenance. Therefore the Panel recommend that longer term strategic proposals are deliberated and different models of service delivery are explored, such as external businesses that could provide service more economically.

Collaboration with Town and Community Councils (TCCs)

- 2.3 During their discussions Members voiced their disappointment with the lack of progress on improving communication and collaborative working with TCC's following the recommendations made by BREP the previous year. There was no information available to suggest a pro-active approach was being undertaken. The Panel concluded discussions by highlighting the need to empower TCC's as they are best placed to identify what the community requires.

Recommendation 4

Although the Panel are mindful of the extra resources required to improve collaboration and communication with TCC's and also between TCC's themselves, Members recommend that a Cabinet led approach is undertaken to explore options to take this forward. The Panel also recommend Cabinet revisit the Terms of Reference of the Town and Community Council Forum to ensure the Membership of the Forum is representative and that additional powers are allocated to it, such as making recommendations. Furthermore, the Panel propose the creation of a Memorandum of Understanding between both parties

Recommendation 5

The Panel recommend that Cabinet take the lead in approaching all stakeholders regarding their potential for Community Asset Transfer (CAT) of all outdoor leisure facilities as outlined in the Budget Reduction Proposals 2019-20 to 2022-23.

- 2.4 The Panel identified a lack of initial communication with local Members and TCC's regarding potential Cabinet decisions relating to CAT and actual Cabinet resolution of asset closures.

Recommendation 6

The Panel therefore recommend that Cabinet reviews its communication plan on CAT to ensure that all relevant information is distributed to all Local Members and TCC's for information.

- 2.5 BREP feels that Recommendation 4 will ensure that Members and appropriate local councils can actively assist and support the decision-making process.
- 2.6 The Panel identified most TCC's have previously advised that they would be willing to make a contribution to services at a local level such as bus subsidies, school crossing patrols and grass cutting.

Waste

- 2.7 The Panel welcomed the improved performance of re-cycling across the Borough, however the Panel highlighted their concerns regarding any future changes to the current Waste Contract with Kier. This will ensure that public finances get best value and the reputation of the Council is protected.
- 2.8 The Panel discussed the reductions to the budget for the Materials Recovery and Energy Centre (MREC) and identified that MREC is a Corporate budgetary pressure.

Recommendation 7

The Panel recommend that a political solution is sought to negotiate a favourable outcome for all parties involved.

Bridgend Bus Station

- 2.9 During discussions regarding the possible closure of Bridgend Bus Station, the Panel expressed concerns with incorrect information being provided by some public service suppliers in relation to the closure. Members highlighted the uneasiness the information is having on members of the public and the negative impact on the Council's reputation.

Recommendation 8

In relation to comments being made about the possible closure of the Bus Station the Panel recommend that a press release is provided by Corporate Communications outlining the fact that the Council are exploring alternative measures for full cost recovery for Bridgend Bus

Station and that there are no plans for closure of the building on 1st January 2019.

- 2.10 BREP agreed to revisit the budget reduction proposal regarding Bridgend Bus Station following the outcome of the Supported bus consultation 2019 to 2020.

Education

- 2.11 In relation to the removal of Post 16 Transport, the Panel expressed some concern regarding the budget reduction proposal being linked to the wellbeing goal of a more equal Wales, especially when the reduction of the transport would affect students travelling to both Maesteg and Coleg Cymunedol Y Dderwen comprehensive schools, which are situated in two of the most deprived areas in the Borough. Following further discussion, the Panel suggest that the Council should signpost students requiring Post 16 transport to alternative options, some of which are outlined in Recommendation 9 and 10.

Home to School Transport

Recommendation 9

In relation to the Home to School Transport review, Members were pleased to note that all aspects of transport will be explored, including vehicles used in day centres as BREP has previously recommended - slightly amending the opening and closing times of day centres so the buses can be made available for school transport. The Panel also recommend that the Directorate consider the possibility of collaborating with other local authorities and creating an in-house resource from the current fleet for Home to School transport use.

Recommendation 10

The Panel recommend introducing a charge for transport over and above Welsh Government statutory distances for Home to School Transport, which should take into account and offer concessions for low income families. Members further recommended that instead of removing the provision that the Council could provide a discounted bus pass on an existing bus route.

Nursery Provision

- 2.12 In relation to the reduction in early years provision from full time to part time as per statutory minimum, the Panel identified that the Council cannot justify providing discretionary services to the detriment of struggling to provide statutory services.
- 2.13 In order to plan for the future and to ensure Members understand the impact of the possible removal of Bridgend Councils nursery provision, the Panel request that a consultation and review be undertaken taking into account the following:
- Evidence of the impact of reducing to the statutory minimum on children's education;
 - To explore and review what impact the reduction would make to working parents;

- To explore the possibility for the Council to provide the statutory 10 hours and parents/guardians to pay for the additional hours;
- The impact on current funding and staffing.

Recommendation 11

The Panel believe that the budget reduction proposal EFS49 which plans on decreasing the current nursery provision to the statutory minimum could have been implemented in previous years. Therefore Members recommend that consultation on this proposal should commence taking into consideration the proposed review process.

Efficiency savings against School Delegated Budgets

- 2.14 The Panel discussed the budget reduction SCH1 relating to the 1% efficiency saving against school delegated budgets and observed the implementation would be a matter for the individual school to manage and that continuation of funding the nursery provision has a contributory factor to schools being required to make the saving.

Recommendation 12

If the 1% school budget reduction is implemented the Panel recommend that the Council ensure that they work closely with all schools to provide financial support and advice to agree on a deficit plan. The Panel further recommend exploring the possibility of centralising the non-teaching aspect of all school budgets and re-charge for services which would ensure that services are properly remunerated.

Social Services and Wellbeing

- 2.15 The Panel acknowledged the amount of savings made by the Directorate to date and were conscious of the effects of fluctuating demand, the volume of complex issues within the service area and how this could impact on future budget proposals. The Panel note the previous significant overspends in this Directorate, although Members appreciate the progress of savings made to date. BREP have requested that Corporate Overview and Scrutiny Panel receive regular updates on the plan to monitor and review its effectiveness.
- 2.16 The Panel identified that the Social Services and Wellbeing Directorate issues with the bespoke process of grant funding for essential services and Members questioned the time and effort taken in monitoring and responding to ensure future funds are provided.
- 2.17 The Panel note that a report to Council will be produced to provide an update on the progress being made to meet the proposed Health Board boundary change in April 2019 and request that the report includes details of the budgetary impact on BCBC from moving services from ABMU to Cwm Taf.

Chief Executive

Community Action Fund

- 2.18 While deliberating the Chief Executive proposals for budget reductions, the Panel discussed the Community Action Fund and although the Members agree with the principle of the project they cannot support the funding to continue and therefore support the removal of the Members' Community Action Fund.

CCTV

- 2.19 During the Panels deliberations in relation to the review of the CCTV function and the potential impact it may pose on community safety, Members queried whether the Council had any financial contributions from the Police. The Panel also identified that this topic could be further explored by Scrutiny.

Recommendation 13

With reference to the joint responsibility between BCBC and Police for crime and disorder in the County and the integral part CCTV has to Police investigations, Members recommend that Cabinet explore joint funding with the Police for operating the CCTV service.

3 Fees and Charges

- 3.1 The Panel received a comprehensive report detailing comparison of fees and charges with other Local Authorities and Members complimented the vast amount of work that was undertaken to compile the spreadsheet.
- 3.2 Following the Panel's consideration of the Fees & Charges spreadsheet and discussions, Members note that the introduction of charges for some services would be quite straightforward - for example the replacement charges for licencing badges/plates and door stickers. Members also acknowledged the fact that the Council are not charging for advertising on Council property and for film licencing which could generate an income.

Recommendation 14

The Panel recommend that Cabinet and CMB receive the Fees & Charges – Comparison with other Local Authorities spreadsheet which collates all services that the Authority does not currently charge for where other neighbouring Councils do. The Panel further recommend that if it is financially viable that the Council introduce the appropriate charges to align with other Councils as soon as possible. The Panel also request that this topic is added to the Scrutiny Forward Work Programme to assist with income generation.

Recommendation 15

The Panel voiced their concerns regarding the lack of inspection following work carried out throughout the Borough. Members therefore recommend that the Authority undertake corporate vigilance and explore the possibility of charging companies and members of the public when they have damaged Council property. Examples of general utility works on the highway which lead to long term road surface damage were

identified. The Panel also identified Members corporate responsibility in reporting issues and damages as part of their local community role.

Recommendation 16

The Panel identified that there may be opportunities for the Council to look into charging external companies when the Authority deals with public complaints on their behalf such as V2C, Kier, Halo and Awen. Members recommend that the Member Referrals Working Group explore this further as part of the current review of the Member Referral system.

- 3.3 The Panel noted the ongoing Car Parking review. Members identified that this may present the Directorate with an opportunity to see what other Local Authorities are carrying out successfully in relation to residential and permit parking and undertake the same approach. Members also queried what the process for enforcement and if it was currently cost effective. The Panel request that this topic is added to the Scrutiny Forward Work Programme.
- 3.4 Members questioned whether the Council charge full cost for burials and note that a report is being drafted by Communities on Cemeteries and request that the report be to either Scrutiny or Audit.

4 Presentation of Budget to the Public and Budget Consultation Process

- 4.1 The Panel commend the work undertaken by Corporate Communications for their innovative way of working and raising engagement by 102% and responses to the consultation by 44%. However, the Panel were mindful of the possibility of the most vulnerable people of Bridgend and hard to reach groups may have been excluded from the consultation process.

5 Conclusion

- 5.1 To conclude the Panel recognised the importance of on-ongoing monitoring of the work carried out by BREP and the opportunity to integrate some if not all the recommendations into individual Scrutiny Committee Forward Work Programmes.

Recommendation 17

Therefore the Panel recommends that the Corporate Overview and Scrutiny Committee considers the BREP work and seeks to explore options to include some work streams into individual Forward Work Programmes.

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Scrutiny comments and recommendations on Medium Term Financial Strategy 2019-20 to 2022-23

1 Social Services and Wellbeing

- 1.1 Following the Committee's consideration of the draft budget proposals for the Social Services and Wellbeing Directorate, Members determined to make the following comments and recommendations

Recommendation 1

Members recommended that a report on the MTFs proposals be brought back to the Committee once the final budget settlement from Welsh Government is announced. Members were in agreement that due to the settlement figure not yet being finalised, the figures in the report would not be accurate and therefore needed to be re-worked before members could consider them.

Recommendation 2

Members recommended that once the settlement was known and the figures had been re-worked by finance colleagues that members are presented with the budget as a whole for each directorate so Members could determine the full expenditure in each directorate and not just the areas where reductions had been proposed.

Further Information

- The Committee asked how sustainable the delivery of the supply of Social Housing was given the base level budget was proposed to decrease from £5.8 million to £1.6 million
- Members asked to receive information on the savings achieved for complex care in the Western Bay Partnership, specifically for Bridgend.

2 Communities

- 2.1 Following the Committee's consideration of the draft budget proposals for the Communities Directorate, Members determined to make the following comments and recommendations:

General Comments

- The Committee voiced their disappointment with the disparity of cuts across the Directorate and how the Communities Directorate were looking at 8% cut to their budget whilst others - when including Growth - are only facing 1.8% cut.
- In relation to COM14a, Members raised concerns regarding the impact of the budget reduction proposals to the cleaning services and the probability that the service will work on a reactive basis only. Therefore Members welcome the Directorates statement that any excess Council owned

equipment would be provided to Town and Community Councils on a case by case basis to carry out cleaning services to counteract the probable litter on the roadside.

Recommendation 1

The Committee commented that visible services should be protected from budget reductions, in particular cleaning services. Members therefore recommend that if the Council should receive any additional funds from Welsh Government that consideration should be given to retaining monies to offset COM41 and COM41a.

Recommendation 2

During their discussions regarding COM42 and COM42a, the Committee recommend that communication is distributed to Town and Community Councils and the voluntary sector to inform them of the proposed budget reductions. The Committee was pleased to hear that the Council is streamlining the process for Community Asset Transfer to assist with a more effective process for all parties.

Recommendation 3

The Committee recommend that prior to the public Budget Consultation being finalised next year that Budget Research and Evaluation Panel receive the proposed questions in the consultation to ensure there are some direct questions regarding the proposed budget reductions as opposed to more generic questions that could be misinterpreted.

3 Education & Family Support

- 3.1 Following the Committee's consideration of the draft budget proposals for the Education & Family Support Directorate, Members determined to make the following comments and recommendations:

General Comments

- In relation to EFS33, Members raised concerns with the possible removal of supervisors on primary school bus services with fewer than 8 pupils and highlighted that the removal would leave children vulnerable and cause driver distraction. The Committee concluded that the risk of children being damaged mentally or physically was too high for a potential £35,000 saving.
- The Committee expressed some concern with budget reduction proposal EFS41 – the removal of post 16 transport, as the reduction would impact the most deprived areas within the Borough who may not continue their education without the supplied transport. Members also highlighted the negative effect the proposal would in turn have on probable increase of you people not engaged in education, employment or training. The Committee concluded that the cuts to education should be considered alongside the reduction to bus subsidies.
- During discussions regarding the efficiency savings against School Delegated Budget - SCH1 – the Committee highlighted the need for governors to vigorously challenge head teachers on their budgets and

explore all possibilities for income generation in a bid to offset the possible 1% budget cut.

Recommendation 1

The Committee commented on the potential financial impact the proposed efficiency saving against the school budgets would have on schools that were already in deficit and the increased difficulty it would impose on recovering from that position within the statutory timeframe. Members therefore recommend that if the Council should receive any additional funds from Welsh Government that consideration should be given to retaining monies to offset SCH01.

4 Chief Executive

- 4.1 Following the Committee's consideration of the draft budget proposals for the Chief Executive Directorate, Members determined to make the following comments and recommendations:

Recommendation 1

The Committee discussed the Members Community Action Fund and whilst Members agree with the principle of the project, they cannot support the funding to continue and therefore recommend that the Directorate continue with the removal of the Members' Community Action Fund.

5 Corporate Overview

- 5.1 Members highlighted the need for the Council to undertake increased corporate vigilance which in turn could generate income. The Committee provided the following proposals:

Recommendation 1

As outlined in Budget Research and Evaluation Panel the Committee recommend that Bridgend Council should introduce fees and charges to align with other Councils; explore the possibility of charging companies and members of the public when they have damaged Council property; explore joint funding with the Police for operating the CCTV service.

Recommendation 2

In addition to the aforementioned comments, the Committee recommend that the Council explore the possibility of introducing fines for members of the public that damage public property and do not adhere to the highway code by making full use of CCTV already in place in Bridgend and the BCBC owned camera car used to deter dangerous parking around schools in the Borough.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2019

REPORT OF THE HEAD OF LEGAL AND 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 to be held on 11 February 2019 and seek confirmation of the information required for the subsequent scheduled meeting to be held on 3 April 2019;
- 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 2016–2020 have been embodied in the Overview & Scrutiny Forward Work Programmes. The Corporate Improvement Objectives were adopted by Council on 1 March 2017 and formally set out the improvement objectives that the Council will seek to implement between 2016 and 2020. The Overview and Scrutiny Committees engage in review and development of plans, policy or strategies that support the Corporate Themes.

3. Background.

- 3.1 Under the terms of Bridgend County Borough Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").

Feedback

- 3.3 All conclusions made at Overview and Scrutiny Committee meetings, as well as recommendations and requests for information should be responded to by Officers, to ensure that there are clear outcomes from each topic investigated.
- 3.4 These will then be presented to the relevant Scrutiny Committee at their next meeting to ensure that they have had a response.

- 3.5 For Subject Overview and Scrutiny Committees (SOSC), when each topic has been considered and the Committee is satisfied with the outcome, the SOSC will then present their findings to the Corporate Overview and Scrutiny Committee (COSC) who will determine whether to remove the item from the FWP or to re-add for further prioritisation at a future date.
- 3.6 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each SOSC and any information gathered from FWP meetings with Corporate Directors and Cabinet.
- 4. Current situation / proposal.**
- 4.1 Attached at **Appendix A** is the Corporate Overview and Scrutiny forward work programme which includes the items scheduled for the next two meetings to be held 11 February 2019 and 3 April 2019. 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

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

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

5. Effect upon Policy Framework & Procedure Rules.

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

6. Equality Impact Assessment

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

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

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

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

8. Financial Implications.

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

9. Recommendation.

9.1 The Committee is recommended to:

- a) Identify any additional information the Committee wish to receive in relation to their items scheduled for 14 February 2019 and 3 April 2019 including invitees they wish to attend as outlined within Appendix A;
- b) Utilising the table below, from items attached at Appendix B to allocate to the Subject Overview and Scrutiny Committees for their meetings in March and April.

DATE OF MEETING	COMMITTEE	SUBJECT
30 January 2019	SOSC 1	Education Outcomes
24 January 2019	SOSC 3	Revised CAT Process
13 February 2019	SOSC 2	Direct Payment Scheme
25 February 2019	SOSC 3	Empty Properties
28 February 2019	SOSC 1	Supporting People Programme Grant Review of Fostering Project (information only)
27 March 2019	SOSC 2	CAMHS
18 March	SOSC 3	
29 April 2019	SOSC 1	Home to School Transport
15 April 2019	SOSC 2	

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Corporate Overview and Scrutiny Forward Work Programme

Meeting Date	Item	Lead Scrutiny	Author	Further Information	Invitees
11-Feb-2019	Budget Monitoring 2018-19 – Q3 Forecast				All Cabinet and CMB
03-Apr-2019	Directorate Business Plans 2019-20				All Cabinet and CMB

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

Items for the future

July?	Social Services and Wellbeing Future Service Delivery Plan			Members requested to receive alongside Financial Performance 2018-19	
July	Financial Performance 2018-19				
	Community Safety Partnership			To provide Members with an overview of Community Safety Partnership priorities and projects	Relevant Cabinet Member; Darren Mepham, Chief Executive; Community Safety Team Leader; Super Intendent Martin Jones.
	SSARF Report			Consideration for comment on the draft Social Services Annual Report - Corporate Director has proposed June 2019.	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help.
	Strategic Review of Health & Safety Responsibilities			In light of the recent Crown Court Case where the Authority pleaded guilty to serious breaches of Health & Safety legislation after the death of a young pupil at Maesteg Comprehensive. 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' exercise, interviewing representatives from schools, governors from schools and parents to present alongside the Officer report. 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

	Collaboration Work with the Police		<p>Feedback from BREP on subject of Collaboration with the Police - The Panel highlighted the need to work more closely with the Police and therefore proposed that an item be considered to look at Policing of the borough on a local level. Members proposed the following points and areas be considered:</p> <p>a) As the delegated powers to the Police and PCSO's varies between local authorities, the Panel recommend that clarification be provided on what powers have been assigned to the Police and what has been retained by the LA to inform all Members, members of the public, Inspectors and PCSOs;</p> <p>b) How often does the Chief Executive and Leader meet with key people in the Police to discuss and align priorities;</p> <p>c) How often do both the Corporate Director – Operational and Partnership Services and the Corporate Director - Communities meet with their counterparts in the Police to discuss community policing and safety within the County Borough and align priorities.</p> <p>d) The need for a joint plan between Police and the LA; 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</p> <p><i>Scrutiny to confirm what they are looking for in terms of communities input e.g. Fleet Depot.</i></p>	<p>Darren Mepham, Chief Executive; (Lead) Mark Shepherd, Corporate Director Communities; Chief Constable SWP Police and Crime Commissioner Cllr Richard Young</p>
	Collaboration - Internal and with Third Sector		<p>7 Explore why the Authority has not progressed joint services for HR other than the current pension system, as well as Finance and Democratic Services.</p> <p>8 Internal collaboration – how are Corporate Directors learning from one another; what can be learnt, what positive aspects can be shared and how can this be transferred appropriately across other Directorates; Third Sector - eg. BAVO - how much do we provide to them and what do they do with it. How are the LA benefiting from collaborative work - value for money and contribution to budget savings</p>	<p>Representative from BAVO</p>
	New Local Development plan		<p>Links with schools and new housing developments</p> <p><i>Meeting with Cabinet and Scrutiny Chairs. Discussed that Scrutiny Chairs to be invited to LDP Steering group, would be more appropriate.</i></p>	<p>Cllr Richard Young, Cabinet Member – Communities; Mark Shephard, Corporate Director Communities;</p>
	Procurement and Contracts		<p>Members have asked to receive information on homecare contracts and employment contracts with BCBC;</p> <p>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</p>	
	Partnerships and Joint Working		<p><i>Item proposed by SOSC 2.</i> 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.</p>	
	Corporate Landlord		<p><i>Item proposed by Corporate Director. Report ready to go.</i> To provide information on the Corporate Landlord model and the budget reduction proposals allocated to the implementation and roll out.</p> <p><i>Following presentation to members - awaiting for confirmation is item should still come to scrutiny.</i></p>	

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
Page 103 24-Jan-19	SOSC3	Revised CAT Process	<p>Include an update on the work of the CAT Task and Finish Group and the recommendations made in the January 2018 meeting;</p> <p>How many task and finish group meetings have taken place and what is the membership?</p> <p>What is the latest with the CAT process? How has it been streamlined since it last came to Scrutiny?</p> <p>How many CATs have now been processed and completed?</p> <p>How has the position improved</p> <p>What are the plans for CAT going forward</p> <p>How many CAT applications have been received altogether? How many have been progressed?</p> <p>How many have withdrawn and for what reasons?</p> <p>List of CAT 1 priorities and what is the plan for these?</p>			<p>Mark Shephard, Corporate Director - Communities, Cllr Richard Young, Cabinet Member - Communities;</p> <p>Guy Smith, Community Asset Transfer Officer</p> <p>Fiona Blick, Strategic Asset Management and Investment Manager</p> <p>Wales Co-operative, Carly McCreesh - carly.mccreesh@wales.coop</p> <p>TCC Rep, Geraint Thomas - pencoedtownclerk@btconnect.com</p>	
30-Jan-19	SOSC 1	Education Outcomes	<p>Requested from SOSC 1 meeting in February to receive a further report at a meeting in the near future, (to be agreed by Corporate Overview and Scrutiny), incorporating the following:</p> <ul style="list-style-type: none"> • School Categorisation information; • In relation to Post-16 data at 4.53 of the report, the Committee requested that they receive the baseline for each school to give a better indication of how each school has improved; • Information on Bridgend's ranking for Key Stage 4 based on the latest results; • Information on what targets were set at each stage in order to determine whether the performance was expected and possibly a cohort issue or whether any actuals differed significantly from the targets set; • Information that the Consortium has gathered through drilling down into each schools' performance to determine what challenges schools face; • Further detail of the performance of those with ALN attending the PRU or Heronsbridge School as Members felt this was not incorporated into the report to a great degree; • Information on the work that the Consortium is doing to identify the variation for each secondary school at Key Stage 4, and what is being done about it; • More information in relation to each schools performance – not necessarily more data but detail of the where, what and how in relation to good and poor performance for each school so that the Committee has an overall understanding of the current situation and priority schools in Bridgend; • What extent are schools responding to the changes recently introduced such as the removal of Btec etc, to ensure they are still meeting the needs of the pupils; • What work is being done to mitigate against future dips in performance resulting from any changes to curriculum or changes to performance measures; • Evidence of how the Consortium has made a direct impact on schools and school performance, what outcomes can they be measured on in relation to Bridgend to assure Members of value for money; • What is being done to mitigate against the impact of changes in teachers to ensure that this does not have a resulting impact on the performance of pupils; • Performance in relation to vocational qualifications and non-core subjects – where there are excellent work taking place etc. 		01/01/2019 Prioritised by SOSC 1 for January	<p>Lindsay Harvey, Interim Corporate Director - Education and Family Support;</p> <p>Cllr Charles Smith, Cabinet Member for Education and Regeneration;</p> <p>Nicola Echanis, Head of Education and Early Help;</p> <p>Andy Rothwell, CSC Senior Challenge Advisor;</p> <p>Mike Glavin, Managing Director CSC</p> <p>Representative from School Budget Forum</p> <p>Sarah Merry, Chair of CSC JOSC (Deputy Leader Cardiff Council)</p> <p>Primary, Secondary and Special School Headteacher representative</p> <p>Primary – Jeremy Thompson (Oldcastle Primary)</p> <p>Faith – Carmen Beveridge (St Roberts)</p> <p>Welsh – Rhiannon Dixon (Ferch O Sger)</p> <p>Hannah Castle – Head of Cynfig – chair of SBF</p> <p>Neil Clode – Head of Llangwydd juniors (vice chair)</p> <p>Kath John- Head of Brackla (primary lead)</p> <p>Andrew Slade – Head of Porthcawl comp – (secondary lead)</p> <p>Jeremy Evans – Head of Heronsbridge- special schools</p>	
13-Feb-19	SOSC 2	Direct Payment Scheme	<p>Details on the revised policy including how the legislation has affected it.</p> <p>How Direct Payments are delivered.</p> <p>Are Service users able to purchase services directly from the Authority.</p> <p>Details on how we market ourselves?</p> <p>What support has been provided to service users since the launch of the new scheme.</p> <p>How was the scheme launched to service users.</p>		Corporate Director proposed November	<p>Susan Cooper, Corporate Director, Social Services and Wellbeing;</p> <p>Jacqueline Davies, Head of Adult Social Care;</p> <p>Cllr Phil White, Cabinet Member – Social Services and Early Help;</p>	
25-Feb-19	SOSC 3	Empty Properties	<p>SOSC 3 requested that this item continue on FWP - reasons and purpose to be confirmed</p> <ul style="list-style-type: none"> - Update on the Empty Properties Working Group? - Update on how the Empty Homes Strategy has been developed? - Update on how well the marketing of Empty Properties is going including Churches and Chapels? - Evidence on how successful other LA's have been in bringing empty properties back into use where they have charged 100% upwards Council tax on properties after they have been empty for longer than 6 months? - Further information on the properties that have been un-banded by the Valuation Office Agency. To include reasons why the properties would not have been banded and how many of these are there within BCBC. - Information on what the average loss of Council tax looks like in BCBC due to empty properties in the Borough. Members recommended using the average Band D property to be able to quantify the loss. - Of the 1200 properties liable for the 50% charge on Council tax for empty properties, how much of this are BCBC successful in receiving. - Has the Empty Homes Officer been employed. 		Prioritised by SOSC3 for February 2018	<p>Darren Mepham, Chief Executive ;</p> <p>Martin Morgans, Head of Performance and Partnership Services</p> <p>Possible input from Mark Shephard, Corporate Director - Communities for the Commercial side</p> <p>Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing</p> <p>Cllr Hywel Williams, Deputy Leader</p>	
28-Feb-19		Supporting People Programme Grant	<p>Full breakdown of the various services currently supported through this grant within BCBC (inc. the various financial detail) along with how this may have changed over recent years. The number of individuals supported through the grant and in what way. How are decisions made about where to spend the grant and how much in specific areas</p> <p>How effective is the grant support that is provided across a variety of sectors within BCBC, and to ensure that the grant is being targeted at the services most in need.</p>	<p>Improved outcomes in line with the agreed objectives of the grant.</p> <p>Improved support for those in need of emergency housing and support</p>		<p>Darren Mepham,</p> <p>Martin Morgans?</p> <p>Lynne Berry?</p> <p>Cllr Dhanisha Patel, Cabinet Member Future Generations and Wellbeing</p>	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 104</p> <p>28-Feb-19</p>	SOSC 1	<p>Review of Fostering Project</p> <p>Information only</p>	<p>Further project as part of the Remodelling Children's Social Services</p> <ul style="list-style-type: none"> - Detail regarding the upskilling of three internal foster carers to provide intensive, therapeutic step down placements as part of Residential Remodelling project - Review of the foster carer marketing and recruitment strategy at a draft/early stage to allow members input into the process 	<p>COSC have proposed that this item be considered by a future SOSC 1 for continuity purposes</p>	<p>Corporate Director proposed October 2018 Prioritised by SOSC1 for February 2019</p>	<p>Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Laura Kinsey, Head of Children's Social Care; Pete Tyson, Group Manager – Commissioning; Lauren North, Commissioning and Contract Management Officer; Natalie Silcox, Group Manager Childrens Regulated Services. <i>A BCBC contracted Foster Carer.</i></p>	
<p>27-Mar-19</p>	SOSC 2	CAMHS	<p>With reference to the responses received in relation to Child Adolescent Mental Health Services Members on 12 December 2017, Members note that most of the replies feature an element of work in progress and have asked to retain the item on the FWP for future review. To receive an update on current provision and further advise on current situation in relation to comments and conclusions made on 12 December 2017.</p> <p>Update on work being undertaken throughout Wales looking at causes of mental health: 'Working Together for Mental Health'.</p> <p>To include an update on how we are getting on moving into Cwm Taf.</p>		<p>Corporate Director proposed early 2019</p>	<p>Susan Cooper, Corporate Director, Social Services and Wellbeing; Lindsay Harvey, Corporate Director - Education and Family support; Cllr Phil White, Cabinet Member – Social Services and Early Help; Chair and CEX of ABMU and Cwm Taff Health Boards; Chairperson of Bridgend Community Health Council.</p>	
<p>29-Apr-19</p>	SOSC 1	Home to School Transport	<p>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.</p>	<p>To provide assurances on rationalisation of Learner Transport as far as possible in order to make budget savings. To test and scrutinise the current licensing and school transport regime to gain assurances that it provides adequate protection against the potential of putting children and vulnerable children at risk from those who are in a position of trust. Changes to the DBS status of their employees ought to be scrutinised by an Overview & Scrutiny Committee at the earliest opportunity to ensure that children are not being put at undue risk. To provide robust scrutiny and recommendations on how the current regime can be improved. To provide assurances to the public and maintain public confidence in the system of school transport</p>	<p>Corporate Director proposed March 2019 as the external review would not be completed until January 2019</p>	<p>Lindsay Harvey, Corporate Director - Education and Family Support; Cllr Charles Smith, Cabinet Member for Education and Regeneration; Cllr Richard Young, Cabinet Member Communities Nicola Echanis, Head of Education and Early Help. Mark Shepherd, Corporate Director Communities; Robyn Davies, Group Manager Business Strategy and Performance</p>	

TABLE B

For prioritisation

Item	Rationale for prioritisation	Proposed date	Suggested invitees
CIW National Review into LAC <i>Information only</i>	The Committee requested that the outcome of the CIW investigation into Looked After Children be provided to Scrutiny for information when it becomes available.	Self assessment and action plan due at end of year. Outcome report should be ready for March.	N/A
Review of Enforcement Vehicle	In February 2018 SOSC 3 requested to receive an update on the enforcement vehicle to enable Members to monitor performance 6-12 after implementation. Possibly an information report.		
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. <i>A report is due to go to Corporate Parenting 6 March 2019. Do Members want to receive as information only or as a discussion item?</i>	Corporate Director proposed early 2019	Susan Cooper, Corporate Director, Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help;
Communication and Engagement	Is corporate communications meeting the needs of the various departments within the organisation to effectively communicate with residents Current data of engagement Are current KPIs an effective measurement in a fast changing digital world How do we engage with corporate communications with the digitally excluded		Darren Mephram, Chief Executive Corporate Communications Representative Cllr Dhanisha Patel, Cabinet Member Future generations and Wellbeing
Safeguarding	To include: Safeguarding activity in both Children and Adult Services; Safeguarding arrangements in Cwm Taf.	Should receive an annual update. Last received in July 2018.	Susan Cooper Corporate Director Social Services and Wellbeing; Cllr Phil White, Cabinet Member – Social Services and Early Help; Jacqueline Davies, Head of Adult Social Care; Laura Kinsey, Head of Children's Social Care; Elizabeth Walton James, Group Manager Safeguarding and Quality Assurance; Terri Warrilow, Adult Safeguarding and Quality Manager; Representation from Police; Representation from Health
Member and School Engagement Panel - Annual Report	Annual Update to - SOSC 1 on the work of the Member and School Engagement Panel		Plasnewydd - Q4/Spring Term The Bridge Alternative Provision Q1/Summer
POST 16 ALN Review	SOSC 1 requested to add to FWP. Raise with LH in next Officer Planning Meeting.		

The following items for briefing sessions or pre-Council briefing

Item	Specific Information to request
Social Services Commissioning Strategy	To include information on what work has taken place following the Social Services and Wellbeing Act population assessment. To also cover the following: • Regional Annual Plan • Bridgend Social Services Commissioning Strategy
Cwm Taf Regional Working	Update on situation and way forward with Regional Working with Cwm Taf? How will we undertake Regional working?
Residential Remodelling - Extra Care Housing	Site visit to current Extra Care Housing and then to new site once work has begun
Children's Social Services	Briefing for SOSC 1 on Child Practice Reviews - details of latest CPRs over last 12 months - what recommendations have come out of them, how have they been responded to, how have they helped inform future work to help safeguard children.

If received as an item - Corporate Director has suggested May/June 2019

Susan Cooper, Corporate Director - Social Services and Wellbeing;
Cllr Phil White, Cabinet Member – Social Services and Early Help;
Lindsay Harvey, Corporate Director - Education and Family Support.

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BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CORPORATE OVERVIEW SCRUTINY COMMITTEE

14 JANUARY 2019

REPORT OF THE INTERIM CHIEF EXECUTIVE

INFORMATION REPORT

COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS AT QUARTER 2 OF 2018-19

1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2018-19, as of Quarter Two. It compares this performance with the commitments to delivering the improvement priorities in the Corporate Plan 2018-22.

2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER 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 2018, the Council published its new Corporate Plan 2018-22. The Plan defined 40 commitments to deliver the three well-being objectives and set out 57 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 40 corporate commitments. Those plans also identified performance indicators for the year, which include the 57 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 Scrutiny Committee has a role in monitoring and scrutinising progress of the delivery of improvement 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 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 34 (85%) of its commitments to its Improvement Priorities (green). The other 5 (12.5%) are missing some of their milestones (amber), with one (2.5%) commitment to be reported on in Q3.

4.1.2 Indicators

4.1.2.1 Data in relation to all the indicators collected to report to CPA and to Corporate Overview Scrutiny together measure corporate performance, which provides 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 the 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 on performance with previous year. Overview information about commitments and indicators is set out in Directorate dashboards Appendices 1 to 4.

4.1.3 Sickness Absence

4.1.3.1 The half-yearly data suggests that the Council as a whole is likely to miss its target of 8.5 days FTE. As of quarter two, cumulative days lost per FTE were 5.13 days, compared with 4.46 days for the same period last year. It should be noted that 76% of the Council's sickness absence is long-term, compared with 73% at the same time last year.

4.1.3.2 Sickness in relation to industrial injury at the half year shows that the number of absences due to industrial injury was 9, which is an improvement on the same period last year, where the number of absences was 15. The number of days lost at the half year per FTE due to industrial injury was 0.0312 a marginal improvement on the same period last year when the number was 0.0352 per FTE.

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 The Report has no financial implications.

9. RECOMMENDATION

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

Mark Shephard
Interim Chief Executive

Contact Officers:

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Background Papers

Individual Directorate Monitoring Reports

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CHIEF EXECUTIVE DIRECTORATE – PERFORMANCE Q2

Commitments 2017-18		RAG – current progress against commitment			All Indicators (incl. Finance and sickness PIs)		National Indicators																		
Q2 2017-18 Directorate Commitments to delivering Corporate priorities		Total	Red	Amber	Green	Performance vs Target	Trend vs Q2 2017-18	Performance vs Target	Trend vs Q2 2017-18																
Priority One – Supporting a successful economy		3	0	0	3		<p>↑ 4</p> <p>↓ 12</p> <p>↔ 8</p>																		
Priority Two – Helping people to be more self reliant		6	0	1	5																				
Priority Three – Smarter use of resources		8	0	1	7																				
Finance					Human Resources																				
<p>Revenue Budget</p> <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2018/19 is £19.345m. The current year-end projected outturn is £18.175 m with an under spend of £1.170m. <p>Capital Budget</p> <ul style="list-style-type: none"> The capital budget for the Directorate for 2018/19 is £4.154m, with no forseen under or over spend to planned budget. <p>Efficiency Savings</p> <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2018-19 YTD £000</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>1,079</td> <td>100%</td> </tr> <tr> <td>Likely to be achieved</td> <td>1,079</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>0</td> <td></td> </tr> </tbody> </table> <p>Additional financial information can be found in the Quarter 2 Budget Monitoring report that went to Scrutiny on 23 October 2018.</p>					Savings (£000)	2018-19 YTD £000	%	Savings Target	1,079	100%	Likely to be achieved	1,079	100%	Variance	0		<p>Staff Number (FTE)</p> <table border="1"> <thead> <tr> <th>2017-18</th> <th>2018-19</th> </tr> </thead> <tbody> <tr> <td>291.88</td> <td>389.69</td> </tr> </tbody> </table> <p>Sickness</p> <div style="display: flex; justify-content: space-around;"> <div> <p>Sickness Absence Q2 (cumulative - days per FTE)</p> </div> <div> <p>Sickness Absence at Q2 - Long Term / Short Term</p> </div> </div>					2017-18	2018-19	291.88	389.69
Savings (£000)	2018-19 YTD £000	%																							
Savings Target	1,079	100%																							
Likely to be achieved	1,079	100%																							
Variance	0																								
2017-18	2018-19																								
291.88	389.69																								
					High Corporate Risks																				

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

HEAD OF PERFORMANCE AND PARTNERSHIPS

IMPROVEMENT PRIORITY 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 other BCBC led projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs	GREEN	<p>The PSB Bridgend Learning Partnership shapes employment and skills opportunities through an internship project with between Bridgend College, ABMU and Elite training for learners with additional learning needs</p> <p>The pre apprenticeship project continues this year with 74 starters. Routes are construction, Public Service and Hair and Beauty. Students attend for 5 days and do Maths and English GCSE.</p> <p>Future projects included pop up business school, Have a Go event in CCYD to promote apprenticeship opportunities to students and joint event with Careers Wales and Business in Focus to encourage SMEs to recruit apprentice</p>	
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	<p>Communities for Work has been transferred to Education and Family Support to become part of other employment related services. This is now managed by the Employability Programme Manager.</p> <p>Legacy Funded projects have been developed. A Financial Advice and Support Service contract has been tendered with CAB and this started on 1st October 2018. This was a joint initiative with Finance. This service will provide debt advice, budget managements, welfare benefits support and in particular support for Universal Credit recipients.</p> <p>Collaborative projects with Social Services and Well Being department have been developed which include summer activities for families, and a project with BAVO to support the voluntary sector. Other collaborations with Education and Family Support include Digital Inclusion Sessions and engagement and confidence building projects for adults. A Transport to Work project is also being progressed with the Employability Programme Manager.</p>	
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	<p>Anti Poverty strategy has been developed, with Central Grants Team now in place. A key task for the Central Grants Team through the next quarter is to commence an outcomes mapping exercise to understand any duplication of service, in addition, identify gaps in service provision to inform future funding and commissioning arrangements.</p>	

IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.4	Work with households and partners to help prevent homelessness, including supporting care leavers to secure appropriate accommodation	GREEN	New contracts recently let – Early Doors, Floating Support, Prisoner Support Project for adults and young people all working to prevent homelessness. Supporting People grant funding provided for accommodation project for care leavers – Dewis Project which provides temporary accommodation for under 18's. This project is in conjunction with Social Services. Supporting People funding has been used to expand a project for multiple and complex cases aged between 18-21	
P2.2.5	Work with owners of empty properties to turn empty properties into homes to help ease housing shortage.	GREEN	Empty Property Strategy completed and out for consultation. Empty Property Officer secondment completed	
P2.2.6	Increase the engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families.	GREEN	All partners, including schools and health are engaging well in the JAFF/TAF process. Schools, in particular have a greater awareness of referral routes and services available to support families at the earliest opportunity. This year to date, between April and September, 1013 JAFF referrals were received, 21% of these from schools and 31% from health services. A total of 502 JAFF assessments being undertaken in the same period resulting in 140 TAF action plans being developed to support families with multiple needs.	
P2.2.7	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	Housing involved in corporate working groups related to young people and vulnerable and complex cases MASH arrangements now fully operational with a 'one front door' approach to receiving and screening referrals from a multi agency perspective, allowing unmet need to be identified at the earliest opportunity and access to appropriate support at the earliest opportunity	
P2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant	GREEN	Working closely with Action for Children, commissioned through the Families First programme, to support young carers to access relevant support, information and advice	

IMPROVEMENT PRIORITY 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	Since April we have engaged with community groups such as the Bridgend Coalition of Disabled people and SHOUT Bridgend on public consultations (subsidised bus and public conveniences). We have been developing our face-to-face engagement during this time and engaged with over 1600 people in the community for the budget consultation via events and workshops with equality/interest groups, libraries and schools. We have also worked with Bridgend People First to develop our first 'easy read' budget survey to encourage participation with a wider demographic and this has been completed by over 200 people. The youth survey for the budget was designed to encourage participation from the 11-25 age group and 160 youth surveys have been completed. We have engaged with around 700 young people in comprehensive schools. The use of interactive clicker-pad presentations has increased since April 2018 and we are exploring the use of additional functionality for remote voting sessions. Face-to-face engagement activities have enabled people who may not have previously participated in online consultation to have their say on proposals.	

PERFORMANCE INDICATORS

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for money											
DOPS40 Local Priority 2	The percentage of Supporting People Programme accommodation based units that have been void (empty) in the quarter <i>Lower preferred</i>	n/a	<5%	3.4%	10%	10%	5.45%	n/a	n/a	n/a	Quarterly indicator Target for 2018-19 is to be less than 10% - Improving target set based on number of voids in 2017-18
PAM/013 CP Priority 2	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 st April that were returned to occupation during the year through direct action by the local authority <i>Higher preferred</i>	2.2%	7.86%	3.48%	7.86%	n/a	n/a	n/a	5.2%	15 th	Annual indicator Target setting: No info on PMS
PAM/014 CP Priority 2	Number of additional dwellings created as a result of bringing empty properties back into use <i>Higher preferred</i>	n/a	0	0	TBC	n/a	n/a	n/a	5.2%	13	Annual indicator Target setting: TBC
Service User Outcomes											
DCO16.3ii Local Priority 1	Number of participants we expect to work under Communities First (BESP and Communities for Work) <i>Higher preferred</i>	469	366	659	366	No target set	No data	287	n/a	n/a	Quarterly indicator Target setting: No data on PMS
DOPS38 CP Priority 1	Percentage of children living in households where no one is working <i>Lower preferred</i>	19.4%	n/a	14.9%	14.8%	n/a	n/a	n/a	n/a	13.9%	Annual indicator Target setting: Target set to reverse the trend. Our trend showed an upward turn and our actual figure was above the Welsh average. We will target available Welsh Government funding to tackle poverty.
DOPS39 CP Priority 2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority as a legal responsibility to provide suitable accommodation <i>Lower preferred</i>	n/a	14.07%	9.4%	<12.85%	12.85%	7.6%	n/a	n/a	n/a	Quarterly indicator Target setting: The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target.
DOPS41 CP Priority 2	The percentage of people who feel they are able to live more independently as a result of receiving an adaptation to their home <i>Higher preferred</i>	n/a	75%	87.7%	75%	75%	100%	No data for Q2	n/a	n/a	Quarterly indicator Target for 2018-19 to be greater than 75% .
CED2 Local Priority 2	Percentage of families with a disabled child completing a support programme report an improvement in family resilience <i>Higher preferred</i>	new	new	new	To set baseline	n/a	100%	n/a	n/a	n/a	Annual indicator - Percentage target to be assigned as soon as sufficient baseline data becomes available No target update on PMS
CED5 Local Priority 3	Percentage of first call resolutions <i>Higher preferred</i>	new	new	new	To set baseline	n/a	33.02%	n/a	n/a	n/a	Quarterly indicator To set baseline
CED7 Local	Percentage of contact: face to face (English and Welsh) <i>Higher preferred</i>	new	new	new	To set baseline?	n/a	22.3%	n/a	n/a	n/a	Quarterly indicator Not allocated to Priority No target set
CED8 Local Priority 3	Percentage of contact: email (English and Welsh) <i>Higher preferred</i>	new	new	new	To set baseline	n/a	23.1%	n/a	n/a	n/a	Quarterly indicator To set baseline

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
CED9 Local Priority 3	Citizens' Panel - percentage of people rating service very good or fairly good: phone, face to face and social media <i>Higher preferred</i>	new	new	new	To set baseline	n/a	No data	n/a	n/a	n/a	Annual indicator To set baseline
CED10 Local Priority 3	Citizens' Panel - Percentage of citizens surveyed who said that their individual access requirements are met when contacting the council via Customer Service Centre (phone or face to face) <i>Higher preferred</i>	new	new	new	To set baseline	n/a	No data	n/a	n/a	n/a	Annual indicator To set baseline
DOPS4 CP Priority 3	Increase the number of interactions (percentage increase on the previous year's target) from citizens on the corporate social media accounts (Facebook and Twitter) <i>Higher preferred</i>	11.3%	5%	93.9%	5%	2.5%	2.98%	↓4.6%	n/a	n/a	Quarterly - Our target of a 5% increase on last year's target equates to a target of 39,473 interactions for this year or 9,868 interactions per quarter. In Q2, we achieved 14,154 interactions, taking us to 23,563 overall well above our target of 19,736 at this stage. In context of our 5% target, we've achieved 2.98% compared to the 2.5% we'd expect to have achieved by the end of Q2. Q1 has routinely been our weakest quarter for interactions. The only instance where this has not been the case was last year, which coincided with the introduction of the new waste contract. Therefore there is no concern that we are slightly behind our target at that stage. The interactions were driven by activity surrounding results day, events, new schools and back to school and jobs, among other content. Facebook advertising surrounding school's out, fostering and the BBF awards contributed 238,572 impressions during the quarter.
DOPS4 Local Priority 3	Percentage of contract awarded in line with programme guidelines and on time <i>Higher preferred</i>	n/a	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target set at 100% - The highest service standard we aim to maintain.
PSR002 PAM/015 Other	The average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower preferred</i>	242.41	<208	282.55	<208	208	307.24	↓259.58	213	20	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance.

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PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
PSR009a Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for Children and young people <i>Lower preferred</i>	421.18	379	485.83	400	400	459.5	↓420	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults <i>Lower preferred</i>	225.16	199	266.51	199	199	296.16	↓248.89	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance
DOPS15 PAM/012 Local Priority 2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <i>Higher preferred</i>	Revised definition	70.73%	68.6%	75.17%	75.17%	66.7%	↓71.8%	66.4%	9	Quarterly indicator-
DOPS33 Local Other	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good <i>Higher preferred</i>	95.55%	90%	96.31%	90%	90%	No data	98.07%	n/a	n/a	Quarterly indicator Target set to maintain performance.
Internal Processes											
DOPS49 (FIN3.2.2) CP Priority 3	Number of services that are available to the public online <i>Higher preferred</i>	0	2	0	5	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: no rationale
DOPS34(a) Local Other	Availability of voice and data network (%) <i>Higher preferred</i>	100%	99.9%	100%	99.99%	99.99%	No data	100%	n/a	n/a	Quarterly indicator Target set to maintain performance
DOPS34(b) Local Other	Availability of storage area network (core computing) (%) <i>Higher preferred</i>	100%	99.9%	100%	99.9%	99.9%	No data	100%	n/a	n/a	Quarterly indicator Target set to maintain 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 <i>Higher preferred</i>	99.91%	99.9%	99.97%	99.9%	99.9%	No data	99.99%	n/a	n/a	Quarterly indicator Target set to maintain performance

HEAD OF LEGAL AND REGULATORY SERVICES

IMPROVEMENT PRIORITY THREE: SMARTER USE OF RESOURCES

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.5.1	Review procurement processes and procedures to ensure best value is achieved through eProcurement and utilising national and regional arrangements. (CEO)	GREEN	On target	

PERFORMANCE INDICATORS

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PI Ref No, PI Type, PAM Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
Service User Outcomes											
DOPS17 Local Other	The total number of formal committee meetings made available to the public using webcasts <i>Higher preferred</i>	13	10	12	10	5	2	↑ ₀	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS27 Local Other	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days <i>Higher preferred</i>	100%	95%	100%	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS29 Local	Percentage of satisfied customers (Registrars Service) <i>Higher preferred</i>	99.49%	95%	100%	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS31 Local Other	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent <i>Higher preferred</i>	100%	95%	100%	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
Internal Processes											
DOPS24 Local Other	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel <i>Higher preferred</i>	93.38%	90%	90.23%	90%	90%	90.91%	↑ 90.48%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS25 (a) Local Other	Percentage of births registered within 42 days <i>Higher preferred</i>	98.47%	99%	99%	99%	99%	97.83 %	↓ 99.18%	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 <i>Higher preferred</i>	100%	98%	100%	98%	98%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS26 Local Other	Percentage of customers registering a birth or death seen within 30 mins of arrival <i>Higher preferred</i>	100%	90%	100%	90%	90%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
DOPS28 Local Other	Percentage of applications dealt within 7 days of receipt <i>Higher preferred</i>	100%	95%	100%	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance
Organisational Capacity											
DOPS30 Local Other	The average number of chargeable hours per FTE fee-earner in the legal service department <i>Higher preferred</i>	1420.8	1200	1460.13	1200	600	663	↓ 727.9	n/a	n/a	Quarterly indicator Target setting: 100 hours (chargeable) per month

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for money											
DOPS7 CP Priority 3	Percentage of tenders above EU threshold compliant with the Public Contracts Regulations 2015 that are compliant <i>Higher preferred</i>	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target to remain at 100%. Less than 100% compliance would risk reduced efficiency.
DOPS32 Local Other	Percentage saving from the provision of legal services in-house compared with the equivalent service provided via the external solicitors framework <i>Higher preferred</i>	60.35%	30%	60.35%	30%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: To be 30% cheaper than comparable external service

HEAD OF FINANCE

IMPROVEMENT PRIORITY TWO: HELPING PEOPLE TO BE MORE SELF RELIANT

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.4.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally.	AMBER	Off target	

IMPROVEMENT PRIORITY 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	On target	
P3.2.2	Automate most common internal processes to reduce transactions costs and streamline processes.	GREEN	There has been a new Treasury Management web-based Portal set up during the first half of the year to simplify and introduce efficiencies for investments for the Council. There are on-going developments around reducing manual invoice payments increasing electronic invoicing aided by the rollout of the online ordering system.	
P3.3.4	Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate.	GREEN	Premises related budgets were brought together at the start of the financial year, under a new financial structure, in alignment with the new operating model. This will give the new service the ability to manage budgets more effectively and seek efficiencies where possible.	

PERFORMANCE INDICATORS

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16-17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for money											
CORP6.1.1 Local Priority 3	Value of planned budget reductions achieved (Total) <i>Higher preferred</i>	£5.632m	£5.852m	£4.012m	£6.123m	n/a	£5.769m	n/a	n/a	n/a	Quarterly
DRE6.1.1 CP Priority 3	Percentage budget reductions achieved (Overall BCBC budget) <i>Higher preferred</i>	75%	100%	69%	100%	No 1/4ly target set	94.22%	69.7%	n/a	n/a	Quarterly indicator Target Setting: Budget reduction planned to achieve all savings required
Service User Outcomes											
FIN3.1.2.1 Local Priority 3	Total value of investments made in new financial instruments <i>Higher preferred</i>	0	£2m	£12.3m	No target set	n/a	n/a	n/a	n/a	n/a	Annual indicator Target not set
DRE6.2.3 Local Priority 3	Percentage of undisputed invoices paid within 30 days <i>Higher preferred</i>	95.86%	95%	97.30%	97%	97%	97.11%	n/a	n/a	n/a	Quarterly indicator – no quarterly data for last year Target setting: to run an efficient process which does not negatively impact on local businesses' cashflow
DRE6.12.1 Local Other	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) new claims <i>Lower preferred</i>	12.49	16 days	17.88days	16 days	16 days	24.16 days	n/a	n/a	n/a	Quarterly indicator -Target setting: National target Performance has been adversely affected by staff vacancies whilst workload has increased due to the full-service implementation of Universal Credit (UC) in June 2018. Council Tax Reduction new claims are taking longer to process due to the inherent delay in the DWP advising a claimant of their UC award (approx. 5 weeks). Although new claims for Housing Benefit have significantly reduced, the time taken to process these is also affected by the delays in notifying claimants of UC awards.
DRE6.12.2 Local Other	Average time (days) taken to process housing benefit (HB and council tax benefit (CTR) change events <i>Lower preferred</i>	4.06	6 days	5.31days	6 days	6 days	6.62 days	n/a	n/a	n/a	Quarterly indicator Target setting: Target set to maintain current performance Performance is on track to meet annual target (the time taken to process changes in Q4 is generally quicker due to the number of advance changes processed (recorded as 1 day)).
Organisational Capacity											
FIN1 CP feeder Priority 1	The number of apprentices in the service (Finance) <i>Higher preferred</i>	n/a	1	1	2	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set to support the corporate plan target to see a 50% increase in apprenticeship opportunities
Internal Processes											
FIN2 Local Priority 2	In year collection rate achieved of BID levy <i>Higher preferred</i>	n/a	80% of in year business rates collection rate	78.5%	85%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Expected to be more challenging to collect due to some opposition plus low engagement from any new businesses which did not participate in the BID vote

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PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
FIN5 Local Other	Average Value of uncleared funds (Unallocated Income) <i>Lower preferred</i>		£5000	£4217	No target set				n/a	n/a	Quarterly indicator No rationale

CHIEF EXECUTIVE

IMPROVEMENT PRIORITY 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 2018-19 budget	GREEN	On target	
P3.4.1	Support managers to lead staff through organisational change	GREEN	Training has been provided to managers to provide them with the skills to undertake their management responsibilities, in the context of a changing organisation environment.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs. (CEO)	AMBER	In relation to the activities we know that we are unlikely to meet the target on Welsh language training as we had over estimated the demand for this (which is based on turnover and service need).	

Value for money

PI Ref No	PI Description	Annual indicator target 18-19 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 Local Priority 3	The value of proposed MTFS budget savings in the Chief Executive's Directorate <i>Higher preferred</i>	1,079	0	0	0	0	1,079	100	Annual indicator Budget reduction planned to achieve all savings required

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual indicator Target 17-18	Actual 17-18 & RAG	Annual indicator Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
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PI Ref No, PI Type, PAM Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16-17	Annual indicator Target 17-18	Actual 17-18 & RAG	Annual indicator Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for money											
PPN009 PAM/023 Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards <i>Higher preferred</i>	94.7%	94%	96.69%	93%	93%	96.52%	↑95.6%	95.27%	8	Quarterly indicator Target setting: not set on PMS
Organisational Capacity											
CED20 Local CP feeder Priority 1	The number of new apprentices employed across the Chief Executive's directorate <i>Higher preferred</i>	new	new	new	No data on PMS	n/a	n/a	n/a	n/a	n/a	Annual indicator
CED2 PAM/001 feeder CP Priority 3	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in CEX <i>Lower preferred</i>	new	new	new	9.32	4.66	4.75	↓4.40	n/a	n/a	Quarterly indicator Target not set
DOPS18 Local Priority 3	Number of working days lost to industrial injury (CED) per FTE <i>Lower preferred</i>	0.0016	0.003	0	0	0	0	↔0	n/a	n/a	Quarterly – Target set to 0 after CPA Q1 challenge
DOPS19 Local Priority 3	Number of industrial injury incidents (CED) <i>Lower preferred</i>	1	1	0	0	0	0	↔0	n/a	n/a	Quarterly – Target set to 0 after CPA Q1 challenge
Internal Processes											
DOPS20 Local Priority 3	Percentage of staff performance appraisals completed in the financial year <i>Higher preferred</i> <i>New for CED</i>	89%	80%	93%	80%	n/a	n/a	n/a	n/a	n/a	Annual indicator 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. To be reported in Q2. PI for 18/19 for newly formed CED.
Service User Outcomes											
DRE6.7.4i Local Priority 3	Citizens' Panel – percentage rating service very good or fairly good: Phone <i>Higher preferred</i>	76%	75%	58%	75%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set to maintain performance
DRE6.7.4ii Local Priority 3	Citizens' Panel – percentage rating service very good or fairly good: Customer Service Centre <i>Higher preferred</i>	78%	75%	69%	75%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set to maintain performance
DRE6.7.5 Local Priority 3	Percentage of citizens surveyed who said that their individual access requirements are met when contacting the Council via the Customer Service Centre. <i>Higher preferred</i>	75%	75%	79%	75%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target setting: Target set to maintain performance
DRE6.7.6 Local Priority 3	Develop targeted marking / techniques to help improve representation on the Citizens Panel with the aim of increasing engagement with the following groups: Those responding	19.8%	10%	20.4%	5%	5%	-51%	↓1%	n/a	n/a	Quarterly indicator Target Setting: Target is a 5% increase set to improve performance

PI Ref No, PI Type, PAM Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16 -17	Annual indicator Target 17-18	Actual 17-18 & RAG	Annual indicator Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
Page 122	electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards <i>Higher preferred</i>										Online residents 786 64% Welsh speakers 32 67% 16 - 24 years old 15 33% Disabled 204 66% Under represented wards 19 16% -51% The GDPR data cleanse has significantly impacted on Q2 figures as we lost 585 members as a result of this. After the data cleanse we had 1088 remaining members. This has now increased to 1099 members. Recruitment is ongoing and being promoted throughout budget consultation but the number of under-represented wards has significantly increased as a result of the loss in membership. Around Town advert had been placed to run in the October to Christmas edition. We now have 19 under represented wards so targeted recruitment will be planned into future events.
DOPS36 CP Priority 1	The number of apprenticeships available across the organisation <i>Higher preferred</i>	n/a	15	31	17	n/a	n/a	n/a	n/a	n/a	Annual indicator – Target setting: We aim to see a 10% increase in apprenticeship opportunities.
DOPS5 CP Priority 3	The number of managers receiving training to improve their people management skills (including absence management) <i>Higher preferred</i>	231	200	179	150	75	81	↓89	n/a	n/a	Quarterly indicator Target setting: The 200 target is additional staff to be trained, taking account of staff turnover and level of training previously undertaken
DRE6.6.4i CP Priority 3	Percentage of employees completing e-learning modules <i>Higher preferred</i>	59.1%	45%	50.2%	45%	22.5%	35%	↑27%	n/a	n/a	Quarterly indicator Target setting: Improving target is based in current performance against target
DOPS6 CP Priority 3	Number of employees receiving training to improve Welsh Language skills <i>Higher preferred</i>	295	75	81	75	37	35	↓69	n/a	n/a	Quarterly indicator Target setting: Not updated onPMS PMA RAG =GREEN?

Sickness broken down by Service Area

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Unit	FTE 30.09.2018	QTR2 2017/18			QTR2 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support Unit & CMB Support	33.65	26.00	8	0.72	142.00	11	4.22	1.81	7.48
Finance Department	113.42	210.12	32	1.90	323.51	28	2.85	3.38	5.32
Human Resources	47.32	111.51	12	2.23	55.69	11	1.18	5.22	2.85
Legal Section	53.23	30.78	6	0.66	89.64	5	1.68	2.55	2.13
Performance and Partnership Services	141.08	602.43	62	3.54	279.00	38	1.98	5.95	5.19
Chief Executive Directorate Total	389.69	980.84	120	2.36	889.84	93	2.28	4.40	4.75

Sickness Absence by 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
Chest & Respiratory	40.00	54.50	94.50	5.09%
Eye/Ear/Throat/Nose/Mouth/Dental	31.05	18.07	49.12	2.65%
Infections	63.50	45.65	109.15	5.88%
MSD including Back & Neck	71.89	175.00	246.89	13.30%
Neurological	42.34	17.00	59.34	3.20%
Pregnancy related		26.50	26.50	1.43%
Return to Work Form Not Received	96.00	4.28	100.28	5.40%
Stomach / Liver / Kidney / Digestion	57.17	91.92	149.09	8.03%
Stress / Anxiety / Depression / Mental Health	326.33	311.77	638.10	34.38%
Tests / Treatment / Operation	237.81	145.15	382.96	20.63%
TOTALS	966.10	889.84	1855.94	

KEY:

Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> • 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	<p>An AMBER status usually means one or more of the following:</p> <ul style="list-style-type: none"> • 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	<p>A GREEN status usually means one or more of the following:</p> <ul style="list-style-type: none"> • 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		

Education and Family Support Directorate – Performance Q2

RAG – current progress against commitment					All Indicators (incl. Finance and sickness performance indicators (PIs))			National Indicators																	
Q2 2018-19 - Directorate Commitments to delivering Corporate priorities	Total	Red	Amber	Green	Performance vs Target	Trend vs Q2 2017-2018	Performance vs Target	Trend vs Q2 2017- 2018																	
Priority One – Supporting a successful economy 5	5	0	0	5		↑ 3 ↓ 9 ↔ 2																			
Priority Two – Helping people to be more self reliant *Please note: One of the commitments has now been transferred to Social Services and Wellbeing Directorate 3*	3*	0	0	2																					
Priority Three – Smarter use of resources 6	6	0	1	5																					
Finance Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2018-19 is £111.003m. The current projections indicate an over spend of £395,000 at year end. Capital Budget <ul style="list-style-type: none"> The Directorate’s projected capital expenditure for the year end for 2018-19 is £12.349m with no projected overspend. Efficiency Savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2017-2018 YTD</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>630</td> <td>100%</td> </tr> <tr> <td>Likely to be achieved</td> <td>453</td> <td>84%</td> </tr> <tr> <td>Variance</td> <td>177</td> <td>28%</td> </tr> </tbody> </table> <p>Additional financial information can be found in the Quarter 2 Budget Monitoring report that went to Scrutiny on 23 October 2018.</p>					Savings (£000)	2017-2018 YTD	%	Savings Target	630	100%	Likely to be achieved	453	84%	Variance	177	28%	Human Resources Staff Number (FTE) <table border="1"> <thead> <tr> <th>2017-2018</th> <th>2018-2019</th> </tr> </thead> <tbody> <tr> <td>531.38</td> <td>505.63</td> </tr> </tbody> </table> Sickness <div style="display: flex; justify-content: space-around;"> <div> </div> <div> </div> </div>					2017-2018	2018-2019	531.38	505.63
Savings (£000)	2017-2018 YTD	%																							
Savings Target	630	100%																							
Likely to be achieved	453	84%																							
Variance	177	28%																							
2017-2018	2018-2019																								
531.38	505.63																								
High Corporate Risks																									

Residual Risk	Improvement Priority		Impact	Overall
Supporting vulnerable children, young people and their families	2, 3		4	20
Educational provision	1,2 and 3		4	16
Educational attainment	1,2		4	12
School modernisation	1,2 and 3		4	12

Head of Education and Family Support

Improvement Priority One: 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 help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs	GREEN	<p>We are recruiting to a post using funding received to support implementation of the pilot of the Welsh Government's 'Childcare Offer' (provision of 30 hours of free early education and childcare for 48 weeks of the year for the working parents of three and four-year-olds).</p> <p>The principles of the 2019 post-16 curriculum offer in schools were determined in June 2018, followed by activity in July 2018 to translate the principles into proposals for operational plans.</p> <p>Strong vacancy management and challenge is ensuring that the directorate continues to provide apprenticeship opportunities across its services. Also, the directorate has supported several requests received in the first half the financial year from young people seeking work experience opportunities.</p> <p>The pilot year for the delivery of junior apprenticeships in collaboration with Bridgend College successfully concluded in July 2018. Of the 52 junior apprentices who started the programme, 47 completed the programme and all achieved qualifications. In September 2018, 81 learners registered for the second cohort.</p> <p>We have delivered all the community benefits (8 apprenticeships) expected from the development of new schools being developed in the county borough in 2018-2019.</p> <p>In partnership with the Department of Work and Pensions, we delivered pre-employment provision resulting in three job outcomes for targeted community learners. We are also working in partnership with the Department of Work and Pensions and Bridgend College to deliver essential skills training to targeted community learners.</p> <p>The supported internships programme has been introduced and, in September 2018, nine Bridgend College students with additional learning needs began supported internships with the Princess of Wales Hospital in Bridgend. The young people will undertake a range of duties, rotate through departments, supported by job coaches, and will continue their formal training during the course of the 2018-2019 academic year.</p> <p>We are collating data on the destinations of the current cohort of post-16 learners with additional learning needs (ALN).</p>	
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	A range of essential skills and employability programmes have been offered, some are completed and some are ongoing. What has been completed have primarily been digital literacy and pre-employment courses.	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.5	Work with schools to close the gap in educational attainments between pupils entitled to free school meals and those who are not and improve outcomes for vulnerable groups including looked after children and young carers	GREEN	<p>In partnership with schools and the Central South Consortium, aspirational targets were set for all our pupils eligible for free school meals and children who are looked after (CLA). Schools will continue to track the progress of pupils towards meeting their targets. All CLA have personal education plans that are monitored with schools; also these pupils are supported by lead workers and a Year 11 mentor, if relevant. Consortium challenge advisors worked with our schools to ensure that proposed plans for the use of pupil development grant monies are in line with statutory guidance and are conducting regular checks to ensure spend is in accordance with the plans.</p> <p>The directorate's Vulnerable Groups Service become operational in May 2018. The directorate has refined and extended its reporting and analysis of school exclusions, contributing to the overall activity to identify children at risk of permanent exclusion.</p> <p>Lead workers involved in the implementation of the Youth Engagement and Progression Framework (YEPF) are funded through the European Social Fund project Inspire 2 Achieve. Staff are based in each of the secondary, special and behavioural schools providing bespoke support to their most vulnerable learners.</p> <p>With regard to improving the provision of specialist education accommodation to support vulnerable groups, a learning resource centre was part of the new Pencoed Primary School build, which opened for pupils in September 2018.</p> <p>A review of EOTAS (educated other than at school) provision has been completed. Its recommendations have either already been implemented or are currently being developed further.</p> <p>In the school summer holiday, the directorate successfully delivered the Schools Holiday Enrichment Programme, providing healthy meals, food and nutrition education, physical activity and enrichment sessions to children in areas of social deprivation.</p>	
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	<p>With regard to post-16 learners, the Seren network has been established by Welsh Government to support the more able and talented students in our sixth forms through activities organised nationally and in regional and local Seren hubs.</p> <p>The September 2017 Y12 intake for the Seren programme was 100% complete in Q2 (150 students).</p>	
P1.1.7	Complete the review into the curriculum and schools estates for primary, secondary and Post-16 education and begin consultation on the proposals, where required, with all stakeholders.	GREEN	<p>Reports on the review of post-16 provision within the county borough were submitted to Cabinet in October 2017 and April 2018. Cabinet indicated a preference for two of the six concepts described and gave approval to go to public consultation.</p>	

Improvement Priority Two: Helping people to become more self reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.6	Increase the engagement of partners, including schools, in the use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) processes, which aim to ensure early identification of needs and delivery of support for children and families.	GREEN	<p>The review of the Adverse Childhood Experiences pilots has been completed.</p> <p>Additional grant resource has been secured to support an additional early help screening resource in 2018-2019.</p> <p>A map and gap analysis has been undertaken that shows, in a visual form, the current transitional arrangements between education settings, out of education and into social care and into adult life for children and young people, aged 0-25, with additional learning needs.</p> <p>All service areas within the Inclusion Service, covering additional learning needs, have been reviewed.</p>	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.7	By following our 'One Council' principle ensure that all services available work better together to provide vulnerable children with seamless support when needed and prevent them from becoming looked after.	GREEN	<p>All activities have been completed.</p> <p>In collaboration with Rhondda Cynon Taff County Borough Council and Merthyr Tydfil County Borough Council, we commissioned and implemented a 'Reflect' service to support parents who have had one or more children previously removed from their care.</p> <p>A Baby in Mind service is operational. The team is co-located with other family support services within the Early Help Central Hub. Weekly referral meeting are held to ensure good decisions are made in respect of support services for children and families.</p> <p>The Bridgend Multi-Agency Safeguarding Hub (MASH) is fully operational with relevant Early Help staff co-located.</p>	
P2.3.1	Work with partners and schools to support carers, including young carers, by providing the right information, advice and assistance where relevant.	CANCEL LED	Responsibilities in respect of young carers have transferred from the Education and Family Support Directorate to the Social Services and Wellbeing Directorate, which is addressing this activity as part of normal business.	

Improvement Priority 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 2018-2019 budget	AMBER	<p>The MTFs savings target for the Education and Family Support Directorate for 2018-2019 is £630,000. At the end of September 2018, we are reporting that £453,000 of this saving is anticipated to be achieved.</p> <p>None of the £142,000 saving against learner transport is anticipated to be achieved due to an increase in eligible pupils and the consultation on safe route efficiencies not yet being concluded.</p> <p>The development of collaborative arrangements under ALN (additional learning needs) reform have also been delayed. Therefore, it is anticipated that only half of the target saving of £50,000 will be achieved.</p>	Shortfalls will be met by underspends across wider directorate areas – eg vacant posts held.
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes.	GREEN	<p>The directorate has identified an alternative and more cost-effective approach for the replacement of the catering management information system (MIS), which will support the effective operation of the service and to maintain a strong financial status.</p> <p>Good progress has been made in the development of the online accident reporting system and this is now ready to be rolled out across directorates after a period of testing.</p> <p>Improved invoicing arrangements have improved the efficiency of the school transport team via support provided from the Chief Executive's Directorate.</p> <p>Online applications for secondary school admissions went live, as planned, on 22 October 2018 and has already proved to be a resounding success. In the first four days, 640 applications were submitted via the facility. The development represents a true 'one council approach' with teams from the Education and Family Support Directorate and the Chief Executive's directorate working collaboratively to develop this efficient and effective facility.</p>	

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	<p>All Band A schemes of the of the School Modernisation Programme are on target.</p> <p>Pencoed Primary School relocated to the new school building which opened for pupils in September 2018, as planned.</p> <p>Phase 2 (demolition of the existing Betws Primary School) is complete.</p> <p>Welsh Government's review of the Mutual Investment Model and the lack of a decision around funding of the Band B School Modernisation programme is impacting on the overall programme. Despite this, the options appraisal process has concluded and site and education options have been shortlisted to take forward to the feasibility stage. Feasibility work is progressing.</p> <p>The 2017-2018 academic year assessment is complete and has been reported to Welsh Government.</p>	
P3.4.1	Support managers to lead staff through organisational change	GREEN	<p>A review of the directorate's sickness analysis and reporting system has been concluded with all managers reporting positive feedback.</p> <p>The directorate has worked collaboratively with the Central South Consortium and component local authorities to produce an implementation plan for additional learning needs (ALN) reform. The plan was approved by directors at the beginning of September 2018 . A report has recently been presented to Scrutiny, outlining the plans to prepare stakeholders and services for the reform.</p>	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	<p>A review of the use of the Performance Management System (PMS) across the directorate has concluded. Training/refresh training events have been held for users. Additional support and guidance is available to users as and when needed . The PMS continues to be the real-time information vehicle for all quarterly directorate performance reviews with the senior management team.</p> <p>Actions are in progress to deliver a training needs analysis for the directorate within the financial year.</p> <p>Actions are in progress to collate activity information within the directorate's groups/services in respect of non-formal learning events.</p>	
P3.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	<p>Actions are in progress to develop a robust participation framework for the directorate, to seek the views of children, young people and families.</p> <p>Consultation continues to be an important theme for the directorate. The outcomes of the post-16 review consultation are being presented to cabinet in October 2018.</p> <p>In the first half of the financial year, a total of 33 engagement sessions were conducted by Catering Services in our schools to explain and discuss menus and the provisions that ensure compliance with the Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013. These included some sampling/taster sessions for new menu items.</p>	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and preferred outcome	Actual 16-17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr2 target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 PAMs)	Comments
Service User Outcomes											
DCH2.1.4 CP Priority 1	Size of the gap in educational attainments between key stage 4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) <i>Lower preferred</i>	32.5	30.1	29.1	24.1	n/a	n/a	n/a	32.4	n/a	Annual indicator The target set for 2018-19 recognises that the gap needs to continue to close be below the national average and bring greater equality between eFSM and nFSM in Bridgend county.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16-17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr2 target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 PAMs)	Comments
DCH2.3.1a (PAM/009) CP Priority 1	The percentage of Year 11 leavers from schools in the local authority identified as not being in education, employment or training in the Careers Wales Annual Destination Survey Statistics. <i>Lower preferred</i>	1.5%	2.8%	1.7%	1.5%	n/a	n/a	n/a	1.6%	17	Annual indicator The target for 2018-19 recognises the initiatives that are in progress and the aim to maintain the trend of continuous improvement.
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. <i>Lower preferred</i>	1.25%	1.1%	0.6%	1.0%	n/a	n/a	n/a	1.0%	n/a	Annual indicator The target for 2018-2019 recognises initiatives in Year 11 and our desire to progress in post-16 year groups.
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.	3%	3%	3%	2.5%	n/a	n/a	n/a	2.6	n/a	Annual indicator Data available in Q4 The target for 2018-2019 recognises initiatives in Year 11 and our desire to progress in post-16 year groups.
DCO16.3i Priority 1	The number of participants we expect to work with under the Bridges into Work programme. <i>Higher preferred</i>	253	134	201	171	87	95	↑ 53	n/a	n/a	Quarterly indicator Business plan states a target for 2018-2019 of 190. The rationale being the previous performance and percentage of people who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in, or at risk, of poverty. However, it has subsequently been confirmed that the actual target for the programme is 171 - the target of 190 anticipated a re-profiling of the programme, which has not yet been implemented.
DCO16.20 Local Priority 1	The number of visits to Digital Inclusion drop-in and Learn Direct taught sessions. <i>Higher preferred</i>	new	240	No data on PMS	500	250	929	↑ 676	n/a	n/a	Quarterly indicator Target is based on sessions offered; more targeted provision in line with Welsh Government priority area. It has been possible to deliver additional sessions over and above the anticipated target numbers using a small, temporary pot of funding (available until March 2019) from Communities First. In consequence, performance in Q1 significantly exceeded target. The figures for the whole of Q2 are not yet available. However, the impact of the additional funding continues to support a performance in excess of target and there were a total of 929 visits to Digital Inclusion drop-in and Learn Direct taught sessions in the period from 1 April 2018 to 31 August 2018.
DCO16.22 Local Priority 1	The percentage of completion, attainment and success rates for Adult Community Learning provision, to meet Welsh Government targets. <i>Higher preferred</i>	new	75	97	78	n/a	n/a	n/a	n/a	n/a	Annual indicator Target is based on Welsh Government statistics.
DEFS3 CP Priority 1	The percentage of pupils at A level achieving the Level 3 threshold <i>Higher preferred</i>	98.3%	99%	98.1%	99%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target maintained in recognition of the drive for continuous improvement.

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<u>DEFS4</u> CP Priority 1	The percentage of pupils achieving 3 A-A* grades at A level. <i>Higher preferred</i>	6.1%	10%	9.4%	10%	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target maintained reflecting the drive for continuous Improvement.
<u>DEFS11</u> 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 <i>Higher preferred</i>	100%	100%	100%	100%	100%	100% Annual actual	↔ 100%	n/a	n/a	Annual Indicator Target reflects the expectation that all schools will continue to meet the terms of the subject offer. Once again, all schools have met the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16.
<u>DEFS12</u> Local Priority 1	The average wider points score for learners aged 17 <i>Higher preferred</i>	806	820	695	750	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target: This national measure fell dramatically across Wales in the 2016-17 academic year (2017-18 financial year) because of changes to exams, qualifications and patterns of subjects taken by students. Therefore, the 2016-17 academic year needs to be seen as a new baseline and there will need to be re-calibration going forward. The all Wales figure for the 2016-17 academic year was 731.
<u>DEFS53</u> Local Priority 1	The number of young people with ALN (additional learning needs) benefitting from a supported internship who are engaging and where a clear route to employment has been established. <i>Higher preferred</i> New for 2018-19	new	new	new	15	15	9	n/a	n/a	n/a	Quarterly indicator Target refers to the total number of placements in 2018-2019. Nine young people enrolled for the new academic year, in September 2018. It is not expected that this number will increase within the year. However, in consequence of a review that is currently in progress, it is apparent that a more appropriate measure is needed and this will be developed for next year.
<u>DEFS54</u> Local Priority 1	The percentage of pupils with ALN (additional learning needs) who transition to further education (including apprenticeship schemes). <i>Higher preferred</i> New for 2018-19	new	new	new	Set baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator No target for 2018-2019 - this is the baseline year. This is a new performance measure and the local authority will need to develop its tracking the transition of those pupils with ALN who transition to further education.
<u>EDU017</u> CP Priority 1 (No longer PAM for 2018-19)	The percentage of pupils aged 15, at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics <i>Higher preferred</i>	61.7% not comparable	63.2%	53%	64.4%	n/a	n/a	n/a	54.6%	13	Annual indicator: The target for the 2017-18 academic year (2018-19 financial year) reflects that educational attainment is an important national priority, linking as it does, to many other strategic objectives, such as reducing unemployment and social exclusion.
<u>DEFS29</u> CP Priority 2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <i>Higher preferred</i>	n/a	60%	74%	70%	70%	71%	74% ↓	n/a	n/a	Quarterly indicator The 10% increase in the target for 2018-19 reflects our aim to increase the success year on year
<u>DEFS30</u> Local Priority 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. <i>Higher preferred</i>	97.4%	80%	95%	85%	n/a	n/a	n/a	n/a	n/a	Annual indicator The service is developing new service models to prevent children from becoming looked after. While this work is undertaken, there is a risk that additional demand will be placed on Connecting Families to respond to new service criteria, which in turn may impact future performance. Therefore, the target has been set to reflect this risk.

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<u>DEFS50</u> <u>Local</u> <u>Priority 2</u>	The percentage of Integrated Family Support Service cases that evidence a de-escalation in status following intervention. <i>Higher preferred</i>	No data on PMS	27%	60%	35%	n/a	n/a	n/a	n/a	n/a	Annual indicator IFSS is a short term four to six-week intervention working with high-end complex families whose children are at risk of coming into the care system.
<u>DEFS75a</u> <u>Local</u> <u>Priority 2</u>	Percentage attendance of in-county looked after pupils in primary schools. <i>Higher preferred</i> New PI for 2018-2019	new	new	new	Set baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator This is the baseline year so no target is set. Target is TBC. This is something that is considered to be of importance to the new vulnerable groups' structure. However, the attendance of children looked after has not been a concern in Bridgend previously and this is no longer a Welsh Government performance measure.
<u>DEFS75b</u> <u>Local</u> <u>Priority 2</u>	Percentage attendance of in-county looked after pupils in secondary schools. <i>Higher preferred</i> New PI for 2018-2019	new	new	new	Set baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator This will be a baseline year and no target has been set. This is something that is considered to be of importance to the new vulnerable groups' structure. However, the attendance of children looked after has not been a concern in Bridgend previously and this is no longer a Welsh Government performance measure.
<u>DCHYJ1</u> <u>National</u> <u>Other</u>	The number of first-time entrants into the Youth Justice System (Western Bay) <i>Lower preferred</i>	-36	99	67	99	99	Data not available until Dec18	n/a	n/a	n/a	Quarterly indicator The target is to maintain performance below 100 against a background of increasing FTEs numbers in most areas of Wales. At this time, we are only able to estimate the number local to Bridgend. Data is provided to the Youth Justice Board by the police authority and the Q2 data will not be available to youth offending services until December 2018
<u>DCHYJ2</u> <u>National</u> <u>Other</u>	Percentage rate of re-offending, children and young people (across Western Bay). <i>Lower preferred</i>	51.6%	40.6%	46.8%	50%	50%	Data not yet available.	n/a	n/a	n/a	Quarterly indicator Target: The Youth Justice Board has introduced a new method of calculation, which is applicable from the 2018-2019 financial year of reporting. If that method were applied retrospectively, the 2017-2018 Western Bay result would have been 51.9%. This is the context for the 2018-2019 target of 50%. The target level of reduction for 2018-2019 reflects national targets but is aspirational given that a percentage reduction is difficult when numbers are decreasing.
<u>DCHYJ4</u> <u>National</u> <u>Other</u>	Average number of hours ETE (education, training, employment) taken up by statutory school age young people who are known to the (YJ) service (across Western Bay). <i>Higher preferred</i>	25 (nat. target)	25	15.1	25	25	9	20 ↓	n/a	n/a	Quarterly indicator Target continues to be based on a young person's level of entitlement. At the end of the reporting period, the average number of ETE (education, training and employment) hours attended by school-age children was 10. The number in the cohort for this quarter was 5.
<u>DCHYJ5</u> <u>National</u> <u>Other</u>	Number of education hours taken up by post-16 young people who are known to the (YJ) service. <i>Higher preferred</i>	16	16	12.2	16	16	13.9	↑12.5	n/a	n/a	Quarterly indicator The target reflects the level of hours of post-16 ETE (education, training and employment) set by the (Youth Justice Board). At the end of the reporting period, the average number of ETE (education, training and employment) hours attended by school-age children was 13.9. There were 10 young people in the cohort.
<u>EDU002i</u> <u>Local</u> <u>Other</u>	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	0.1%	0.1%	0.1%	0.1%	n/a	Data expected Q3	n/a	n/a	n/a	Annual indicator Target Setting: The new approach to education for 14-19-year olds will allow for greater variation in what is taught and should reduce the number of pupils,

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	compulsory education, training or work-based learning without an approved external qualification <i>Lower preferred</i>										especially those in local authority care, leaving education without a recognised qualification.
<u>EDU002ii</u> <u>Local</u> <u>Other</u>	The percentage of: ii) pupils in local authority care in any local authority-maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work-based learning without an approved external qualification <i>Lower preferred</i>	0%	0%	3.1%	0	n/a	Data expected Q3	n/a	n/a	n/a	Annual indicator Target has been set in the expectation that we will maintain full performance.
<u>EDU011a</u> <u>Local</u> <u>Other</u>	The average wider point score for pupils in Year 11 at the start of the academic year, in schools maintained by the local authority <i>Higher preferred</i>	566.2	570	505.1	570	n/a	Data expected Q3	n/a	458.7	2	Annual indicator The target for the 2017-2018 academic year (2018-2019 financial year) has been set at a level that acknowledges ongoing activity to improve performance.
<u>EDU015b</u> <u>Local</u> <u>Other</u>	The percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <i>Higher preferred</i>	100%	100%	100%	100%	100%	100%	↔ 100%	n/a	n/a	Quarterly indicator Excludes cases that are exceptions to the 26-week requirement and, therefore, a target of 100% is justified. This is calculated on a financial year basis. The results being reported for Sept 2018 represents the period from 01.07.18 to 30.09.18. The number of statements of special educational needs issued for the first time and within 26 weeks in this period, excluding exceptions, was 3. The total number of statements of special educational needs issued for the first time during this period, excluding exceptions, was 3. Performance is, therefore, being maintained at 100%. The cumulative results for the period from 01.04.18 to 30.09.18. The number of statements of special educational needs issued for the first time and within 26 weeks in this period, excluding exceptions, was 8. The total number of statements of special educational needs issued for the first time during this period, excluding exceptions, was 8. Performance is, therefore, being maintained at 100%.
<u>EDU016a</u> <u>PAM/007</u> <u>Other</u>	The percentage of pupil attendance in primary schools <i>Higher preferred</i>	95.3%	95.7%	95.2%	95.7%	n/a	n/a	n/a	94.9%	5	Annual indicator Target has been based on actual performance in previous years. Data available in Q3
<u>EDU016b</u> <u>PAM/008</u> <u>Other</u>	The percentage of pupil attendance in secondary schools <i>Higher preferred</i>	94.5%	95.1%	94.4%	95.1%	n/a	93.9% Annual Actual	↓ 94.4%	93.9%	11	Annual indicator Target has been based on actual performance in previous years Annual Performance: The percentage of pupil attendance in secondary schools fell this year (2017/18 AY, year 2018/19 PI year) from 94.4% to 93.9%. The Bridgend figure is the same as the Welsh average, and the Bridgend ranking across all LAs in Wales has fallen from 7th to 11th.

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											<p>Overall, in percentage terms, there was less authorised absence in our secondary schools in the 2017-2018 academic year. This was despite the period of snow within the year when large numbers of pupils were unable to attend school due to transport issues.</p> <p>In percentage terms, there was more unauthorised absence during the year with the largest increase being in respect of unauthorised absence that was not holiday-related.</p> <p>Education Welfare and other Early Help colleagues are supporting schools with the identification of good practice and areas for improvement. This is also being considered on a cluster basis. Support continues to be targeted, where necessary. Termly attendance will continue to be reviewed for all schools and resources re-focused, where possible.</p>
<u>DCH2.1.1</u> <u>Local</u> <u>Other</u>	Foundation phase outcome indicator: The percentage of pupils, at the end of the foundation phase, achieving at least outcome 5 (the expected outcome) in teacher assessments <i>Higher preferred</i>	87.1%	91.3%	89.1%	91.3%	n/a	86.3% Annual Actual	↓ 89.1%	82.6%	n/a	<p>Annual indicator The target is the Central South Consortium aggregation of the individual school targets agreed with challenge advisors.</p> <p>Annual Performance: The percentage of Bridgend children achieving the foundation phase outcome indicator in the 2017/18 academic year (2018/19 PI year) fell by 2.8% to 86.3% from 89.1%.</p> <p>The Bridgend average remains above the Welsh average which fell this year by 4.7% to 82.6% from 87.3%.</p> <p>Bridgend's performance will be the subject of further analysis to identify the reasons for the dip in the outcome and this will inform the determination of any appropriate actions.</p>
<u>PAM/032</u> <u>Other</u>	Average Capped 9 Score for pupils in year 11 <i>Higher preferred</i> New PI for 2018-19	new	new	new	Establish baseline	n/a	Data expected in Q3	n/a	n/a	n/a	<p>Annual indicator No target set for 2018-2019 financial year (2017-2018 academic year); this will be the baseline year.</p>
<u>PAM/033</u> <u>Other</u>	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. <i>Higher preferred</i> New PI for 2018-19	8.3%	No target set	8.4%	Establish baseline	n/a	9.3% Annual Actual	n/a	n/a	n/a	<p>Annual indicator No target set for 2018-2019 financial year (2017-2018 academic year); this will be the baseline year.</p> <p>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.</p> <p>The percentage of pupils receiving a Teacher Assessment in Welsh (i.e. who received a language, literacy and communication skills teacher's assessment in Welsh) at the end of the foundation phase rose in the 2017/18 academic year (2018/19 PI year) to 9.3% from 8.4%.</p>

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PAM/034 Other	The percentage of year 11 pupils studying Welsh first language (i.e. pupils entered to sit a GCSE in Welsh first language). <i>Higher preferred</i> New PI and PAM for 2018-19	6.5%	No target set	6.4%	Establish baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator No target set for 2018-2019 financial year (2017-2018 academic year); this will be the baseline year. Annual Performance: The percentage of year 11 pupils studying Welsh first language (i.e. pupils entered to sit a GCSE in Welsh first language fell in the 2017/18 academic year (2018/19 PI year) to 5.1% from 6.4%. The Year 11 cohort at YGG Llangynwyd dropped from 105 pupils in the 2016-2017 academic year to 74 pupils in the 2017-2018 academic year. This is greater reduction than the reduction in the overall Year 11 cohort from Bridgend, which dropped from 1636 to 1440 in the same time period. Increasing the numbers of pupils in Welsh-medium education is a target for the Welsh Education Strategic Plan.
Value for money											
DCH2.1.11.1 CP Priority 3	Percentage surplus capacity in primary schools. <i>Lower preferred</i>	6.1%	6%	5.21%	10%	n/a	4.89% Annual actual	n/a	n/a	n/a	Annual indicator Target set to ensure that the demand for places can be met and to maximise the use of space in our schools. Annual Performance: The percentage surplus capacity in primary schools fell this year (2017/18 AY, year 2018/19 PI year) from 5.21% to 4.89%. This was due to an increase in population in the primary sector.
DCH2.1.11.2 CP Priority 3	Percentage surplus capacity in secondary school <i>Lower preferred</i>	20.2%	20%	20.5%	18%	n/a	22.01% Annual actual	n/a	n/a	n/a	Annual indicator Target: 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). Annual Performance: The percentage surplus capacity in secondary schools rose this year (2017/18 AY, year 2018/19 PI year) from 20.5% to 22.01%. Certain secondary schools increased capacity, through the change of use of the accommodation, plus there was decrease in the secondary pupil population. This resulted in an overall increase in surplus places.
DCH2.1.32a Local Priority 3	The percentage surplus capacity in Welsh-medium primary schools. <i>Lower preferred</i>	9.4%	No target set	9.1%	10%	n/a	12.7% Annual actual	↓9.1	n/a	n/a	Annual indicator The target is set at a level to ensure that the demand for places can be met and to maximise the use of space in our schools. The percentage surplus capacity in Welsh medium primary schools rose this year (2017/18 AY, year 2018/19 PI year) from 9.1% to 12.7%. Certain schools increased capacity, through the change of use of the accommodation, plus there was decrease in the pupil population. This resulted in an overall increase in surplus places
DCH2.1.32b Local Priority 3	The percentage surplus capacity in Welsh-medium secondary schools (YGG Llangynwyd). <i>Lower preferred</i>	20.4%	No target set	20.4%	20%	n/a	19.61% Annual actual	n/a	n/a	n/a	Annual indicator 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).

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Organisational Capacity											
<u>DEFS26</u> <u>Local</u> <u>Priority 1</u>	The percentage of vacant posts (in the Education and Family Support Directorate) suitable for apprenticeships that appoint apprentices to the position. <i>Higher preferred</i>	100%	100%	100%	100%	100%	100%	n/a	n/a	n/a	Quarterly indicator Target Setting: The directorate maintains strong vacancy management controls and considers apprenticeships a priority.
<u>DEFS27</u> <u>Local</u> <u>CP feeder</u> <u>Priority 1</u>	The number of apprenticeships available across the Education and Family Support Directorate. <i>Higher preferred</i>	n/a	3	6	5	1	3	↓ ₅	n/a	n/a	Quarterly indicator Target Setting: The target number is for the whole year 2018-19. The directorate made significant progress in the appointment of apprentices during 2017-18. Three level 3 apprentices have been recruited in the last quarter. The target for the year has already been achieved.
<u>DEFS55</u> <u>Local</u> <u>Priority 1</u>	The number of junior apprenticeship programme participants. <i>Higher preferred</i> New PI for 2018-2019.	new	new	52	75	75	80	n/a	n/a	n/a	Quarterly indicator Of the target of 75, 5 should be pathway. Junior apprenticeships were introduced very late in 2017-2018. In the second year, there is a need to expand the range of the offer to meet the needs of a wider group of pupils, especially girls.
<u>DEFS57</u> <u>Local</u> <u>Priority 1</u>	The number of summer 'food and fun' schemes supported by the Catering Service <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	1	n/a	1	n/a	n/a	n/a	Annual indicator Annual Performance: In line with the target, a summer 'food and fun' scheme was supported by the Catering Service. The target is in line with Welsh Government and Welsh Local Government Association expectations around the delivery of the Schools Holiday Enrichment Programme.
<u>DEFS67</u> <u>Local</u> <u>Priority 3</u>	The percentage of school councils that benefit from 'learner voice' engagement with the Catering Service on healthy eating in schools. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	80%	40%	61%	n/a	n/a	n/a	Quarterly indicator Target reflects the excellent progress in the Catering Service in working with school councils and the recent UK national award on such work with Brynteg School. A further 11 engagement sessions took place with schools, pupils and parents. These engagement sessions included pupil council meetings, the secondary school intake parent evening at Brynteg School and pupil sampling/taster sessions for new products.
<u>DEFS68</u> <u>Local</u> <u>Priority 3</u>	The percentage increase in participation rates of children and young people accessing Education and Family Support-based services. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	10%	n/a	n/a	n/a	n/a	n/a	Annual indicator Target reflects our commitment to better understand the needs of children and young people.
Internal Processes											
<u>DEFS56</u> <u>Local</u> <u>Priority 1</u>	The percentage of all members of the extended management team trained in the use of the SchoolView system. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	100%	100%	0%	n/a	n/a	n/a	Quarterly indicator Target reflects the directorate's commitment to ensure that all senior managers are utilising up-to-date data to support service improvement. As reported at Q1, it continues to be the case that the system customisation capabilities were not fulfilling the marketed expectations. This system will not be implemented for operational use.

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DEFS58 Local Priority 1	The percentage of core datasets delivered in line with agreed definitions and timescales. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	100%	100%	100%	n/a	n/a	n/a	Quarterly indicator The target reflects the importance of core datasets in supporting school improvements and raising standards.
DEFS59 Local Priority 1	The percentage of developmental datasets identified within the directorate for which a specification and delivery strategy is approved within four months. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	100%	n/a	100%	n/a	n/a	n/a	Quarterly indicator This is an aspirational target that reflects the directorate's commitment to improve its core datasets. All developmental datasets with an agreed specification and scheduled for due for delivery in Q2 were delivered on time.
DEFS60 Local Priority 1	The percentage of pupils identified 'at risk' of permanent exclusion in a vulnerable group, who are then escalated for early intervention. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	100%		Cancelled	n/a	n/a	n/a	Quarterly indicator This is an aspirational target that reflects the directorate's commitment to improve its data for permanently excluded pupils Q2 This has been cancelled in September, therefore, no data will be reported.
DEFS61 Local Priority 1	The percentage of vulnerable groups (as outlined in Estyn's Common Inspection Framework) that have end of key stage attainment data available. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	60%	n/a	n/a	n/a	n/a	n/a	Annual indicator Data to be reported in Q4 The target reflects the directorate's commitment to improve its data for vulnerable groups but acknowledges the difficulties in the availability of data inherent within some of these groups (e.g. adopted learners)
DEFS69 Local Priority 1	The number of individuals accessing essential skills courses to improve literacy and/or numeracy <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	30	n/a	n/a	n/a	n/a	n/a	Annual indicator Target set in line with Welsh Government target of everyone reaching Level 2 in literacy and numeracy
DEFS70 Local Priority 1	The number of people engaged in skills/employability-related provision who gain accreditation/qualifications <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	50	25	162	n/a	n/a	n/a	Quarterly indicator Indicator added in 2018-2019 to show the numbers of individuals achieving accreditation that will help to enhance employability and improve job opportunities. Cumulatively, since 1 April 2018, a total of 162 people engaged in the 4 projects (83 from Bridges into Work, 33 from Communities for Work, 29 from Communities for Work Plus and 17 from Inspire 2 Work) have gained accreditations/qualifications. At present, acquisition of local accreditations and certain additional accreditations are not being recorded under the Inspire 2 Work project. This is currently under review and it may be possible to report an updated result for that project in the future.
DEFS71 Local Priority 1	The percentage of participants in the Bridges into Work programme going on to employment <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	20%	20%	49.4%	n/a	n/a	n/a	Quarterly indicator Target achievable based on recorded successes since the establishment of the programme. In Q2, a further 18 project participants achieved employment and a further 16 engaged in volunteering opportunities. Therefore, by the end of the half year, a total of 47 of the 95 participants achieved employment and 47 engaged in volunteering opportunities.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16-17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr2 target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 PAMs)	Comments
<u>DEFS65</u> <u>Local</u> <u>Priority 3</u>	The percentage of young people receiving a diagnosis of ASD (autistic spectrum disorder) and ADHD (attention deficit hyperactivity disorder) within 26 weeks. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	100%	100%	n/a	n/a	n/a	n/a	Quarterly indicator A target of 26 weeks from time of referral to diagnosis of ADS and ASD is set for most learners with an ALN (additional learning need) by Health. The 26 weeks' timeframe runs from the time of referral to the time of diagnosis, commencing with referrals received on or after 1 April 2018. Therefore, Q3 will be the earliest point at which data will be available.
<u>DEFS42</u> <u>Local</u> <u>Other</u>	Percentage of mitigating actions identified in the Education and Family Support Directorate's Health and Safety Risk Register unable to be actioned/committed <i>Lower preferred</i>	n/a	2%	0%	2%	n/a	n/a	n/a	n/a	n/a	Annual indicator Performance to be reported in Q4. Target: Last year's target is being maintained. There is generally good corporate support once risks are identified. As many mitigating actions are dependent on funding, some may not be completed if funding/resources are unavailable.
<u>DEFS43</u> <u>Local</u> <u>Other</u>	Percentage of all risks identified in the Education and Family Support Directorate's Health and Safety Risk Register scoring a residual risk of above 20. <i>Lower preferred</i>	n/a	0%	0%	0%	n/a	n/a	n/a	n/a	n/a	Annual indicator Performance will be reported in Q4. Target: All risks with a high likelihood and impact should be adequately controlled by the directorate. Any risks exceeding a score of 20 will need to be escalated corporately.

Value for money

PI Ref No	PI Description	Annual target 18-19 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<u>CP feeder</u> <u>Priority 3</u>	Value of planned budget reductions achieved (Education and Family Support Directorate)	£630	£142	22.5%	£35	5.5%	£453	72%	

CORPORATE DIRECTOR**Performance Indicators**

PI Ref No, PI Type, e.g. PAM or Local link to Corp	PI Description and <i>preferred outcome</i>	Annual 16-17	Annual Target 17-18	Actual 17-18 & RAG	Annual	Qtr 2 Target	Qtr 2 Cumulative Actual &	Trend v Qtr 2	Wales Average 17-18	BCBC Rank 17-18	Comments
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Priority					Target 18-19		RAG	17-18	PAMs	PAMs	
Organisational Capacity											
<u>CHR002iv</u> <u>PAM</u> <u>CP feeder</u> <u>Priority 3</u>	The number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	11.83	8.88	12.21	8.89	4.44	6.01	↓4.72	n/a	n/a	Quarterly indicator Sickness target set corporately.
<u>DCH5.6.2</u> <u>Local</u> <u>Priority 3</u>	The number of working days per full time equivalent lost to industrial injury (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	0.33	0.32	0.09	0	0	0.0076	↓0	n/a	n/a	Quarterly indicator Target for 2018-2019 is to be set by the Corporate Health and Safety Steering Group.
Value for money											
<u>DEFS33</u> <u>Local</u> <u>Priority 3</u>	Percentage of budget reductions achieved by the Education and Family Support (E&FS) Directorate. <i>Higher preferred</i>	51.6%	100%	71.23%	100%	n/a	71.9%	↓84%	n/a	n/a	Quarterly indicator Target set corporately The MTFs savings target for the Education and Family Support Directorate for 2018-2019 is £630,000. At Q2, we are reporting that £453,000 of this saving is anticipated to be achieved.
<u>DEFS62</u> <u>Local</u> <u>Priority 3</u>	The percentage of financial transactions delivered through a replacement catering management information system (MIS). <i>Higher preferred</i> New PI for 2018-2019.	n/a	n/a	n/a	100%	100%	Cancelled	n/a	n/a	n/a	Quarterly indicator The target is aspirational, based on expected operational practice. A replacement catering management information system (MIS) is not being progressed and, therefore, this PI is cancelled.
<u>DEFS63</u> <u>Local</u> <u>Priority 3</u>	The percentage of spend incurred against the Welsh Government funding allocation on respect of Band A schemes. <i>Higher preferred</i> New PI for 2018-2019.	n/a	n/a	n/a	100%	100%	100% Annual actual	n/a	n/a	n/a	Quarterly indicator The target is supported by our excellent track record of delivering projects on time and against Welsh Government's allocated (within year and programme-wide) funding. The Welsh Government funding allocation for 2018/2019 was spent in full by the end of quarter 1.
Internal processes											
<u>DEFS21</u> <u>Local</u> <u>Priority 3</u>	The percentage of all accidents and incidents reported via the online recording system <i>Higher preferred</i> New indicator	n/a	100%	0	100%	100%	Nil	n/a	n/a	n/a	Quarterly indicator The intent is for all accidents and incidents to be reported via the online system, once the system is operational. Currently in consultation with directorates on the initial design of the on-line reporting system. At present, roll-out of the system is planned to begin in April 2019.
<u>DEFS23</u> <u>Local</u> <u>Priority 3</u>	The number of industrial injury incidents (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	5	4	6	0	0	2	0 ↓	n/a	n/a	Quarterly indicator Annual targets set at Corporate Steering H&S Group for all directorates.
<u>DEFS36</u> <u>Local</u> <u>Priority 3</u>	The percentage of paperwork for formal/absence review sickness meetings not received. <i>Lower preferred</i> New indicator	n/a	3%	1%	3%	3%	Data not yet available	3%	n/a	n/a	Quarterly indicator The target is maintained at 3%, reflecting the significant improvement in the directorate's administration of sickness processes that has already been achieved The percentage of sickness with 'Return To Work Form Not Received' has risen considerably so far in quarter 1 2018/19 to 10%. The figure across 2017/18 was 1%. However, this is likely to be due to a quirk in the data.

											Most of the sickness occurrences in this category ended in the last week of the quarter and it is likely that forms are not likely to have been processed by HR prior to the production of this data from Trent. This will be reviewed again at the end of quarter 2.
DEFS64 Local Priority 3	The number of Band B school modernisation schemes progressed to outline business case (OBC) stage <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	2	2	0	n/a	n/a	n/a	Quarterly indicator The target is set against currently identified programme. Work currently being progressed on the Strategic Outline Cases, which is a pre-cursor to the Outline Business Cases (OBCs). Completion of two OBCs during this financial year is however at risk.
DEFS66 Local Priority 3	The percentage of trained staff who utilise the corporate Performance Management System (PMS) to support the directorate's performance management and self-evaluation processes. <i>Higher preferred</i> New PI for 2018-2019.	new	new	new	95%	n/a	n/a	n/a	n/a	n/a	Annual indicator The target acknowledges that staff turnaround may impact upon the directorate's ability to achieve 100% use.

Additional Sickness Information by Service Area

Unit	FTE 30.09.2018	QTR2 2017/18			QTR2 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Strategy & Performance	27.24	126	6	4.18	100.45	8	3.69	7.01	6.69
Catering Services (CAT)	111.79	155.67	82	1.41	279.38	96	2.50	4.48	5.91
Community Learning and Engagement	6.14	0.74	1	0.14	0.88	1	0.14	0.14	1.32
Employability Programme	23.00	6.00	4	0.50	38.50	12	1.67	0.75	1.95
Health and Safety (BE)	4.00	0.00	0	0.00	25.00	1	6.25	0.00	22.50
Inclusion Service (INC)	132.84	264.27	50	1.89	216.84	45	1.63	5.47	6.00
Integrated Working and Family Support (IWO)	159.18	400.51	39	2.59	443.76	58	2.79	4.75	5.47
School Improvement	14.20	2.00	1	0.11	0.00	0	0.00	0.20	0.21
School Modernisation	5.00	0.00	0	0.00	0.00	0	0.00	3.00	0.40
Western Bay Youth Justice & Early Intervention Services	20.24	63.30	7	3.08	169.01	7	8.35	6.50	20.77
Education & Transformation Total (excl. Schools)	505.63	1018.49	190	2.02	1273.81	228	2.52	4.72	6.08

Additional Sickness Absence by Reason

Absence Reason	Education & Family Support Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer		30.14	30.14	0.97%
Chest & Respiratory	44.65	37.49	82.14	2.65%
Eye/Ear/Throat/Nose/Mouth/Dental	56.83	21.52	78.35	2.53%
Genitourinary / Gynaecological / Pregnancy	6.41	7.05	13.46	0.43%
Heart / Blood Pressure / Circulation	60.36	123.04	183.41	5.92%
Infections	135.18	37.45	172.63	5.57%
Injury				
MSD including Back & Neck	316.20	188.19	504.39	16.29%
Neurological	2.92	31.98	34.90	1.13%
Pregnancy related	50.53	50.36	100.89	3.26%
Return to Work Form Not Received	76.05	9.73	85.78	2.77%
Stomach / Liver / Kidney / Digestion	318.84	150.98	469.82	15.17%
Stress / Anxiety / Depression / Mental Health	507.46	420.68	928.15	29.97%
Tests / Treatment / Operation	247.26	165.20	412.46	13.32%
TOTALS	1822.68	1273.81	3096.50	

KEY:

Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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. 	<p>CPA/Scrutiny committee should ask the pertinent chief officer/s to provide an explanation or conduct a review to identify the root causes of the red status and put in place an action plan to prevent further deterioration and minimise the damage caused to the overall organisation.</p>	
		<p>Performance Indicators (RAG)</p> <p>Red (alert) Performance is worse than target by 10% or more</p>	
Amber	<p>An AMBER status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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. 	<p>Action</p> <p>CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.</p>	
		<p>Performance Indicators (RAG)</p> <p>Amber (caution) Performance is worse than target by under 10%</p>	
Green	<p>A GREEN status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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. 	<p>Action</p> <p>CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.</p>	
		<p>Performance Indicators (RAG)</p> <p>Green (clear) Performance is equal to or better than target</p>	
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		

COMMUNITIES DIRECTORATE – PERFORMANCE Q2

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Commitments 2018-19					RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)				National Indicators																							
Q2 2018-19 Directorate Commitments to delivering Corporate priorities					Total	Red	Amber	Green	Performance vs Target		Trend vs Q2 2018-19		Performance vs Target		Trend vs Q2 2017-18																					
Priority One – Supporting a successful economy					7	0	0	7																												
Priority Two – Helping people to be more self reliant					1	0	0	1																												
Priority Three – Smarter use of resources					8	0	3	5																												
Finance					Human Resources																															
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2017-18 is £26.791m. The current year projected outturn is £27.051m meaning an over spend of £260k. Capital Budget <ul style="list-style-type: none"> The capital budget for the Directorate for 2018-19 is £20,812 with a projected capital spend for the year of £20,191m, with a projected underspend of £621k Efficiency Savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2018-19</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>1,454</td> <td>100%</td> </tr> <tr> <td>Achieved</td> <td>1,277</td> <td>87.8%</td> </tr> <tr> <td>Variance</td> <td>177</td> <td>12.2%</td> </tr> </tbody> </table> <p>Additional financial information can be found in the Quarter 2 Budget Monitoring report that went to Scrutiny on 23 October 2018.</p>					Savings (£000)	2018-19	%	Savings Target	1,454	100%	Achieved	1,277	87.8%	Variance	177	12.2%	Staff Number (FTE) <table border="1"> <thead> <tr> <th>2017-18</th> <th>2018-19</th> </tr> </thead> <tbody> <tr> <td>401.51</td> <td>425.95</td> </tr> </tbody> </table> Sickness <div style="display: flex; justify-content: space-around;"> <div> <p>Sickness Absence (cumulative - days per FTE)</p> </div> <div> <p>Sickness Absence at Long Term / Short Term</p> </div> </div>												2017-18	2018-19	401.51	425.95				
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High Corporate Risks					<table border="1"> <thead> <tr> <th>Risk</th> <th>Improvement Priority</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Maintaining infrastructure</td> <td>1</td> <td>5</td> <td>4</td> <td>20</td> </tr> <tr> <td>The economic climate and austerity</td> <td>1</td> <td>4</td> <td>4</td> <td>16</td> </tr> <tr> <td>Disposing of waste</td> <td>1 & 3</td> <td>3</td> <td>4</td> <td>12</td> </tr> </tbody> </table>												Risk	Improvement Priority	Likelihood	Impact	Overall	Maintaining infrastructure	1	5	4	20	The economic climate and austerity	1	4	4	16	Disposing of waste	1 & 3	3	4	12
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HEAD OF REGENERATION

Improvement Priority One: Supporting a Successful Economy

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
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	A workshop has been held with tourism partners from across the region to discuss opportunities through the Valleys Regional Park (VRP). Following announcement of funding availability further clarification is being sought from Welsh Government. BCBC to attend a further workshop run by Welsh Government	
P1.2.1	Deliver the Porthcawl Resort Investment Focus Programme (e.g. the Cosy Corner development and the Rest Bay Cafe development) to grow the value of tourism in the economy, increase employment and business opportunities, and support a range of cultural sporting and business events.	GREEN	Harbour kiosk works update - RIBA Stage 5 - Works are now substantially complete with only external drainage works outstanding. Awaiting finalisation of legal agreements to allow this work to proceed. Rest Bay Watersports Centre works update - RIBA Stage 5 - Construction has commenced on site with demolition of former cafe building and asbestos removal complete. Work proceeding to programme.	
P1.2.2	Contribute to the development of the business plan for the Cardiff Capital Region City Deal, with the aim of bringing increased investment and economic control into the local area	GREEN	Meetings are being held on a quarterly basis for the Regional Transport Authority - presentations are being made by Welsh Government officers and Transport for Wales on the new rail franchise arrangements. A programme of regional transport schemes are being developed to support the city deal. Under the Regeneration theme the Regional Plan has been endorsed by the Board and subsequently signed off by the Welsh Government Minister. This ensures that Bridgend is now formally recognised within the region as having key settlement status, and should help influence the targeting of current and future regeneration investment. Funding proposal for the development of enterprise hubs and support work to develop regionalized approaches accepted and approved. Project team established. Procurement process undertaken with tender now received and being scored. Anticipated, subject to satisfactory scoring, to appoint architects in October 2018. Work will then commence on scheme design prior to submitting planning applications where required.	
P1.2.3	To support the Bridgend Business forum with the delivery of its development plan and its programme of events for 2018-2019 and promote the area for investment.	GREEN	The annual Bridgend Business Forum business awards was held in September 2018. The evening was another success story. The event was sold out and has generated a good deal of press coverage for the successful award winners.	
P1.2.4	Continue to progress the development of low carbon heat schemes in the Llynfi Valley (Caerau) and Bridgend Town, and develop a feasibility study for the innovative Heat Scheme to draw on a natural underground heat source to heat homes.	GREEN	Caerau Heat Scheme update - The Energy Systems Catapult have provided BCBC with a Project Manager until Jan 2019 to help resource the development of the project. A project timeline is currently being developed to detail how the scheme can be delivered by June 2023. A tender document is currently on Sell2Wales to appoint a consultant to give a high level design of a local energy market and associated digital platform. Coal Authority can going to provide BCBC with a proposal to investigate and give a position upon the scale of the mine water resource beneath Caerau and its suitability to support a commercial heat scheme. Bridgend Town Project update - A successful bid was made to HNDU to provide further funding for the Bridgend Town project to ensure it can develop to a point where it is suitable for a HNIP bid in 2019. AECOM and BDO have been appointed to develop a RIBA Stage 3 Design for the project.	
P1.2.5	Refresh the Local Development Plan (LDP)	GREEN	The delivery agreement has been prepared and signed off by Welsh Government. The agreement has established the timetable for the three and half year delivery of the Local Development Plan.	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.3.1	Invest in our town centres to enhance existing facilities and provide new facilities. This including transforming Maesteg Town Hall into an arts and cultural hub, redevelopment schemes in Porthcawl and Bridgend, and lobbying for other transformational projects such as the Pencoed Rail Crossing	GREEN	<p>Maesteg Town Hall: Stage I approval received for Maesteg Town Hall from heritage lottery. Work commenced on draft application form. Draft Conservation Plan prepared, Planning and LBC submitted. Monthly progress meetings in place.</p> <p>Bridgend Town Centre: As part of the Targeted Regeneration Investment (TRI) programme, the region has agreed to submit a bid (Nov 2018) to Welsh Government for a regional property grant for the priority settlements. If successful, it would mean the allocation of significant grant funding for Bridgend town centre.</p> <p>Porthcawl: Zoned uses strategy agreed for Porthcawl waterfront sites; disposal of retail site at northern end of Salt Lake will be the first development phase (start of marketing early 2019), followed closely by the release of the first housing plot. These commissions confirmed. When completed they will inform the start of marketing for the first phase: disposal of the retail store (start of marketing early 2019), followed closely by the release of the first housing plot. In addition to these, the procurement of consultants to take forward detailed designs and costings for coastal defences and Eastern Promenade will be concluded by November. These will lead to submission of a final funding bid to Welsh Government in summer/Autumn 2019. These works are scheduled to be completed by end of 2021, which will enable the subsequent development phases to be brought forward. Unlike the early plot disposals, these will require a masterplan update or comprehensive development briefs prior to marketing. A report on phasing and capital receipts is scheduled to go to Council late November</p> <p>Waterfront: Works on Town beach are progressing well with completion still targeted during December 2018 subject to weather conditions. Phase 2 of feasibility to the Eastern Promenade and sandy bay areas is ongoing.</p> <p>Rail: Lobbying is on-going with Central Government, Welsh Government, National Rail and Transport for Wales as to the level crossing at Pencoed. A preferred option has been identified and funding will need to be secured to advance this to detailed design as a next stage of the proposal. Dialogue continues with Network Rail to advance the case for works leading to the potential closure of the level crossing at Pencoed.</p>	

Improvement Priority 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 2019.	GREEN	<p>Staff relocations have enabled one wing of Ravens Court to be leased to the MASH team. A rental and service charge are contributing to the MTFS savings.</p> <p>Work in relation to Sunnyside House exit strategy is on-going.</p>	
P3.3.3	Develop a more commercial approach to Council assets and services.	GREEN	<p>Contracts have been exchanged on sale of Pencoed Primary school and on former YBC phase 2, which is a significant capital receipt.</p> <p>New Senior Portfolio Surveyor (commercial) and portfolio surveyor appointed to support action plan arising from review of estate.</p> <p>ERDF funding has been successful for the creation of an Enterprise Hub for investment in the Council owned Innovation Centre and new starter units on Village Farm Industrial estate and this project is progressing. The enhanced disposal programme; contracts exchanged on £4million worth of capital receipts. £450k at conveyancing stage.</p>	
P3.3.4	Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate.	GREEN	<p>The Corporate Landlord model was in place (quarter 1) and the Corporate Landlord agreement and service level agreements have been implemented. The remaining posts in the new structure (4) are in progress as well as the new permanent Group Manager post.</p> <p>Demonstrations of potential products for an integrated technology system have been completed. However, there is a need for the urgent creation of a specification to enable procurement if the timescales for delivery of the new IWMS system is to be achieved. Work is on-going to develop spec and utilise G-Cloud framework to speed up procurement.</p>	

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.3.5	Market the part of the Waterton site due to be vacated for housing development under the Parc Afon Ewenni scheme.	AMBER	Options are being appraised for the Waterton site vacated. A report was submitted to Cabinet and Council in November seeking funding approval to determine the longer term future of the current depot and the land which can be released for disposal.	
P3.3.6	Implement energy and carbon reduction measures and promote good practice in all our public buildings	AMBER	<ul style="list-style-type: none"> A Corporate Landlord Energy Strategy has been written in draft. The Energy Contracts Manager is currently evaluating the different options for delivering energy efficiency improvements (in liaison with managers and People Too). The Energy section is engaging with the Welsh Government Energy Service and Local Partnerships, as well as private consultants, to agree on the best way forward. The Energy Contracts Manager is leaving the authority in November. The post will need to be filled to ensure energy commitments taken forward. 	

Performance Indicators

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for Money (V)											
DCO18.03 CP IP1	The percentage occupancy of council owned starter units <i>Higher preferred</i>	new	new	new	90%	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target setting: This is a new indicator. The 2017-18 baseline data is expected to be about 5-10% voids, hence, 90% is a challenging but realistic target.
DCO18.12 CP IP1 1.3	The number of visitors to town centres (annual footfall in Bridgend) <i>Higher preferred</i>	Not comparable	Not comparable	7,094,301	7,307,130	1,826,782	1,730,728	n/a	n/a	n/a	Quarterly Indicator Target setting: These are based on the cameras retained under the new footfall contract for each town, therefore historical data not comparable. The remaining 2 cameras on Caroline St and Adare St from 1st April 2017 – 31st March 2018 return was 7094301. Target for 18-19 was a 3% increase; target 7,307,130. Performance: This quarter's monthly figures have decreased compared to last quarter. This may be due to the summer school holidays having a negative affect on footfall. Nevertheless, Bridgend is mirroring the national trend which is a comforting factor.General barriers and risks include internet shopping, lack of diversification in town centres, change in shopping trends, large retailers struggling, leage number of vacant units. Bridgend does suffer from being too retail heavy and has an above average number of vacant units. Town centres are shrinking and there is a need for Bridgend to look to change the use of building at the perimeter of the town centre. We would like to look into various initiatives to reduce the amount of vacant units. This is a medium and long term aim. There is also the possibility of reintroducing traffic to some areas of the town. This will benefit the change of use of those buildings at the perimeter of the town centre.

DCO18.11 CP IP1	The number of visitors to town centres (annual footfall in Porthcawl). <i>Higher preferred</i>	Not comparable	Not comparable	2,604,245	2,604,245	651,061	634,600	n/a	n/a	n/a	Quarterly Indicator: Target Setting: Targets for 2018-19 are based on the cameras retained under the new footfall contract for each town therefore historical data not comparable. The John Street camera at Porthcawl Hotel for the period 01/04/2017 - 31/03/2018 was 2,604,245. This will be target for 2018-19. Performance: The footfall figure for this quarter has increased slightly for the previous quarter. This is encouraging and could further confirm that Porthcawl does well over the summer months being a day tourism destination. The TCM continues to work with the traders and the Chamber of Trade on various initiative, the most time consuming in this quarter being Chirstmas. The barriers remain the same - internet shopping, decline in footfall across the UK, large retail groups struggling, towns needing to diversify in order to survive. Future actions to address: More coordination between what happens in the town, the water front in particular, and the town centre.
DCO18.02 CP IP1	Number of active businesses <i>Higher preferred</i>	3,950	n/a	4085	4086	n/a	n/a	n/a	n/a	n/a	Annual Indicator: Target Setting: Target set to monitor change. The figure for businesses active in Bridgend has risen from 3700 in 2010 to 4085 in 2017.
DCO1.2.3 CP IP1	Total annual expenditure by tourists <i>Higher preferred</i>	£313.02m	£319.28m	£344.23m	£ 351.12m	n/a	n/a	n/a	n/a	n/a	Annual Indicator: Target: The 2% annual increase is set to track the Visit Wales national target for increase in visit numbers.
DCO16.1 CP IP1	Financial value of externally funded town centre regeneration projects underway/ in development <i>Higher preferred</i>	£31.537m	£16m	£21.25m	£15m	n/a	n/a	n/a	n/a	n/a	Annual Indicator: Target Setting: Target set based on planned projects 2018-22 but subject to external funding decisions.
DCO16.10i CP IP1	The number of residential units in Bridgend town centre that have been approved <i>Higher preferred</i>	17	30	14	20	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: Reflects the council's strategy for diversifying uses in town centres.
DCO16.10ii CP IP1	The number of residential units in Bridgend town centre that have been completed <i>Higher preferred</i>	28	14	0	20	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target: Reflects the council's strategy for diversifying uses in town centres.
DCO16.23 CP IP3	Income generated from the Council's non-operational property portfolio <i>Higher preferred</i>	n/a	£25,000	£25,000	£25,000	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: Target retained at actual17-18 value is challenging against resources.
DCO16.9 CP IP3	Realisation of capital receipts targets <i>Higher preferred</i>	£5.625m	£1.5m	£452,375	£4m	£300,000	£273,000	↑ £114,000	n/a	n/a	Quarterly Indicator Target Setting: No information entered Performance: £273k received so far this financial year. We have £4m where we've exchanged contracts and £500k at conveyancing so on target for end of year, with bulk to be received at year end.
Service User Outcomes (O)											
DCO1.1.3i CP IP1	Number of vacant premises in town centres: Bridgend <i>Lower preferred</i>	67	55	66	66	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: Meeting the target is challenging in the face of changing irreversible patterns in retail in town centres and until such timethat new policymis introduced to contract the town centre boundary. This indicator is extended to include Pencoed for 2018-19, hence no target was set for it for 2017-18.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
DCO1.1.3ii CP IP1	Number of vacant premises in town centres: Maesteg <i>Lower preferred</i>	10	19	9	9	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: There is a national trend of increasing vacant premises. Maintaining a net level of vacancies at current level would be a significant achievement in face of the current economic climate and national trend.
DCO1.1.3iii CP IP1	Number of vacant premises in town centres: Porthcawl <i>Lower preferred</i>	10	17	10	10	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: There is a national trend of increasing vacant premises. Maintaining a net level of vacancies at current level would be a significant achievement in face of the current economic climate and national trend.
DCO1.1.3iv CP IP1	Number of vacant premises in town centres: Pencoed <i>Lower preferred</i>	new	new	4	4	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: Meeting the target is challenging in the face of changing irreversible patterns in retail in town centres and until such time that new policy is introduced to contract the town centre boundary. This indicator was extended to include Pencoed for 2018-19, hence no target was set for it for 2017-18.
DCO1.3.7 CP IP1	Percentage of working age population that is in employment <i>Higher preferred</i>	71.7%	Increase on 16-17 actual	71.3%	Increase on 17-18 actual	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: This is a population indicator which not suitable for specific target setting although we would expect to maintain and/or increase the 2017-18 actual.
DCO18.09 CP IP1	Percentage of 16-64 year olds without qualifications <i>Lower preferred</i>	10.7%	No target set	11.3%	Decrease on 17 Actual	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target setting: Decrease on 2017 return. NB Data is for calendar year.
DCO18.10 CP IP1	Percentage of economically active 16-64 year olds <i>Higher preferred</i>	73.3	Maintain 16-17 Actual	Apr 17- Mar 18 75.3%	73.2	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: The overall trend is down in the last few years. To bring the trend to a halt is a positive outcome. This is a population outcome indicator which is influenced by many factors beyond our control. (Wales average for 17-18 = 76.5%)
DCO18.08 CP IP1	Number of start-up businesses <i>Higher preferred</i>	new	new	535	536	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: This is a new indicator identified to monitor the general level of entrepreneurship in the county borough. We aim to track this indicator in order to understand the local economy. It is not appropriate to set a target for the Council when many external factors influence the outcome. The target, therefore, is indicative.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17 – 18 PAMs	BCBC Rank 17-18 PAMs	Comments
DRE6.11.1 CP IP3	The percentage change in carbon emissions in the non-domestic public building stock on previous year <i>Higher preferred</i>	12.79%	3%	6.46%	6.46%	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: Target retained at actual 17-18 level is challenging against current resources.
PAM/018 Other	Percentage of planning applications determined in time <i>Higher preferred</i>	n/a	80%	88%	81%	n/a	n/a	n/a	88.6%	15	Quarterly Indicator – Changed from Annual to quarterly post Q1 - Data to be reported in Q3 Target setting: To maintain current performance
PAM/019 Other	Percentage of planning appeals dismissed <i>Lower preferred</i>	n/a	66%	55%	73%	n/a	n/a	n/a	62.3%	16	Quarterly Indicator – Changed from Annual to quarterly post Q1 – Data to be reported in Q3 Target Setting: Maintain 17/18 performance
PAM/036 Other	Number of additional affordable housing units delivered per 10,000 households <i>Higher preferred</i>	n/a	n/a	n/a	TBC	n/a	n/a	n/a	n/a	n/a	Annual indicator Target TBC New PAM for 18-19.

NEIGHBOURHOOD SERVICES

Improvement Priority Two: Helping People to become more Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.4.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	The CAT Task & Finish Group meets on a monthly basis and is in the process of reviewing the Council's Community Asset Transfer policy and associated systems and processes. This also includes determining the category of assets available for transfer and their priority with reference to the need to make significant savings under the MTFs. It is hoped that the deliberations of the CAT Task & Finish Group will be concluded early in the New Year.	

Performance Indicators

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for Money											
PAM/030 (WMT009b) 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 <i>Higher preferred</i>	57.93%	60%	68.61%	64%	64%	69.72%	↑ 68%	n/a	n/a	Quarterly Indicator Target Setting: BCBC internal target set at 64% which is higher than the national statutory target of 58%). Set in view of new contract. Performance: September: Too early for September's figures so figure provided only covers July and August.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Service user outcomes											
PAM/043 Other	Kilograms of residual waste generated per person <i>Lower preferred</i>	n/a	n/a	new	TBC	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: New national indicator for 2018-19. Target tbc.
PAM/020 Other	Percentage of: Principal (A) roads in overall poor condition <i>Lower preferred</i>	5.1%	5.1%	4.5%	4.5%	n/a	n/a	n/a	3.7%	17	Annual Indicator Target Setting: Target retained at current levels is challenging against current resources.
PAM/021 Other	Percentage of: non-principal (B) roads in overall poor condition <i>Lower preferred</i>	3.9%	5.1%	4.2%	4.2%	n/a	n/a	n/a	4.3%	10	Annual Indicator Target Setting: Target retained at current levels is challenging against current resources.
PAM/022 Other	Percentage of: non principal (C) roads in overall poor condition <i>Lower preferred</i>	9%	12.5%	8.6%	8.6%	n/a	n/a	n/a	14.1%	13	Annual Indicator: Target Setting: Target retained at current levels is challenging against current resources.
PAM/010 STS005b Other	Percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness <i>Higher preferred</i>	92.11%	97%	96.06%	97%	97%	96.96%	↑94.8%	n/a	n/a	Quarterly indicator Target Setting: Target retained at current levels is challenging against current resources. Acknowledged that LEAM survey feeds into data on an annual basis which may impact year end outturn figures.
PAM/035 Other	Average number of days taken to clear fly tipping incidents <i>Lower preferred</i>	n/a	n/a	n/a	2.5 days	2.5 days	2.5 days	n/a	n/a	n/a	Quarterly indicator Target Setting: PAM/035 replaces STS006: Percentage of Fly Tipping incidents cleared within 5 working days. New as National Indicator for 18-19.
Internal Processes (P)											
DCO16.27 Local Other	Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/inspection once a month for their section <i>Higher preferred</i>	n/a	100%	84.75%	100%	100%	89.47%	↑76.19%	n/a	n/a	Quarterly Indicator Target Setting: Target set to support work to improve health & safety compliance and effectiveness of supervision within the directorate; based on expectation of 100% compliance. Performance: The majority of inspections are taking place. These have occasionally been missed in some areas; discussions on-going with managers for these.
DCO16.28 Local Other	Supervisory staff in Neighbourhood services to deliver a Safety communication (eg. Toolbox talk) to their section once a month <i>Higher preferred</i>	n/a	100%	90.77%	100%	100%	78.57%	↓100%	n/a	n/a	Quarterly Indicator Target Setting: Target set to support work to improve health & safety compliance and effectiveness of supervision within the directorate. Based on expectation of 100% compliance. Performance: The majority of safety talks are taking place. These have occasionally been missed in some areas; discussions on-going with managers for these.

CORPORATE DIRECTOR

IMPROVEMENT PRIORITY THREE – SMARTER USE OF RESOURCES

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2018-19 budget.	AMBER	The majority of agreed reductions have been made, with the exception of the MREC saving which is not yet actioned due to on-going negotiations with Neath Port Talbot council. The public toilet savings target is challenging to introduce due to natural resistance to change in this area but is targeted to be in place by January.	
P3.4.1	Support managers to lead staff through organisational change.	GREEN	Consultation now complete in the directorate for the Heads of Service and Group Managers restructure - with aimed implementation at the end of the year.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	Lots of training is taking place and on-going across the directorate. Focus is on ensuring clear training matrices are in place in operational areas.	

Performance Indicators

PI Ref No	PI Description Value for money	Annual target 18-19 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCO6.1.1i CP feeder IP3	Value of planned budget reductions achieved (Communities)	1,454	14	0.96 %	163	11.21%	1,277	87.82%	

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 Target	Qtr 2 Cumulative Actual & RAG	Trend v Qtr 2 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Service User Outcomes											
DCO18.01 CP IP1	Number of new homes benefiting from the Low Carbon and Renewable Energy Heat Schemes <i>Higher preferred</i>	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: This is a four year programme which is at its initial stage in 2018. One hundred homes are targeted to be benefiting from the Caerau Heat Network by 2022.
Organisational Capacity											
DCO16.24 CP feeder IP1	The number of apprenticeships available across the organisation (Comms) <i>Higher preferred</i>	n/a	2	3	3	n/a	n/a	n/a	n/a	n/a	Annual Indicator Target Setting: Contribute to the number of apprenticeships across the organisation
CHR002i CP feeder PAM feeder IP3	Number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	12.08	8.41	9.85	8.41	4.21	5.33	↓ 4.41	10.4	14	Quarterly Indicator Target Setting: Target retained at current levels is challenging against current performance
DCO5.6.13 Local IP3	Number of working days lost to industrial injury (Communities) <i>Lower preferred</i>	0.83	0.81	0.65	0	0	0.1987	↑0.2107	n/a	n/a	Quarterly Indicator Target Setting: Target changed to 0 following Q1
Internal Processes (P)											

DCO5.6.14 Local IP3	Number of industrial injury incidents <i>Lower preferred</i>	5	5	7	0	0	1	↑ ₃	n/a	n/a	Quarterly Indicator Target Setting: Target changed to 0 following Q1
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Additional Sickness Information by Service Area

Unit	FTE 30.09.2018	QTR2 2017/18			QTR2 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Corporate Landlord	115.06	203.38	52	1.74	317.35	58	2.76	4.41	5.16
Neighbourhood Services	248.34	721.19	51	2.76	656.02	59	2.64	5.12	5.17
Regeneration, Development and Property Services	58.88	81.24	9	1.38	166.68	9	2.83	1.48	6.70
Skills and Sustainable Development	2.68	0.00	0	0.00	0.00	0	0.00	0.00	0.00
Communities Directorate Total	425.95	1005.82	112	2.28	1140.05	126	2.68	4.41	5.33

Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Chest & Respiratory	53.38	4.07	57.45	2.50%
Eye/Ear/Throat/Nose/Mouth/Dental	7.81	17.25	25.06	1.09%
Heart / Blood Pressure / Circulation	12.00	0	12.00	0.52%
Infections	141.85	46.98	188.83	8.20%
Injury	205.00	250.00	455.00	19.76%
MSD including Back & Neck	142.58	108.55	251.14	10.91%
Neurological	92.68	38.00	130.68	5.68%
Pregnancy related	0	17.30	17.30	0.75%
Return to Work Form Not Received	0	48.84	48.84	2.12%
Stomach / Liver / Kidney / Digestion	25.30	50.76	76.07	3.30%
Stress / Anxiety / Depression / Mental Health	332.46	305.89	638.35	27.73%
Tests / Treatment / Operation	149.20	252.41	401.61	17.44%
TOTALS	1162.26	1140.05	2302.31	

KEY:

Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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.	
		<p>Performance Indicators (RAG)</p> <p>Red (alert) Performance is worse than target by 10% or more</p>	
Amber	<p>An AMBER status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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. 	CPA/Scrutiny Committee should maintain a watching brief over Amber projects/commitments but not necessarily intervening. They may ask chief officers to provide mitigation actions to prevent amber from moving into the red.	
		<p>Performance Indicators (RAG)</p> <p>Amber (caution) Performance is worse than target by under 10%</p>	
Green	<p>A GREEN status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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. 	CPA/Scrutiny Committee can let officers progress with the delivery of the planned actions. Assurance from the underlying data should indicate that the milestone is truly green.	
		<p>Performance Indicators (RAG)</p> <p>Green (clear) Performance is equal to or better than target</p>	
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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SOCIAL SERVICES & WELL-BEING DIRECTORATE – PERFORMANCE Q2

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Commitments 2018-19		RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		National Indicators (inc SSWB ACT)																					
Q2 2018-19 Directorate Commitments to delivering Corporate priorities		Total	Red	Amber	Green	Performance vs Target	Trend vs Q2 2017-18	Performance vs Target	Trend vs Q2 2017-18																				
Priority One – Supporting a successful economy		1	0	0	1		<p>↑ 21</p> <p>↓ 9</p> <p>↔ 3</p>																						
Priority Two – Helping people to be more self-reliant		9	0	1	8																								
Priority Three – Smarter use of resources		4	0	0	4																								
Finance						Human Resources																							
<p>Revenue Budget</p> <ul style="list-style-type: none"> The Directorate’s net budget for 2018-19 is £69.954 million. The current year’s projected outturn is £71.206m, meaning an overspend of £1.252m <p>Capital Budget</p> <ul style="list-style-type: none"> The capital budget for the Directorate for 2018-19 is £3.625m; with a capital spend for the year of £3.625m, with no variance to spend at Q2. <p>Efficiency Savings</p> <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>c/fwd</th> <th>2018-19</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target (2018)</td> <td>1,300</td> <td>350</td> <td>100%</td> </tr> <tr> <td>Likely to be Achieved (in 2018-19)</td> <td>1,134</td> <td>350</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>166</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> <p>Additional financial information can be found in the Quarter 2 Budget Monitoring report that went to Scrutiny on 23 October 2018.</p>						Savings (£000)	c/fwd	2018-19	%	Savings Target (2018)	1,300	350	100%	Likely to be Achieved (in 2018-19)	1,134	350	100%	Variance	166	0	0%	<p>Staff Number (FTE)</p> <table border="1"> <thead> <tr> <th>2017-18</th> <th>2018-19</th> </tr> </thead> <tbody> <tr> <td>848.16</td> <td>834.38</td> </tr> </tbody> </table> <p>Sickness</p> <div style="display: flex; justify-content: space-around;"> <div> <p>Sickness Absence (cumulative - days per FTE)</p> </div> <div> <p>Sickness Absence at Long Term / Short Term</p> </div> </div>				2017-18	2018-19	848.16	834.38
Savings (£000)	c/fwd	2018-19	%																										
Savings Target (2018)	1,300	350	100%																										
Likely to be Achieved (in 2018-19)	1,134	350	100%																										
Variance	166	0	0%																										
2017-18	2018-19																												
848.16	834.38																												
High Corporate Risks																													

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

ADULT SOCIAL CARE

Improvement Priority Two: Helping People to become 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.	GREEN	Phase 2 of the MASH has been implemented. The Common Access Point continues to deliver advice, information and assistance as an integral part of their contact with people requesting help.	
P2.1.2	Continue to involve service users, carers and communities in developing and commissioning services.	GREEN	There is an ongoing commitment across Social Services to continually engage with citizens and look at co-production models of care. Some positive examples undertaken during 2018-19 include the review of Carers and Short Breaks Services and the review and remodelling of children's residential homes. As part of the Social Services & Wellbeing (Wales) Act 2014, we are required to collect qualitative information about people who use social care services. Surveys will be issued to a sample of adults, carers, children and their parents during November 2018 and responses will be analysed and used to inform the development and commissioning of services going forward.	
P2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance where relevant.	GREEN	During Q1 & Q2, Bridgend Carers centre has provided support to 576 Carers, 205 Adult Carers Assessments have been completed and 24 Young Carers Assessments have been completed.	

Performance Indicators

PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18 -19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17 -18	Wales Average 17 - 18 PAMs	BCBC Rank 17 - 18 PAMs	Comments
Service user outcomes (O)											
National Data Item A9 CP Priority 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. <i>Higher preferred</i>	365	175	379	370	370	462	344 ↑	n/a	n/a	Quarterly indicator The definition states that this applied only to those with a care package/ in managed care. The target is based on Q2 2017/18 data and shows improvement

PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 16-17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18-19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
SSWB1 CP Priority 2	Number of people who have been diverted from mainstream services, enabling them to remain independent for as long as possible. <i>Higher preferred</i>	167	200	973	1000	500	567	482 ↑	n/a	n/a	Quarterly indicator Target changed at Q1 to 1000, based on past performance.– it is recognised that numbers will plateau
PM18 National PM Priority 2	The percentage of adult protection enquiries completed within 7 days <i>Higher preferred</i>	95.42%	95%	95.92%	95%	95%	97.04%	91.89% ↑	n/a	n/a	Quarterly indicator This measure relies on data from partner agencies - not just social care.
PAM/025 PM19 National PM (SCA001) Priority 2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <i>Lower preferred</i>	0.66	2.2	1.52	2	1.0	1.41	0.64 ↓	n/a	n/a	Quarterly indicator The national definition changed- 16/17 Welsh Government's revised timelines for the validation of DToCs appears to be having an adverse effect on the ability to validate delays. There were 18 DToCs in Q1 & Q2 which are for a variety of reasons, including capacity in the community
PM20a National PM CP Priority 2	The percentage of adults who completed a period of reablement and 6 months later have a reduced package of care and support <i>Higher preferred</i>	65.98%	60%	70.64%	62%	62%	72.03%	68.10% ↑	n/a	n/a	Quarterly indicator Performance above target indicating appropriate support and interventions in place.
PM20b National PM CP Priority 2	The percentage of adults who completed a period of reablement and 6 months later have no package of care and support. <i>Higher preferred</i>	64.22%	60%	58.27%	60%	60%	57.88%	58.90% ↓	n/a	n/a	Quarterly indicator The service is supporting more people with more than one medical condition, which is related to frailty. The service works hard to maximise people's independence successfully within this background of increasing frailty.
PM21 National PM CP Priority 2	The average length of time older people (aged 65 or over) are supported in residential care homes. <i>Lower preferred</i>	899 days	1000 days	861.49 days	900	900	796.64	871.90 Days ↑	n/a	n/a	Quarterly indicator Target achieved
PM22 National PM Priority 2	Average age of adults entering residential care homes <i>Higher preferred</i>	81.56	84	82.9	84	84	85.46	83.39 ↑	n/a	n/a	Quarterly indicator Target achieved.
PM22a Local Priority 2	Average age of adults entering residential care homes over the age of 65. <i>Higher preferred</i>	Establish baseline	85	85.4	85	85	87.09	84.72 ↑	n/a	n/a	Quarterly indicator Target achieved.
PM22b Local Priority 2	Average age of adults entering residential care homes under the age of 65. <i>Higher preferred</i>	Establish baseline	58	48.26	58	58	55.03	58.04 ↓	n/a	n/a	Quarterly indicator This indicator relates to people known to the Learning Disability and Mental Health service in the main. The target has not been achieved due to a small number of people with complex conditions needing support in residential care at a younger age; this calculation is in relation to only 4 individuals, 3 of which are under the target age and one that is above

PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18 -19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17 -18	Wales Average 17 - 18 PAMs	BCBC Rank 17 - 18 PAMs	Comments
PM23 National PM Priority 2	The percentage of adults who have received advice and assistance from the advice and assistance service and have not contacted the service for 6 months. <i>Higher preferred</i>	91.73%	70%	89.38%	70%	n/a	n/a	n/a	n/a	n/a	Annual indicator
SCA018a (SSWB 10) CP Local Priority 2	Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year <i>Higher preferred</i>	90.02%	96%	97.46%	97%	97%	98.49%	94.95% ↑	n/a	n/a	Quarterly indicator Quarterly target shows final annual target.
PAM/024 CP Priority 2	The percentage of adults 18+ who are satisfied with the care and support they received. <i>Higher preferred</i>	n/a	65.00%	85.97%	80%	n/a	n/a	n/a	n/a	n/a	New Annual Indicator
PAM/026 SSWBNS15 Priority 2	The percentage of carers reporting that they feel supported to continue in their caring role. <i>Higher preferred</i>	n/a	65.00%	81.1%	65%	n/a	n/a	n/a	n/a	n/a	New Annual Indicator
SSWB19 CP Priority 2	The percentage of adults who received advice and assistance from the information, advice and assistance service during the year <i>Higher preferred</i>	n/a	30%	63.67%	50%	50%	64.39%	51.80% ↑	n/a	n/a	Quarterly indicator Quarter 2 target is annual target: target achieved
SSWBNS7a National PM Priority 2	The percentage of adults reporting that they have received the right information or advice when they needed it. <i>Higher preferred</i>	80.8%	85%	75.5%	85%	n/a	n/a	n/a	n/a	n/a	Annual indicator
SSWBNS12 National PM Priority 2	The percentage of adults reporting that they felt involved in any decisions made about their care and support. <i>Higher preferred</i>	80.2%	80%	80.66%	80%	n/a	n/a	n/a	n/a	n/a	Annual indicator

CHILDREN'S SOCIAL CARE

Improvement Priority Two: Helping People to become more Self Reliant

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.1	Support the development of a new generation of community health and wellbeing centres for our residents with health partners.	GREEN	Funding package secured to support Halo and Health Board to develop a wellbeing hub within the bowls hall at Bridgend Life Centre. Project will include Health Board consulting, exercise referral and support for targeted population groups.	
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	The medium-long term unit has been registered by Care Inspectorate Wales (CIW) and the service is "live". The Placement and Assessment Hub is undergoing refurbishment and CIW registration is anticipated in November 2018	
P2.2.3	Finalise a transition service model to help disabled children move smoothly into adulthood.	AMBER	The ICF funding necessary was not secured	Funding loss means that his project is being re-evaluated.
P2.3.2	Recruit and retain carers across the range of fostering services.	GREEN	A Development Officer post has been approved to enhance our capacity to recruit and retain carers. A revised training plan is being implemented to upskill and retain existing carers.	

Performance Indicators

PI Ref No, PI Type, PAM / Local) link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18 -19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17 -18	Wales Average 17 - 18 PAMs	BCBC Rank 17 - 18 PAMs	Comments
Service user outcomes (O)											
SSWB20 CP Priority 2	The percentage of children who received advice and assistance from the information, advice and assistance service during the year <i>Higher preferred</i>	n/a	60%	71.35%	70%	70%	82.1%	82.76% ↓	n/a	n/a	New Quarterly Indicator Target achieved
SSWB21 CP Priority 2	The percentage of identified young carers with an up to date care and support plan in place <i>Higher preferred</i>	n/a	90%	94.83%	90%	90%	91.67%	92.59% ↓	n/a	n/a	Quarterly indicator New for 2017-18 in the Corporate Plan. Performance above target
PAM/027 CP Priority 2	The percentage of children aged 7-17 years who are satisfied with the care and support they received. <i>Higher preferred</i>	n/a	65%	84.09%	80%	n/a	n/a	n/a	n/a	n/a	New Annual Indicator
PAM/028 PM24 National PM Priority 2	The percentage of assessments completed for children within statutory timescales <i>Higher preferred</i>	85.4%	85%	86.15%	85%	85%	78.95%	81.02% ↓	90.8%	n/a	Quarterly indicator There has been a dip in performance in the IAA service due to capacity issues. This has impacted on overall performance. Additional resources have been allocated to address the temporary capacity issues in the IAA Team and performance is being closely monitored with improvements already being evident.

PI Ref No, PI Type, PAM / Local) link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18 -19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17 -18	Wales Average 17 - 18 PAMs	BCBC Rank 17 - 18 PAMs	Comments
PM25 National PM CP Priority 2	The percentage of children supported to remain living within their family. <i>Higher preferred</i>	75.6%%	65%	61.64%	65%	65%	65.16%	62.40% ↑	n/a	n/a	Quarterly indicator Performance on target. Our LAC population is safely reducing and a continuation of this trend will continue to have a positive impact on the performance for this indicator.
PM26 National PM Priority 2	The percentage of looked after children returned home from care during the year <i>Higher preferred</i>	9.01%	10%	6.56%	10%	5.0%	4.22%	3.07% ↑	n/a	n/a	Quarterly indicator Performance for this quarter is below target, however, this has not been due to our overall proportion of discharges decreasing but applies only to those who have returned to family members under no order/SGO etc. It should also be noted that this measures discharges during the year as a proportion of our entire looked after population (some of whom have been looked after for up to 17 years). Cases are being continually reviewed within the Permanence Team to ensure we are aware of any barriers moving forward. This is being closely monitored
PM31 National PM Priority 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. <i>Higher preferred</i>	100%	100%	100%	100%	100%	100%	100% ↔	n/a	n/a	Quarterly indicator Performance remains on target
PM32 National PM (SCC002) Priority 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 <i>Lower preferred</i>	15.74%	10%	6.54%	10%	5%	2.92%	3.61% ↑	n/a	n/a	Quarterly indicator Performance is within target
PM33 (SCC004) National PM PAM/029 CP Priority 2	The percentage of looked after children on 31st March who have had three or more placements during the year. <i>Lower preferred</i>	13.08%	12%	10.94%	12%	6%	4.56%	12.99% ↑	n/a	n/a	Quarterly indicator Performance is within target
PM34a CP National PM Priority 1	The percentage of all care leavers who are in education, training or employment at: a)12 months after leaving care <i>Higher preferred</i>	45.2%	70%	60.53%	60%	60%	64.29%	65.52% ↓	n/a	n/a	Quarterly indicator Performance at Q2 remains above target with 9 out of 14 young people being in education, training or employment during the 12th month after leaving care. The reasons for NEET include having illnesses or disabilities which render them unfit for work, and those over the age of 18 who are unwilling to engage in any education, training or employment opportunities
PM34b CP National PM Priority 1	The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care <i>Higher preferred</i>	50%	55%	46.67%	55%	55%	55.17%	43.75% ↑	n/a	n/a	Quarterly indicator This is an improving picture. Reasons for NEET include being young parents, job seeking, having illnesses or disabilities which render them unfit for work, and those over the age of 18 who are unwilling to engage in any education, training or employment opportunities
SSWB7 CP Priority 2	Percentage of individuals discussed at Transition Panel that have a transition plan in place by aged 17 <i>Higher preferred</i>	100%	100%	100%	100%	100%	100%	100% ↔	n/a	n/a	Quarterly indicator performance remains on target

PI Ref No, PI Type, PAM / Local) link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18 -19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17 -18	Wales Average 17 - 18 PAMs	BCBC Rank 17 - 18 PAMs	Comments
SSWBNS7b National PM Priority 2	The percentage of children reporting that they have received the right information or advice when they needed it. <i>Higher preferred</i>	88%	90%	85.56%	90%	n/a	n/a	n/a	n/a	n/a	Annual indicator
PM35 CP National PM Priority 2	The percentage of care leavers who have experienced homelessness during the year <i>Lower preferred</i>	7.6%	15%	13.79%	13%	13%	1.39%	6.56% ↑	n/a	n/a	Quarterly indicator Work is underway to address the issue of homelessness for vulnerable groups including care leavers. A four bed accommodation and support service has been commissioned from Dewis and there has been maximum occupancy and positive feedback since its establishment. A project team consisting of officers from SSWB and Housing has been established to further develop accommodation options for care leavers and other vulnerable young adults.
PM29a National PM Priority 2	Percentage of children achieving the core subject indicator at key stage 2 <i>Higher preferred</i>	55.32%	55%	No data	Not set	n/a	n/a	n/a	n/a	n/a	Annual indicator
PM29b National PM Priority 2	Percentage of children achieving the core subject indicator at key stage 4 <i>Higher preferred</i>	17.91%	17%	No data	Not set	n/a	n/a	n/a	n/a	n/a	Annual indicator
PM30 National PM Priority 2	The percentage of children seen by a registered dentist within 3 months of becoming looked after <i>Higher preferred</i>	55.56%	65%	82.14%	65%	65%	88.24%	78.57% ↑	n/a	n/a	Quarterly indicator Performance is above target

CORPORATE DIRECTOR

Improvement Priority 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 help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs.	GREEN	Work has progressed in this area. Training, including an e-learning package for relevant managers, is in place to support the apprenticeship programme.	

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.4.1	Work with partners and the third sector to strengthen communities and identify the best way of providing services locally	GREEN	Building Resilient Communities plan has been produced with third sector stakeholder group. Work has commenced to create a directorate Prevention and Wellbeing plan and includes third sector. Volunteer development programme being progressed in partnership (linked to communities for work).	
p2.4.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	42 partnership agreements active with schools. Halo and Awen delivering positive results operating community facilities. 8% increase sustained in participation at dual use facilities. Community Chest investment has received XX applications for support. Community centres being reviewed in terms of licencing / asset transfer.	

Improvement Priority 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 2018-19 budget.	GREEN	Good progress being made which is reflected in the Q2 financial position. The Financial Plan continues to be monitored.	
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 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	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	A pro-active mechanism to ensure relevant consultations are responded to is discussed and agreed in the senior management team meetings.	

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 18-19 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12)	Value of planned budget reductions achieved (SS & Wellbeing)	£350					£350	100%	

PI Ref No, PI Type, PAM/ Local) link to Corp Priority	PI Description and preferred outcome	Actual 16 -17	Annual Target 17-18	Actual 17-18 & RAG	Annual Target 18 -19	Qtr 2 18-19 Target	Qtr 2 18-19 Cumulative Actual & RAG	Trend Vs Qtr 2 17 -18	Wales Average 17 - 18 PAMs	BCBC Rank 17 - 18 PAMs	Comments
Value for Money (V)											
DWB4.2.3.3 SSWB 4 Local Priority 2	The percentage of adult social care third sector contracts reviewed and monitored <i>Higher preferred</i>	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator
SSWB 2 DWB4.2.3.3 Local Priority 2	The percentage of domiciliary care contracts reviewed and monitored <i>Higher preferred</i>	100%	100%	100%	100%	n/a	n/a	n/a	n/a	n/a	Annual indicator
Service User Outcomes (O)											
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) <i>Higher preferred</i>	100%	100%	100%	100%	100%	100%	↔ 100%	n/a	n/a	Quarterly indicator It is positive to note that compliance has been maintained. All agencies continue to share information and work together in respect of this vulnerable group of people.
PM27 National PM other	The percentage of re-registrations of children on local authority Child Protection Registers (CPR) <i>Lower preferred</i>	1.6%	5%	3.32%	5%	5%	3.48%	↑ 5.26%	n/a	n/a	Quarterly indicator performance is within target
PM28 National PM other	The average length of time for all children who were on the CPR during the year <i>Lower preferred</i>	270 days	265 days	266 days	270 days	270 days	235 days	↑ 266 days	n/a	n/a	Quarterly indicator Performance within target
PAM/041 other	Percentage of National Exercise Referral Scheme (NERS) clients who continue to participate in the exercise programme at 16 weeks <i>higher preferred</i>	n/a	n/a	n/a	Establish Baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator New indicator introduced March 2018
PAM/42 other	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks <i>higher preferred</i>	n/a	n/a	n/a	Establish Baseline	n/a	n/a	n/a	n/a	n/a	Annual indicator New indicator introduced March 2018
PAM/017 (LCS002b) other	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity <i>Higher preferred</i>	9600	9450	9447	9150	9150	9059	n/a	n/a	n/a	Quarterly indicator Q1,Q2 & Q3 are end of year projections The profile of participation will generally increase in Q3 and Q4. The favourable weather in Q2 will have influenced levels of visits to indoor facilities. Competition also increasing for fitness services in the County.
PAM/040 other	Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service <i>Higher preferred</i>	82%	83%	n/a	85%	n/a	n/a	n/a	n/a	n/a	Annual indicator
SSWB23 other	Number of people with cognitive changes / dementia who are supported with information and advice to help them remain independent as possible <i>Higher preferred</i>	n/a	n/a	n/a	130	65	120	n/a	n/a	n/a	Quarterly indicator New indicator for 2018 -19 Above Target
SSWB24 SCC001b other	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 <i>Higher preferred</i>	98.9%	95%	100%	95%	95%	100%	↑ 95.65%	n/a	n/a	Quarterly indicator Above target
PI Ref No, PI	PI Description and preferred outcome	Actual	Annual	Actual	Annual	Qtr 2	Qtr 2	Trend Vs	Wales	BCBC	Comments

Type, PAM/ Local) link to Corp Priority		16 -17	Target 17-18	17-18 & RAG	Target 18 -19	18-19 Target	18-19 Cumulative Actual & RAG	Qtr 2 17 -18	Average 17 - 18 PAMs	Rank 17 - 18 PAMs	
DWB5.3.1.1 Local P2	Number of members in the Access to Leisure programme for disadvantaged groups <i>Higher preferred</i>	961	1250	n/a	1350	1350	1516	n/a	n/a	n/a	Quarterly indicator Above target Q2 target is annual target
Organisational Capacity (C)											
SSWB17 Local CP feeder P1	The number of apprenticeships in the directorate throughout the year (SS & Wellbeing) <i>Higher preferred</i>	4	4	7	4	2	3	4 ↓	n/a	n/a	Quarterly indicator On target
SSWB22 CP P1	The number of apprenticeships taken by looked after children <i>higher preferred</i>	n/a	n/a	n/a	1	0.50	1	n/a	n/a	n/a	Quarterly indicator In all, eight apprenticeship opportunities have been taken up by looked after children and care leavers both within and outside the council.
CHR002iii Local Sswb13 P3	Number of working days per FTE lost due to sickness absence (SSWB) <i>Lower preferred</i>	18.25	11.04	17.04	11.04	5.52	9.81	7.94 ↓	n/a	n/a	Quarterly indicator
DWB5.6.8.5 Local SSWB14 P3	Number of working days per FTE lost due to industrial injury (SSWB) <i>Lower preferred</i>	0.2021	0.2	0.0941	0	0	0.0299	0.0726 ↑	n/a	n/a	Quarterly indicator – Target changed to 0 following Q1
SSWB15 Local P3	Number of individual injury incidents (SSWB) <i>Lower preferred</i>	7	7	6	0	0	2	5 ↑	n/a	n/a	Quarterly indicator – Target changed to 0 following Q1

Sickness broken down by Service Area

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Unit	FTE 30.09.2018	QTR2 2017/18			QTR2 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Adult Social Care	590.28	2656.05	217	4.29	3078.31	241	5.21	8.47	10.58
Business Support - SS&W	56.23	121.97	14	2.12	61.31	9	1.09	3.78	2.93
Children's Social Care	170.80	655.84	51	3.98	902.59	71	5.28	8.03	10.32
Prevention and Wellbeing	16.07	24.12	2	1.33	1.80	2	0.11	3.05	0.49
Social Services and Wellbeing Total	834.38	3457.98	284	4.02	4044.01	323	4.85	7.94	9.80

Sickness Absence by Reason Cumulative Q2

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		30.14	30.14	0.97%
Chest & Respiratory	44.65	37.49	82.14	2.65%
Eye/Ear/Throat/Nose/Mouth/Dental	56.83	21.52	78.35	2.53%
Genitourinary / Gynaecological / Pregnancy	6.41	7.05	13.46	0.43%
Heart / Blood Pressure / Circulation	60.36	123.04	183.41	5.92%
Infections	135.18	37.45	172.63	5.57%
Injury				
MSD including Back & Neck	316.20	188.19	504.39	16.29%
Neurological	2.92	31.98	34.90	1.13%
Pregnancy related	50.53	50.36	100.89	3.26%
Return to Work Form Not Received	76.05	9.73	85.78	2.77%
Stomach / Liver / Kidney / Digestion	318.84	150.98	469.82	15.17%
Stress / Anxiety / Depression / Mental Health	507.46	420.68	928.15	29.97%
Tests / Treatment / Operation	247.26	165.20	412.46	13.32%
TOTALS	1822.68	1273.81	3096.50	

KEY:

Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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	<p>An AMBER status usually means one or more of the following:</p> <ul style="list-style-type: none"> 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	<p>A GREEN status usually means one or more of the following:</p> <p>The forecast expenditure is on budget.</p> <ul style="list-style-type: none"> 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		