

Public Document Pack

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

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

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



Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

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

Gofynnwch am / Ask for: Michael Pitman

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Thursday, 11 July 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 **Wednesday, 17 July 2019 at 09:30**.

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Financial Performance 2018-19 3 - 44
Invitees:
All Cabinet and CMB
4. Council's Performance against its Well-being objectives for 2018-19 45 - 122
5. 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

NA Burnett

N Clarke

J Gebbie

Councillors

T Giffard

CA Green

M Jones

RL Penhale-Thomas

Councillors

RMI Shaw

JC Spanswick

T Thomas

CA Webster

By receiving this Agenda Pack electronically you will save the Authority approx. £2.44 in printing costs

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

17 JULY 2019

REPORT OF THE INTERIM HEAD OF FINANCE

FINANCIAL PERFORMANCE 2018-19

1. Purpose of this report

- 1.1 The purpose of this report is to provide the Committee with an update on the Council's financial performance for the year ended 31st March 2019.

2. 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. 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. Current Situation / Proposal

4.1 Summary financial position at 31st March 2019.

4.1.1 The Council's net revenue budget and final outturn for 2018-19 is shown in Table 1 below.

Table 1- Comparison of budget against actual outturn at 31st March 2019

Directorate/Budget Area	Original Budget 2018-19 £'000	Current Budget 2018-19 £'000	Final Outturn Q4 2018-19 £'000	Final Over / (Under) Spend 2018-19 £'000	Projected Over / (Under) Spend Qtr 3 2018-19 £'000
Directorate					
Education and Family Support	108,315	110,144	110,545	401	542
Social Services and Wellbeing	67,730	70,088	69,136	(952)	(6)
Communities	26,729	26,937	27,822	885	251
Chief Executive's	3,803	19,539	18,063	(1,476)	(1,379)
Operational and Partnership Services	14,658	0	0	0	0
Total Directorate Budgets	221,235	226,708	225,566	(1,142)	(592)
Council Wide Budgets					
Capital Financing	9,514	9,304	6,459	(2,845)	(2,412)
Levies	7,046	7,046	7,070	24	24
Apprenticeship Levy	700	700	617	(83)	(75)
Council Tax Reduction Scheme	14,354	14,354	14,085	(269)	(241)
Insurance Premiums	1,588	1,588	1,167	(421)	(428)
Building Maintenance	900	621	423	(198)	0
Pension Related Costs	430	430	432	2	5
Other Council Wide Budgets	10,217	5,233	2,312	(2,921)	(3,515)
Total Council Wide Budgets	44,749	39,276	32,565	(6,711)	(6,642)
Accrued Council Tax Income			(670)	(670)	0
Appropriations to / from Earmarked to Reserves			8,094	8,094	1,922
Transfer to Council Fund			429	429	0
Total	265,984	265,984	265,984	0	(5,312)

4.1.2 The overall outturn at 31st March 2019 is an under spend of £429,000 which has been transferred to the Council Fund, bringing the total Fund balance to £8.776 million in line with Principle 8 of the Medium Term Financial Strategy (MTFS). Directorate budgets provided a net under spend of £1.142 million, after draw down from reserves of £7.7 million, and Council Wide budgets a net under spend of £6.711 million, after draw down from reserves of £2.3 million. These are offset by the requirement to provide new earmarked reserves for a range of new future risks and expenditure commitments. The net position also takes into account accrued council tax income of £670,000 during the financial year.

4.1.3 As mentioned in the report to Cabinet at quarter 3, the Council has received a number of one-off grants from Welsh Government, including £620,528 for social services and £718,701 towards teachers' pay, and more recently a number of other school specific grants, totalling almost £1 million, which have eased the pressure on these budgets for 2018-19 only. This is in addition to any other opportunities taken to maximise

existing grant funding streams. Without these the net under spend on Directorate and Council Wide budgets would have been much lower. Given the significant funding required to meet pay, prices and pensions costs in 2019-20 any uncommitted funding in 2018-19 will be required to meet those pressures in the new financial year.

- 4.1.4 The under spend on Directorate net budgets for the year is a result of a number of factors including the late notification of additional grants, the maximisation of existing grants and other income, strict vacancy management and general efficiencies. Directorates drew down £7.7 million in-year from approved earmarked reserves to meet specific one-off pressures identified in previous years, including funding for transformation projects through the Change Fund, funding for capital projects, draw down of school balances, funding for demolition work and service specific one-off pressures. A detailed analysis of the more significant under and over spends is set out in section 4.3.
- 4.1.5 There have been no budget virements since the quarter 3 forecast was reported to Cabinet in January 2019. However, as part of the closing of accounts process, there have been a number of technical adjustments in respect of outstanding pay and price inflation and allocations of corporately held funding for feasibility work and revenue minor works in line with spend, along with transfer of funding for prudential borrowing from corporate capital financing budgets to specific schemes in line with the capital programme.
- 4.1.6 The under spend masks underlying budget pressures in some service budgets which were reported during the year and still persist. The main financial pressures are in the service areas of Looked After Children (LAC), Adult Social Care, and Home to School Transport, where a number of historical budget reductions remain unrealised. It should be noted that these budget areas can be volatile and small changes in demand can result in relatively high costs being incurred. As patterns of provision change within Directorates, service budgets are reviewed and re-aligned accordingly.
- 4.1.7 The under spend on Council Wide budgets has slightly increased from quarter 3 as a result of lower than anticipated demand for price inflationary increases, delays in progressing minor capital works and lower funding required than anticipated during the last quarter for the implementation of Welsh Language Standards, although it is anticipated that this budget will still be required in 2019-20. In addition, funding for a number of budget pressures was adjusted down following receipt of more accurate information.
- 4.1.8 The net budget for the financial year was 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 were not achievable directorates were tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.

4.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

- 4.2.1 As outlined in previous monitoring reports during the year, at the end of the 2017-18 financial year, there were still £2.604 million of outstanding budget reduction proposals that had not been met in full, relating to the 2016-17 and 2017-18 financial

years, £1.917 million of which related to the Social Services and Wellbeing Directorate. Directors have been working to realise these savings during the 2018-19 financial year. A summary of the latest position is attached as Appendix 1 with a summary per directorate provided in Table 2. Of the £2.604 million of prior year budget proposals outstanding, £1.593 million has been realised, leaving a balance of £1.011 million.

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	166	106	60
Social Services and Wellbeing	1,917	1,266	651
Communities	371	71	300
Chief Executive's	150	150	0
TOTAL	2,604	1,593	1,011

4.2.2 Proposals still not 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, which outlines the Directorate's response to the financial challenge facing them, and sets out the planned actions to be undertaken in order to meet the shortfall. A number of the proposals were planned to be achieved over 2018-19 and 2019-20 and these will continue to be monitored. The actual shortfall against proposals to be achieved in 2018-19 was only £34,000. All outstanding proposals will continue to be monitored during 2019-20.

4.2.3 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 on a one-off basis pending alternative measures. In 2018-19 it has been used to mitigate the on-going shortfall on the following 2017-18 budget reduction proposal:

COM 18	MREC	£200,000
--------	------	----------

Budget Reductions 2018-19

4.2.4 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 end of year position is a shortfall on the savings target of £508,000, or 8.3% of the overall reduction target. This figure is slightly worse than reported at quarter 3.

Table 3 – Monitoring of Budget Reductions 2018-19

	Total Budget Reductions Required	Total Budget Reductions Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	630	478	152
Schools	0	0	0
Social Services and Wellbeing	350	350	0
Communities	1,454	1,098	356
Chief Executive's	1079	1079	0
Council Wide Budgets	2,610	2,610	0
TOTAL	6,123	5,615	508

4.2.5 The most significant budget reduction proposals not achieved, and the action required to achieve them in 2019-20 are outlined in Table 4 below. In the 2019-20 financial year these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position.

Table 4 – Outstanding Budget Reductions 2018-19

MTFS Ref	Budget Reduction Proposal	Shortfall £'000	Mitigating Action 2019-20
EFS1	Phased Implementation of Learner Transport Policy	67	An external review of BCBC's transport arrangements has been commissioned. This will report in Summer term 2019. It is hoped this will support changes to the current arrangements with a view to making the identified efficiency savings.
COM11	Reductions to the budget for Public Conveniences	100	Following formal consultation, full savings should be achieved in 2019-20.
COM27	Removal of Subsidised Bus Services	188	Following formal consultation, full savings should be achieved in 2019-20.

MTFS Ref	Budget Reduction Proposal	Shortfall £'000	Mitigating Action 2019-20
COM40	Introduction of Corporate Landlord Model	200	Will continue to work with implementation programme and monitor closely during 2019-20.

4.2.6 As mentioned in previous monitoring reports, 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. Following a report 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 was 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, the full budget saving has not been realised during 2018-19. These should both be achieved in full during 2019-20.

4.2.7 Overall there are £2.342 million of budget reductions from 2016-17 to 2018-19 that are yet to be achieved in full, broken down as follows:

Prior Year Outstanding Reductions:	Total Saving Proposal £'000	Balance of Proposal Outstanding £'000
Education and Family Support	222	212
Social Services and Wellbeing	918	651
Communities	1,202	656
Total	2,342	1,519

These will continue to be monitored during 2019-20, alongside new budget reductions for 2019-20, and will be reported in the quarterly monitoring reports.

4.3 Commentary on the financial position as at 31st March 2019

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 was £110.144 million and the actual outturn was £10.545 million, following draw down of £2.081 million from earmarked reserves, resulting in an over spend of £401,000. The most significant variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Inclusion	2,840	3,004	164	5.8%
Home to School Transport	4,779	5,880	1,101	23.0%
Pupil Support	345	209	(136)	-39.4%
Catering Services	811	753	(58)	-7.2%
Integrated Working	1,457	997	(460)	-31.6%
Youth Justice	384	287	(97)	-25.3%
Health and Safety	228	171	(57)	-25.0%

Schools' Delegated Budgets

Total funding delegated to schools in 2018-19 was £89.922 million.

The schools' delegated budget is reported as balanced in any one year as any under or over spend is automatically carried forward, in line with legislation, into the new financial year before being considered by the Director of Education and Family Support in line with the 'Guidance and Procedures on Managing School Surplus Balances'.

The year-end position for 2018-19 was:

- Net overall school balances totalled £360,000 at the start of the financial year. During 2018-19 school balances increased by £254,000 to £614,000 at the end of the financial year, representing 0.65% of the funding available.
- Out of a total of 59 schools there are 22 schools (18 primary and 4 secondary) with deficit budgets and 12 schools (9 primary, 2 secondary, 1 special) with balances in excess of the statutory limits (£50,000 primary, £100,000 secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed by the Corporate Director - Education and Family Support, in line with the agreed 'Guidance and Procedures on Managing School Surplus Balances'.
- A summary of the position for each sector and overall is provided below.

	Balance brought forward	Funding allocated in 2018-19	Total Funding available	Actual Spend	Balance at year end
	£'000	£'000	£'000	£'000	£'000
Primary	260	45,386	45,646	45,295	351
Secondary	-436	42,560	42,124	42,322	(198)
Special	536	8,404	8,940	8,479	461
Total	360	96,350	96,710	96,096	614

It must be noted that there has been a significant improvement from the projected deficit position for schools of £1.101 million at quarter 3 due to the following reasons:-

- Additional funding from Welsh Government towards additional costs incurred in funding free school meals during 2018-19 as a result of the rollout of Universal Credit - £231,000.
- Additional funding for schools from the Central South Consortium (CSC) for Professional Learning - £453,708 - and Schools as Learning Organisations & Cluster Funding – £279,000.
- Additional Learning Needs Transition funding distributed to schools - £61,000.
- Corporate contingency support for schools meeting the Cause for Concern criteria - £144,000.
- Additional 1:1 support funding for special schools - £188,580.

Without the last minute additional funding from Welsh Government and the CSC the overall schools' balance would have been a negative figure of £349,000.

Central Education and Family Support Budgets

Inclusion

- There is an over spend of £164,000 in the Inclusion service. This is primarily due to a shortfall in recoupment income – there were 24 out of county placements at Heronsbridge School and Ysgol Bryn Castell in the spring term 2019 compared with 30 in the summer term 2018.

Home to School Transport

- There was an over spend of £1.101 million on home to school transport in 2018-2019. Previous budget reductions of £1.87 million have not been implemented as quickly as anticipated due to the need to undertake safe route assessments and deal with legal challenges. There have also been significant costs associated with discretionary transport, transport to support looked after children and children with additional learning needs, in particular autism spectrum disorder. There have been challenges over the safety and availability of walked routes to school with the need to issue temporary passes to children where they would not normally be eligible.
- During 2018-19 there was also an increase in the requirement to provide alternative transport for children with significant behavioural needs and to support the new Access to Education arrangements to support the Council's vulnerable group's agenda, in particular a reduction of permanent exclusions. Eligible pupils for both home to college and home to school transport have also increased. The limited number of transport providers reduces the options available for the local authority to drive forward efficiency savings and to support the aforementioned significant budget reductions.
- In addition, the handing back of contracts from providers who have over-committed themselves in tendering for transport has meant increased costs later on in the contract's lifespan.

A number of policy proposals are being put forward for Cabinet to consider to support future efficiency savings during 2019-2020. It is expected that these proposals will better support the previous budget reductions of £1.87 million in 2020-2021. In addition, £427,000 of growth has been allocated in the 2019-20 budget to support increase in demand.

Pupil Support

- The under spend on Pupil Support of £136,000 has arisen mainly as a result of the cessation of the volunteer driver support service in February 2017 whilst a review was undertaken. A budget reduction proposal of £100,000 has been agreed as part of the MTFS 2019-20 to 2022-23 against the volunteer driver service.

Catering Services

- The under spend of £58,000 has arisen as a result of an increase over and above the anticipated demand for school meals compared with when the budgets were set at the start of the financial year of 4.28%.

Integrated Working

- There is an under spend of £460,000 on this service. Of this £351,000 is due to maximisation of the Integrated Working grant funding and £62,000 due to vacancy management.

Youth Justice

- There is an under spend of £97,000 primarily as a consequence of moving to alternative premises (£60,000) with the remainder being from staff vacancy management. These under spends will contribute towards a budget reduction in the MTFS for 2019-20 of £41,000 against the Youth Offending Service.

Health and Safety

- There is an under spend of £57,000 in this area due to staff vacancies. Additional funding of £150,000 has been agreed as part of the MTFS to provide more robust corporate health and safety arrangements following interventions by the Health and Safety Executive. This includes additional officers to work with, and support managers, in discharging their health and safety responsibilities. The recruitment process is currently ongoing.

4.3.2 **Social Services and Wellbeing Directorate**

The net budget for the Directorate for 2018-19 was £70.088 million and the actual outturn was £69.136 million, following draw down of £1.750 million from earmarked reserves, resulting in an under spend of £952,000. As outlined in paragraph 4.1.3 the Directorate received additional grant funding of £620,528 from Welsh Government towards the end of the financial year towards costs associated with supporting sustainable social services. It was also successful in bidding for Supporting People grant slippage of approximately £620,000, and was able to access additional Integrated Care Fund (ICF) regional funding of approximately £140,000. Without this additional grant funding there would have been an over spend of almost £430,000. This funding is non-recurring and will therefore be a cost pressure for the Directorate in 2019-20.

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Older Persons Residential Care	8,808	9,166	358	4.1%
Care at Home for Older People	8,462	7,919	(543)	-6.4%
Assessment and Care Management	4,892	4,244	(648)	-13.2%
Learning Disabilities Residential Care	1,630	1,786	156	9.6%
Care at Home for Learning Disabilities	9,366	9,504	138	1.5%
Looked After Children	11,173	11,486	313	2.8%

Older Persons Residential Care

- There is a year-end over spend of £358,000. There are various factors contributing to this, including the increased demand for nursing and some residential placements and also reductions in the predicted levels of income received through charging, which can vary based on an individual's financial assets. The total number of placements has increased from 464 in 2017-18 to 479 in 2018-19.

Care at Home for Older People

- Care at home includes domiciliary care services, local authority homecare services and the provision of direct payments. The outturn shows a net under spend of £543,000. Of this, approximately £300,000 is related to a staffing under spend within the internal homecare service which in the main relates to non-care staff roles however the service did experience some delays in recruiting to direct care roles. The service is currently undertaking a review of the non-care structure and MTFs savings have been identified for 2019-20. In addition, the Telecare service was able to access additional Supporting People grant slippage to the value of £130,000 towards year end, together with ICF grant to the value of £41,000.

Assessment and Care Management (ACMT)

- There is an under spend of £648,000 on all assessment and care management staffing budgets for adult social care, which includes £236,000 on assessment and care management for older people, £191,000 on ACMT for people with physical disabilities and £167,000 under spend on ACMT for people with mental health, arising mainly from staff vacancies. Effective vacancy management and a number of interim posts throughout the year has enabled these cost savings to be achieved. The service is currently undertaking a review of the overall structure in 2019-20.

Learning Disabilities Residential Care

- An over spend of £156,000 has occurred due to the number and complexity of placements throughout 2018-19.

Care at Home for People with Learning Disabilities

- There was an over spend of approximately £500,000 before the allocation of Welsh Government and Supporting People grants at year end of £362,000, resulting in a final over spend of £138,000. The over spend is due to the number

and 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 an over spend of £313,000 on LAC but only following an allocation of Welsh Government grant to the value of £320,000. The actual over spend would have been £633,000. MTFS budget reductions have resulted in the budget being reduced by around £1 million over the last three years. The actual over spend has actually reduced by £233,000 since quarter 3 as the Directorate has implemented 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 also now in place. Independent fostering placements (IFAs) have reduced significantly in 2018-19 compared to 2017-18.
- The average number of LAC this financial year is 376 compared with an average of 387 in 2017-18, with 6 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 contributes to the over spend.
- The average number of independent fostering placements (IFAs) this financial year is 61 compared to 75 in 2017-18.

4.3.3 Communities Directorate

The net budget for the Directorate for 2018-19 was £26.937 million and the actual outturn was £27.822 million, following draw down of £2.255 million from earmarked reserves, resulting in an over spend of £885,000. The most significant variances are:

COMMUNITIES DIRECTORATE	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Regeneration	2,304	2,193	(111)	-4.8%
Public Conveniences	72	147	75	104.2%
Waste Disposal	4,629	4,724	95	2.1%
Waste Collection	4,971	5,232	261	5.3%
Highways and Fleet	6,590	6,949	359	5.4%
Transport and Engineering Services	940	862	(78)	-8.3%
Parks & Open Spaces	2,082	2,142	60	2.9%
Corporate Landlord	3,041	3,313	272	8.9%

Regeneration

- The under spend of £111,000 in Regeneration is primarily due to staff vacancy management. £79,000 of this relates to the Physical Regeneration Team – these posts have now been recruited to, therefore the saving is not recurring. £25,000 of this relates to Regeneration Management – this will contribute towards the 2018-19 MTFS saving of £135,000 against Communities Management restructure.

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 has taken some time to complete. Discussions with the Town and Community Councils have taken place along with formal consultation with affected staff, therefore the £100,000 MTFS saving for 2018-19 has not been made in full this year. Savings have started to materialise from January 2019 and will be made in full during 2019-20.

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 County Borough Council (CBC) 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 4.2.3. The remaining over spend is primarily due to increased costs for disposing of street sweeper waste for which there is a £36,000 budget pressure in the MTFS for 2019-20, along with an increase in red/grey bag purchases where the service area have been linking in with the probation service and volunteer groups to target problem areas.

Waste Collection

- The over spend of £261,000 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. This will contribute towards a budget reduction proposal in the MTFS for 2019-20 of £1,300,000 against the MREC.

Highways and Fleet

- There is a combined over spend of £359,000 on Highways and Fleet Services. £284,000 is due to an over spend on Fleet Services. The service has undergone an initial review and the factors contributing to the over spend have been identified, including the charge out rate being too low to cover costs incurred. In line with a Corporate Management Board (CMB) recommendation, the service area is engaged in a review of productivity before being able to confirm a change to the charge out rate. This is intended to be completed during May 2019 with a report back to CMB shortly after. To improve productivity, technicians moved onto a differing working pattern at the start of 2019, along with a management restructure that was finalised in April 2019, which has seen a refocusing on workshop management and scheduling to address the over spend.
- The balance of over spend is primarily due to the delay in realising the 2017-18 MTFS target of £100,000 in respect of introducing a permitting scheme. The timeline is not in the direct control of BCBC officers as the business case is going through multiple steps in an approval process with Welsh Government. However ultimately a positive response is expected, which should ensure its successful implementation.

Transport and Engineering Services

- There is a combined under spend across Transport and Engineering of £78,000. A shortfall in income within Policy and Development (£184,000) is linked directly to the amount of Section 38 fees received – these fees are charged to developers and relate to assessments and inspection of new street works. Due to the nature of Section 38 fees, income can be subject to considerable fluctuations between years depending on number and type of applications.
- This shortfall has been offset by an under spend of £219,000 in Engineering Services due primarily to an increase in the level of fee earning jobs (balance of EU/non EU funded projects and the differing chargeable rates allowed).

Parks & Open Spaces

- There is an over spend across the service of £60,000 mainly due to additional spend on repairs and maintenance on pavilions.

Corporate Landlord

- There is an over spend of £272,000 against Corporate Landlord for 2018-19. The main causes of the over spend were additional costs of £65,000 for the Interim Head of Service as a result of needing to continue with an external resource, and an income shortfall of £113,000 on Maesteg Market and the Innovation Centre due to refurbishment works.
- The balance is mainly due to a shortfall in income in the Operational Trade Section of the service. As a direct consequence of the launch of the Corporate Landlord model and the complexity of introducing new systems of work, the rates charged were lower than they should have been, based on the actual volumes of work. This has been rectified for 2019-20 with all staff now using timesheets for recharges to be raised against client works and therefore it is anticipated that the financial outcome will be much more positive.

4.3.4 Chief Executive's Directorate

The net budget for the Directorate for 2018-19 was £19.539 million and the actual outturn was £18.063 million, following draw down of £1.590 million from earmarked reserves, resulting in an under spend of £1.476 million. The most significant variances are:

CHIEF EXECUTIVE'S	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Accountancy	1,523	1,395	(128)	-8.4%
Housing Benefits – Admin	712	536	(176)	-24.7%
Housing Benefits – Payments to Claimants	-172	-303	(131)	76.2%
Member and Mayoral Services	1,823	1,468	(355)	-19.5%
HR and Organisational Development	1,637	1,471	(166)	-10.1%
Shared Regulatory Services	1,459	1,347	(112)	-7.7%
Communication & Marketing	1,622	1,463	(160)	-9.8%

Accountancy

- The under spend of £128,000 mainly relates to staffing vacancies across the service. The service also received grant funding to offset some core costs in

2018-19. These vacancies will be monitored in line with business needs in 2019-20.

Housing Benefits – Admin

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

Housing Benefits – Payments to Claimants

- The under spend is due to higher than anticipated recovery of housing benefit overpayments within the housing benefit subsidy claim.

Member and Mayoral Services

- The under spend of £355,000 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 was presented to Audit Committee in December 2018. The budget for this fund is £285,000 and it was approved by Council as a budget reduction for 2019-20 in the MTFS 2019-20 to 2022-23 in February 2019.

HR and Organisational Development

- The under spend of £166,000 is mainly due to staffing vacancies, not least the removal of the post of Head of HR and Organisational Development, as part of the Chief Executive's restructuring of senior management. These savings have been approved as part of the 2019-20 MTFS proposals.

Shared Regulatory Services

- The under spend mainly relates to a rebate of £141,000 following the closure of the 2017-18 final accounts for the Shared Regulatory Service which had not been reserved into that financial year so resulted in one off fortuitous income in 2018-19. This rebate has offset shortfalls in income elsewhere within the service, resulting in an overall under spend of £112,000.

Communications & Marketing

- The under spend of £160,000 is mainly due to staffing vacancies. These vacancies contributed to MTFS savings in 2019-20.

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 net budget for 2018-19 was £39.276 million and the actual outturn was £32.565 million, resulting in an under spend of £6.711 million. As outlined in paragraph 4.1.3 the Council received additional grant funding of £718,701 towards teachers' pay, which offset corporate funding. The most significant variances are:

COUNCIL WIDE BUDGETS	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing Costs	9,304	6,459	(2,845)	-30.6%
Council Tax Reduction Scheme	14,354	14,085	(269)	-1.9%
Insurance Premiums	1,588	1,167	(421)	-26.5%
Other Council Wide Budgets	5,233	2,312	(2,921)	-55.8%

Capital Financing

- The under spend of £2.845 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 2018 (£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. The budget has been reduced in 2019-20 by £1.975 million as part of the MTFs savings going forward.

Council Tax Reduction Scheme

- There is an under spend of £269,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. The Welsh Government is working with local authorities and third sector organisations to make people more aware of the range of support available to help people pay their council tax bills, and this could impact on take-up in 2019-20.

Insurance Premiums

- There is an under spend of £179,000 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 net under spend of £2.921 million is mainly due to reduced requirements for funding for budget pressures and pay and price increases compared to the estimates provided at the start of the financial year. This includes funding returned in-year from the Education and Family Support budget for the Festival of Learning and Uniform grant, which were no longer required, along with additional grant funding of £718,701 received from Welsh Government towards the costs of teachers' pay.
- As mentioned in previous reports, there will be a significant increase in the employer's contribution to teachers' pensions 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. We have been notified by Welsh Government that some grant funding will be allocated towards this during 2019-20 but we have not been informed of the final amount at this stage, although it is estimated that it could be around £100,000 short of the required amount. In addition, we do not yet know what the teachers' pay award is likely to be from September 2019, and whether or not additional funding will be provided by Welsh Government towards this. Given this uncertainty, any balance of funding from provisions for pay and prices will be carried forward to meet that pressure.

4.4 Capital programme outturn

4.4.1 This section of the report provides Members with an update on the Council's capital programme for 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, approved by Council in February 2019 as part of the MTFS, currently totalled £35.474 million, of which £31.933 million is met from BCBC resources, including capital receipts and revenue contributions from earmarked reserves, with the remaining £4.224 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 actual spend. Commentary is provided detailing any issues associated with these projects. The revised programme was only approved in February 2019, so there have been few amendments since then other than the following main changes:

- New approvals of £284,000, £188,000 of which is revenue minor works re-classified as capital, and £96,000 of which relates to a re-profiling of grant in respect of the Maesteg Town Hall Cultural Hub. This brings the revised budget to £35.758 million.

4.4.3 Total expenditure as at 31st March 2019 is £27.614 million, resulting in a total under spend of £8.144 million. Net slippage into 2019-20 of £8.286 million is required, the main schemes being:

- £508,000 in respect of the Extra Care facility at Maesteg following delays due to drainage issues.
- £535,000 in respect of the Cardiff Capital Region City Deal as no additional capital projects were approved during the year (although there was further spend in respect of the Compound Semiconductor scheme).
- Porthcawl Resort Investment Focus (PRIF) where £661,000 of grant has been re-profiled into 2019-20.
- £1.015 million of funding for minor capital works which, due to capacity issues during the implementation of the Corporate Landlord model, have not been able to be completed.
- £790,000 in respect of retentions on 21st Century Band A Schemes that were finalised during 2018-19, including Garw Valley South and Brynmenyn Primary provision.

4.4.4 The overall outturn is therefore a small over spend of £38,000, mostly in respect of ICT schemes, which has been funded by a revenue contribution to capital.

4.5 Earmarked Reserves

4.5.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and Earmarked Reserves. During 2018-19, Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the

quarterly monitoring reports. The final draw down from reserves was £9.996 million and is detailed in Table 5 below.

Table 5 – Draw Down from Earmarked Reserves during 2018-19

	Draw down from Earmarked Reserves 2018-19 £'000
Education & Family Support	2,081
Social Services & Wellbeing	1,750
Communities	2,255
Chief Executives	1,590
Non-Directorate	2,320
Total	9,996

4.5.2 The year-end review also examined:

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

Table 6 below details the creation of new earmarked reserves, increases to existing earmarked reserves and amounts that have been unwound from reserves. The net additions to reserves for the whole of 2018-19 is £10.301 million. The final column shows that there have been net additions of £8.379 million in the last quarter of the financial year:-

Table 6 – Net Appropriations to/from Earmarked Reserves 2018-19

	Unwound 2018-19	New/Additions to Reserves 2018-19	Total	Increase/ (Decrease) Qtr 4 Only
	£'000	£'000	£'000	£'000
Corporate Reserves:-				
Asset Management Reserve	(320)	1,200	880	1,180
Building Maintenance	(87)	-	(87)	(87)
Capital Asset Management Fund	-	500	500	500
Capital Feasibility	(60)	164	104	104
Capital Programme Contribution	(553)	3,502	2,949	1,102
Change Management	-	501	501	19
Corporate Pressures Contingency	(1,000)	-	(1,000)	(1,000)
DDA Emergency Works	(119)	-	(119)	(119)
Economic & Future Resilience Fund		800	800	800
ICT & Finance Systems	(250)	420	170	420
Insurance Reserve	-	2,320	2,320	-
Major Claims Reserve	(3,448)	700	(2,748)	86
MTFS Contingency	-	1,000	1,000	1,000
Property Disposal Strategy	-	14	14	-
Public Realm	(57)	-	(57)	(57)
Total Corporate Reserves	(5,894)	11,121	5,227	3,948
Directorate Reserves:-				
Chief Executive Partnership Reserve		3	3	3
City Deal	-	812	812	812
Directorate Issues	(348)	1,850	1,502	1,270
Donations Reserve Account	-	2	2	1
Highways Asset Management Reserve	-	1,491	1,491	1,491
Human Resources Reserve	(5)	-	(5)	-
Local Development Plan IT System	(20)	-	(20)	-
School Projects Reserve	-	152	152	-
Waste Awareness Reserve	-	82	82	-
Total Directorate Reserves	(373)	4,392	4,019	3,577
Equalisation & Grant Reserves:-				
Elections	-	40	40	40
Highways Reserve	(791)	32	(759)	(791)
IFRS Grants	-	1,197	1,197	1,043
Legal Fees	-	167	167	167
Local Development Plan	-	15	15	-
Special Regeneration Fund	-	141	141	141
Equalisation & Grant Reserves	(791)	1,592	801	600
School Balances	-	254	254	254
TOTAL RESERVES	(7,058)	17,359	10,301	8,379

4.5.3 The main net additions in the last quarter have been:-

- a net increase of £1.180 million to the Asset Management Reserve to support health and safety expenditure on schools, various demolitions and condition surveys in accordance with the Asset Management Plan;
- a net increase of £1.102 million to the Capital Programme Contribution Reserve which includes additional funding for Schools Maintenance Grant following the late notification from Welsh Government of £1.162 million offset by some monies being moved into a new Highways Asset Management Reserve;
- a movement of £1 million from the Corporate Pressures Contingency Reserve to the MTFs Contingency Reserve;
- a net increase of £1.270 million on Directorate Issues Reserve which reflect earmarked reserve requests received by the s151 Officer as part of the Closing of the 2018-19 Accounts and subsequently approved in accordance with the Reserves and Balances Protocol;
- an amalgamation of various earmarked reserves in relation to highways and infrastructure assets into a new Highways Asset Management Reserve totalling £1.491 million at year end.

4.5.4 A full breakdown of the total movement on earmarked reserves at 31st March 2019 is provided in Appendix 5. Table 7 below summarises the final position on all useable reserves for the year:-

Table 7 – Summary of Movement on Earmarked Reserves 2018-19

Opening Balance 01-Apr-18 £'000	Reserve	Movement as at Quarter 4		Closing Balance 31-Mar-2019 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
8,347	Council Fund Balance	429	-	8,776
39,155	Corporate Reserves	5,227	(7,579)	36,803
5,653	Directorate Reserves	4,019	(1,676)	7,996
2,907	Equalisation & Grant Reserves	801	(741)	2,967
360	School Balances	254	-	614
48,075	Total Earmarked Reserve	10,301	(9,996)	48,380
56,422	Total Useable Reserves	10,730	(9,996)	57,156

5. 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. Equalities Impact Assessment

6.1 There are no implications in this report.

7. 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. Financial implications

8.1 These are reflected in the body of the report.

9. Recommendations

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

Gill Lewis
Interim Head of Finance and Section 151 Officer
June 2019

Contact Officer: Deborah Exton
Interim Deputy Head of Finance

Telephone: 01656 643604

Email: deborah.exton@bridgend.gov.uk

Postal Address : Raven's Court
Brewery Lane
Bridgend
CF31 4AP

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 achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
------	---------------------------	--	-------------------	------------------	---	-------------------------	---------------------------------------

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 2018-19.	An external review of BCBC's transport arrangements has been commissioned. This will report in Summer term 2019. It is hoped this will support changes to the current arrangements with a view to making the identified efficiency savings.
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	This proposal formed part of the wider Inclusion Restructure which will be fully implemented from 2019-20. Consultation for which has now been completed.	Vacant posts were held within the wider service area to cover value of saving in 2018-19. Inclusion restructure fully implemented for the 2019-20 financial year.
EFS7	To review the Built Environment Service Level Agreement with Schools to achieve full cost recovery.		31		31	This proposal was achieved through the introduction of the new Corporate Landlord Model	None required.
Total Education & Family Support Directorate			166		106		

SOCIAL SERVICES & WELLBEING

SOCIAL SERVICES & WELLBEING OUTSTANDING REDUCTIONS	1,917
---	--------------

NEW PROPOSALS TO MEET SHORTFALL BETWEEN 2018-19 AND 2020-21

		Total Proposed Saving	2018-19 Proposed Saving	2018-19 Actual Saving		
SSW001	Management and admin review	203	116	116	The savings proposal has been profiled over two years. £116k savings has been identified for 2018-19.	Further restructuring will continue into 2019-20 when the remaining savings will be realised.
SSW003	Outcome focussed assessment and review	350	350	350	N/A	These savings have been achieved against current packages but there is still pressure on budgets overall due to continued demand and increased complexity of packages.
SSW004	Review of LD supported living accommodation	78	39	39	Proposal only commenced mid year. Following consultation. Therefore only 50% of savings achievable in 2018-19	No action required. Full saving should be achieved in 2019-20.
SSW006	Review of telecare monitoring contract and income generation	91	91	91	N/A	None required
SSW007	Review of commissioned services	118	118	84	N/A	None required
SSW008	Maximise grant funding - Childrens services	67	67	67	N/A	None required
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.	Remodelling will continue into 2019-20. £145k savings have been forecast for 2019-20.
SSW010	Increase in-house fostering provision	373	136	136	The savings proposal has been profiled over two years. £136k savings has been identified for 2018-19 and will be achieved.	The fostering project will continue into 2019-20 with savings of £237k forecast.
SSW011	Fairer charging legislative changes	203	203	203	N/A	None required
SSW012	Additional income from health in relation to Section 117 and CHC	60	60	60	N/A	None required
SSW013	Review of financial support for care leavers in Children's Services	60	60	60	N/A	None required
SSW016	Restructure localised day services within LD	50	50	50	Consultation will not complete until 2019-20	Completion of consultation and realisation of savings.
	Unidentified	19	0	0		
Total Social Services & Wellbeing Directorate		1,917	1,300	1,266		

Ref.	Budget Reduction Proposal		Original RAG £000	Revised RAG £000	Amount of saving achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
------	---------------------------	--	-------------------	------------------	---	-------------------------	---------------------------------------

COMMUNITIES

COM12	Broad review of car park charging including staff and elected member parking passes		50		50	Cabinet report presented 15th May 2018 with proposal to achieve the £50,000 efficiency target. Positive outturn for car park income for 2018-19.	None required
COM18	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) Introduction in 17-18 of savings achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows.		200		0	The timeline is not in the direct control of BCBC as the project is NPT led. Draw down of £200K from MTFs Contingency Reserve confirmed by the Interim S151 Officer for 2018-19.	BCBC officers continue to meet regularly with NPT.
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.	Ongoing communication with WG to progress the business case.
COM21	Rights of Way - removal of contribution to Coity Wallia		21		21	Saving achieved in full in 2018-19.	None required
Total Communities Directorate			371		71		

CHIEF EXECUTIVE'S**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		1,593		
---	--	--	--------------	--	--------------	--	--

REDUCTIONS SHORTFALL					1,011		
-----------------------------	--	--	--	--	--------------	--	--

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
------	---------------------------	--------	-----------------------------	--	-------------------------	---------------------------------------

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	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 2018-19.	An external review of BCBC's transport arrangements has been commissioned. This will report in Summer term 2019. It is hoped this will support changes to the current arrangements with a view to making the identified efficiency savings.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Outturn for 2018-19 showed a small shortfall against this saving proposal.	Shortfall in the savings target in 2018-19 has been met via vacancy management within the service area. Permanent virements will be required from other small budget headings in 2019-20.

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref. Page 26	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Vacancies held in year to achieve saving in 2018-19.	Not applicable - structure going forward matches available budget and growth provided in 19-20 as part of the MTFS budget setting process.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 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.	An external review of BCBC's transport arrangements has been commissioned. This will report in Summer term 2019. It is hoped this will support changes to the current arrangements with a view to making the identified efficiency savings.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	50	This proposal formed part of the wider Inclusion Restructure which will be fully implemented from 2019-20. Consultation for which has now been completed.	Vacant posts were held within the wider service area to cover value of saving in 2018-19. Inclusion restructure fully implemented for the 2019-20 financial year.

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
Total Education & Family Support Directorate			630	478		

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	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
Page 18	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 have followed the Cabinet report with discussions with the Town and Community Councils and formal consultation with affected staff. Savings commenced from Jan 2019 therefore £75,000 over spend reported on the Public Conveniences budget in 2018-19.</p>	None required - full saving will be achieved in 2019-20
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
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	121	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 of 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.	None required - shortfall in 18-19 due to delay in implementation and mitigated via other under spends in Transportation. Full saving will be achieved in 19-20.
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	Shortfall only due to MASH not moving until July 18. Full saving will be achieved in 2019-20.	None required - saving will be achieved in full in 19-20
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	Saving achieved in full in 2018-19.	None required - saving made in full in 18-19.
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	300	As Corporate Landlord was a new way of working for the Council there were inevitably some inherent risks in ensuring that the proposed savings from efficiency, procurement, ICT, staff restructuring and streamlined business processes accrued entirely as planned. The outturn for Corporate Landlord for 2018-19 was an overspend of £272,000. However it is anticipated that the problems experienced in the first year have been fully addressed and the savings will be made in full in 2019-20.	Continue to work through the implementation programme and continue to closely monitor during 2019-20.
Total Communities Directorate			1,454	1,098		

CHIEF EXECUTIVE'S

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	Saving achieved in full in 2018-19.	
------	---	---	-----	-----	-------------------------------------	--

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
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	Saving achieved in full in 2018-19.	
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	Saving achieved in full in 2018-19.	

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	Saving achieved in full in 2018-19.	
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	Saving achieved in full in 2018-19.	
OPS14	Restructure senior management	Restructure of management responsibility - reduction in number of staff.	43	56	Saving achieved in full in 2018-19.	
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	Saving achieved in full in 2018-19.	

Housing

OPS15	Review staffing and non staffing budgets with SLA's	Re-alignment of staffing required, non staffing review undertaken.	138	138	Saving achieved in full in 2018-19.	
-------	---	--	-----	-----	-------------------------------------	--

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
------	---------------------------	--------	-----------------------------	--	-------------------------	---------------------------------------

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	Saving achieved in full in 2018-19.	
-------	--	---	-----	-----	-------------------------------------	--

ICT

OPS17	Further rationalisation of software and hardware budgets	Rationalisation of software and hardware usage.	210	210	Saving achieved in full in 2018-19.	
-------	--	---	-----	-----	-------------------------------------	--

Performance

OPS18	Review non staff budgets for performance team	Based on line by line review of budget - minimal disruption.	6	6	Saving achieved in full in 2018-19.	
-------	---	--	---	---	-------------------------------------	--

Total Chief Executive			1,079	1,079		
------------------------------	--	--	--------------	--------------	--	--

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	Saving achieved in full in 2018-19.	
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	Saving achieved in full in 2018-19.	
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	Saving achieved in full in 2018-19.	
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	Saving achieved in full in 2018-19.	

MONITORING OF 2018-19 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact	Savings Target 2018-19 £000	Value of Saving Achieved in 2018-19 £000	Reason why not achieved	Proposed Action in 2019-20 to achieve
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	Saving achieved in full in 2018-19.	
	Total Corporate / Council Wide		2,610	2,610		

GRAND TOTAL REDUCTIONS	6,123	5,615		
BUDGET REDUCTION REQUIREMENT	6,123	6,123		
REDUCTION SHORTFALL	0	508		

1,496	5,173
4,446	708
181	242
6,123	6,123

BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2018-19			Actual Outturn	Actual Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£000	£000	£000			
EDUCATION AND FAMILY SUPPORT						
School Delegated Budgets	111,347	(21,302)	89,922	89,922	0	0.0%
Health and Safety	231	(2)	228	171	(57)	-25.0%
Learning	10,810	(2,951)	6,879	6,971	93	-1.3%
Strategic Partnerships & Comm	25,754	(11,411)	13,115	13,480	365	2.8%
TOTAL EDUCATION AND FAMILY SUPPORT	148,141	(35,666)	110,144	110,545	401	0.4%
SOCIAL SERVICES AND WELLBEING DIRECTORATE						
Adult Social Care	62,134	(16,267)	45,867	44,922	(944)	-2.1%
Sport, Play and Active Wellbeing	6,184	(892)	5,292	5,228	(64)	-1.2%
Safeguarding & Family Support	19,929	(1,000)	18,929	18,986	57	0.3%
Supporting Sustainable Social Services Grant 2018-19	-	-	-	-	-	0.0%
TOTAL SOCIAL SERVICES AND WELLBEING	88,247	(18,159)	70,088	69,136	(952)	-1.4%
COMMUNITIES DIRECTORATE						
Regeneration & Development	4,809	(2,008)	2,796	2,682	(114)	-4.1%
Street Scene	35,525	(13,422)	20,957	21,713	756	3.6%
Directorate Management	143	-	143	114	(29)	-20.5%
Corporate Landlord	23,615	(20,310)	3,041	3,313	272	9.0%
TOTAL COMMUNITIES	64,093	(35,740)	26,937	27,822	885	3.3%
CHIEF EXECUTIVE'S DIRECTORATE						
Chief Executive	520	-	520	530	10	1.9%
Finance	54,306	(50,792)	3,514	3,062	(451)	-12.8%
Human Resources and Organisational Development	1,937	(300)	1,637	1,471	(167)	-10.2%
Partnerships	2,562	(520)	2,042	1,803	(239)	-11.7%
Legal, Democratic and Regulatory	6,573	(1,253)	5,320	4,821	(499)	-9.4%
Elections	147	(11)	136	122	(14)	-10.1%
ICT	5,003	(1,269)	3,734	3,705	(29)	-0.8%
Housing and Homelessness	7,266	(5,730)	1,536	1,486	(50)	-3.3%
Business Support	1,211	(112)	1,099	1,063	(36)	-3.3%
TOTAL CHIEF EXECUTIVES	79,526	(59,987)	19,539	18,063	(1,476)	-7.6%
TOTAL DIRECTORATE BUDGETS	380,007	(149,552)	226,708	225,566	(1,142)	-0.5%
Council Wide Budgets	40,163	(887)	39,276	32,565	(6,711)	-17.1%
Accrued Council Tax Income				(670)	(670)	0.0%
Appropriations to / from Earmarked Reserves				8,094	8,094	0.0%
Transfer to Council Fund				429	429	0.0%
NET BRIDGEND CBC	420,170	(150,439)	265,984	265,984	(0)	0.0%

NB: Differences due to rounding of £000's

This page is intentionally left blank

CAPITAL MONITORING REPORT AS AT 31ST MARCH 2019

Page 35

Main Scheme	Whole Scheme Spend to 31/03/2019 £'000	Budget 18-19 (Council Feb 2019) £'000	New Approvals £'000	Virement £'000	Revised Budget 2018-19 £'000	Total Expenditure 2018-19 £'000	Over / (Under) spend £'000	Slippage Requested	Impact on BCBC Resources £'000	Comments	Sources of Funding (18-19 Expenditure)	
											BCBC £'000	External £'000

Education & Family Support

Ysgol Bryn Castel - Adaptations	2	-	-	2	2	2	-	-	-		2	
Pen Y Fai Primary School	6,883	362	-	-	362	6	(356)	356	-	Scheme complete - compensation payments and payment to landowner expected	6	
Litchard Primary School	3	-	-	3	3	3	-	-	-		3	
Brynmenyn Primary School	8,115	305	-	-	305	71	(234)	234	-	Retention to be paid in 19-20 - limited additional expenditure anticipated		71
YGG Llangynwyd Welsh Comprehensive School - adaptations	92	-	92	-	92	92	-	-	-	Funded from revenue minor works	92	
Coleg Cymunedol Y Dderwen Comprehensive Scho	15	155	-	-	155	15	(140)	140	-	Fencing and ca rpark schemes to be progressed during 2019-2020	15	
Coety/Parc Derwen Primary School	8,514	56	-	-	56	10	(46)	46	-	Mechanical/ electrical scheme being progressed	10	
Garw Valley South Primary Provision	10,433	4,519	-	-	4,519	4,193	(326)	326	-	Retention to be paid in 19-20 - limited additional expenditure anticipated	1,355	2,838
Garw Valley Primary Highways Works	265	146	-	(5)	141	11	(130)	130	-	Retention to be paid in 19-20 - limited additional expenditure anticipated	11	
Pencoed Primary School	10,933	4,751	-	-	4,751	4,651	(100)	100	-	Retention to be paid in 19-20 - limited additional expenditure anticipated on works to school car park as a result of a safety assessment	4,651	
Pencoed School Highways Works	355	115	-	-	115	50	(65)	65	-	Additional works to residents parking area and highway required as identified for the road safety assessment.	50	
Brynmenyn Primary Highways Works	737	181	-	-	181	111	(70)	70	-	Further highway works to access road will be progressed in 19-20	86	25
Additional Learning Needs	4,082	56	-	-	56	19	(37)	37	-		19	
Cwmfelin Primary School - Adaptations	24	235	-	-	235	24	(211)	204	-	Scheme under construction	24	
YGG Bro Ogwr (Adaptation)	10	5	-	5	10	10	-	-	-		-	10
Croesty Primary School (extension)	17	5	-	(5)	-	17	17	-	-	Funded by S106	-	17
Education & FS Directorate Minor Works	136	377	-	-	377	136	(241)	241	-		136	
Bryncethin Primary School - adaptations	96	-	96	-	96	96	-	-	-	Funded from revenue minor works	96	
Heronbridge Special School	250	53	-	-	53	3	(50)	50	-		3	
Schools Traffic Safety	323	297	-	-	297	120	(177)	177	-		120	
Maesteg Comprehensive School Highways Improvements	410	88	-	-	88	-	(88)	88	-		-	
Education S106 Schemes	146	97	-	-	97	55	(42)	42	-		-	55
Complex and Medical Needs Works in Schools	313	533	-	-	533	313	(220)	220	-	Scheme under construction	313	
TOTAL Learning	52,154	12,336	188	-	12,524	10,008	(2,516)	2,526	-		6,992	3,016

TOTAL Education & Family Support	52,154	12,336	188	0	12,524	10,008	-2,516	2,526	0		6,992	3,016
---	---------------	---------------	------------	----------	---------------	---------------	---------------	--------------	----------	--	--------------	--------------

Social Services and Wellbeing

Bryngarw House	64	-	-	2	2	2	-	-	-		2	
Adult Social Care Minor Works	76	-	-	76	76	76	-	-	-		76	
Development of Supported Living Accommodation	352	350	-	-	350	352	2	-	2	Revenue contribution to capital determined at year end	2	350
Multi Agency Safeguarding Hub (MASH)	86	87	-	-	87	86	(1)	-	-		36	50
Social Services Care Act	71	98	-	-	98	47	(51)	51	-	Slippage required - ongoing commitments in 19-20	47	
Electronic Scheduling System	37	-	-	37	37	37	-	-	-	ICF grant virement		37
Heron House	133	167	-	(37)	130	123	(7)	-	-	ICF grant virement		123
Bridgend Life Centre	390	400	-	-	400	285	(115)	100	-	Scheme to complete in 19-20		285
Refurbishment Works for 52 Week Residential Provision at Heronsbridge School	367	100	-	-	100	78	(22)	-	-			78
Extra Care Facilities	1,717	2,222	-	-	2,222	1,714	(508)	508	-	One scheme completed in 2018-19, slippage requested for remaining scheme to be completed June 2019.	1,714	
TOTAL Social Services & Wellbeing	3,293	3,424	-	78	3,502	2,800	(702)	659	2		1,877	923

Main Scheme	Whole Scheme Spend to 31/03/2019	Budget 18-19 (Council Feb 2019)	New Approvals	Virement	Revised Budget 2018-19	Total Expenditure 2018-19	Over / (Under) spend	Slippage Requested	Impact on BCBC Resources	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	

Sources of Funding (18-19 Expenditure)	
BCBC	External
£'000	£'000

Communities

Streetscene

Bryncethin Pavilion	3	-	-	-	-	3	3	-	-	Funded by S106
Cardiff Capital Region City Deal	3,447	1,697	-	-	1,697	1,162	(535)	535	-	No spend on new City Deal capital schemes in 2018-19
Town Beach Revetment Sea Defence, Porthcawl	3,151	2,241	-	-	2,241	2,092	(149)	149	-	Main scheme complete. Slippage required to fund some minor works and retentions due in 2019-20
Eastern Promenade Porthcawl	258	383	-	-	383	234	(149)	149	-	Extension to funding approved by WG. Scheme to complete in 19-20
Remedial Measures - Car Parks	64	215	-	-	215	63	(152)	152	-	Structural report commissioned for Brackla 1 car park with receipt due end of May 2019.
Civil Parking Enforcement Vehicle	60	57	-	-	57	60	3	-	3	Revenue contribution to capital determined at year end
Replacement of LED Lanterns - Street Lighting	483	300	-	-	300	483	183	-	-	Scheme progressing faster than anticipated
Local Transport Fund - Safe Routes to School	928	950	-	-	950	928	(22)	-	-	
Road Safety Schemes	26	81	-	-	81	26	(55)	55	-	
Highways Structures	213	200	-	-	200	213	13	(13)	-	
Highways Maintenance	311	250	-	-	250	311	61	(61)	-	
Local Transport Fund - Road Safety	265	290	-	-	290	265	(25)	-	-	
PROW Capital Improvement Programme	41	40	-	1	41	41	-	-	-	
Highways - Carriageway & Footway renewal	1,568	1,600	-	-	1,600	1,568	(32)	32	-	
METRO National Cycle Network	180	150	-	-	150	180	30	-	-	
Replacement of Street Lighting Columns/ River Bridge Protection Measures	1,093	608	-	-	608	564	(44)	44	-	
Bridge Strengthening - A4061 Ogmere Valley	381	93	-	-	93	59	(34)	34	-	
Communities Minor Works	50	100	-	(1)	99	50	(49)	49	-	
Retaining Wall Replacement, Bettws	164	137	-	-	137	126	(11)	11	-	
Car Parks - Pay & Display Machine replacement	81	85	-	-	85	81	(4)	-	-	
Residents Parking - Bridgend Town Centre	-	128	-	-	128	-	(128)	128	-	Scheme delayed due to changes in appeals process. Slippage required to implement physical works once the order process has been completed.
Fleet Vehicle Replacement Programme	236	190	-	-	190	158	(32)	32	-	
Re-locate Household Waste Recycling Centre - West	6	-	-	-	-	-	-	-	-	
Heol Simonstone/Coychurch Rd	264	40	-	-	40	-	(40)	-	-	
S106 Highways Small Schemes	14	-	-	-	-	14	14	-	-	
TOTAL Streetscene	13,287	9,835	-	-	9,835	8,681	(1,154)	1,296	3	

		3
		1,162
522		1,570
58		176
63		
60		
		483
		928
26		
213		
311		
27		238
41		
1,568		
		180
564		
59		
50		
126		
81		
-		
158		
-		
-		
		14
3,927		4,754

Regeneration & Development

Business Support Framework	27	63	-	-	63	27	(36)	36	-	
Porthcawl Resort Investment Focus	1,038	1,632	-	-	1,632	971	(661)	661	-	Re-profiling of grant
Match funding for EU/WG programmes	-	100	-	-	100	-	(100)	100	-	Budget earmarked as match funding for future externally funded projects
Salt Lake Car Park works	36	100	-	-	100	36	(64)	64	-	Works commenced in 18-19 but project will slip in to 19-20 due to delays in access to site.
Maesteg Town Hall Cultural Hub	417	143	96	-	239	197	(42)	42	-	Re-profiling of grant
Town & Community Council Fund	-	278	-	-	278	-	(278)	278	-	Majority of approved projects complete - payments to be made in 19-20
Nantymoel Boys & Girls Club	200	200	-	-	200	200	-	-	-	
Bridgend Townscape Heritage Initiative	2,314	-	-	38	38	38	-	-	-	
Porthcawl Townscape Heritage Initiative	489	265	-	(38)	227	51	(176)	176	-	Scheme to end in 19-20
TOTAL Regeneration & Development	4,521	2,781	96	-	2,877	1,520	(1,357)	1,357	-	

	27	
	181	790
	-	
	36	
	100	97
	-	
	200	
	38	
	31	20
613		907

Corporate Landlord

Enterprise Hubs Project	97	325	-	-	325	97	(228)	228	-	Re-profiling of grant
Relocation of Registrars	4	30	-	-	30	4	(26)	26	-	
DDA Works	85	-	-	85	85	85	-	-	-	
DDA Works at Civic Offices	14	-	-	14	14	14	-	-	-	
Minor Works	206	1,398	-	(177)	1,221	206	(1,015)	1,015	-	Holding code for Minor Works. A lack of capacity, along with the transition to Corporate Landlord, has resulted in slippage. This will be addressed in 2019-20.
Relocation of Depot Facilities	984	951	-	-	951	759	(192)	192	-	Design Works to commence in 19-20
Investment Properties	-	480	-	-	480	-	(480)	480	-	Budget to be utilised when suitable property assets are identified
Civic Offices External Envelope	2,538	54	-	-	54	42	(12)	12	-	
Total Corporate Landlord	3,928	3,238	-	(78)	3,160	1,207	(1,953)	1,953	-	

	40	57
	4	
	85	
	14	
	206	
	104	655
	-	
	42	
495		712

TOTAL Communities	21,736	15,854	96	-78	15,872	11,408	-4,464	4,606	3	
--------------------------	---------------	---------------	-----------	------------	---------------	---------------	---------------	--------------	----------	--

5,035	6,373
--------------	--------------

Main Scheme	Whole Scheme Spend to 31/03/2019 £'000	Budget 18-19 (Council Feb 2019) £'000	New Approvals £'000	Virement £'000	Revised Budget 2018-19 £'000	Total Expenditure 2018-19 £'000	Over / (Under) spend £'000	Slippage Requested	Impact on BCBC Resources £'000	Comments	Sources of Funding (18-19 Expenditure)	
											BCBC	External
											£'000	£'000
Housing/Homelessness												
Blakeney Homelessness Unit	81	119	-	-	119	80	(39)	39	-	Works on-going, to be completed in 19-20	80	
Housing Renewal/Disabled Facilities Grants	1,623	2,359	-	(693)	1,666	1,623	(43)	43	-			1,623
Target Hardening Grants	34	-	-	34	34	34	-	-	-		21	13
Housing Renewal Area	99	100	-	-	100	99	(1)	1	-			99
Empty Homes Grant	85	-	-	85	85	85	-	-	-			85
Comfort Safe & Security Grants	4	-	-	4	4	4	-	-	-			4
Emergency Repair Lifetime Grant	191	-	-	191	191	191	-	-	-			191
Enable Grant	262	180	-	82	262	262	-	-	-			262
Homes in Town Grant	297	-	-	297	297	297	-	-	-			297
TOTAL Housing/Homelessness	2,676	2,758	-	-	2,758	2,675	(83)	83	-		101	2,574
ICT												
ICT Laptop Replacement (Life Expired)	314	327	-	-	327	314	(13)	13	-		314	
Desktop Computer / Monitor Replacement	379	346	-	-	346	379	33		33	Revenue contribution to capital determined at year end	379	
Digital Meeting Spaces	51	129	-	-	129	30	(99)	99	-	Delay in procurement of equipment but anticipated to be complete in 19-20	30	
ICT Infrastructure Support	-	300	-	-	300	-	(300)	300	-	Slippage required for ICT Rolling Programme	-	
TOTAL ICT	744	1,102	-	-	1,102	723	(379)	412	33		723	-
TOTAL Chief Executive	3,420	3,860	0	0	3,860	3,398	-462	495	33		824	2,574
GRAND TOTAL	80,603	35,474	284	-	35,758	27,614	(8,144)	8,286	38		14,728	12,886

This page is intentionally left blank

TOTAL MOVEMENT ON EARMARKED RESERVES AS AT 31ST MARCH 2019

Opening Balance 01-Apr-18 £'000	Reserve	Movement as at Quarter 4		Closing Balance 31-Mar-2019 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
	Corporate Reserves:-			
1,362	Asset Management Plan	880	(367)	1,875
1,023	Building Maintenance Reserve	(87)	(61)	875
-	Capital Asset Management Fund	500	(57)	443
354	Capital Feasibility Fund	104	(93)	365
12,082	Capital Programme Contribution	2,949	(1,159)	13,872
1,183	Change Management	501	(222)	1,462
1,000	Corporate Pressures Contingency	(1,000)	-	-
119	DDA Emergency Works	(119)	-	-
1,255	Digital Transformation	-	(228)	1,027
-	Economic & Future Resilience Fund	800	-	800
1,205	ICT & Finance Systems	170	(294)	1,081
2,335	Insurance Reserve	2,320	(2,494)	2,161
8,022	Major Claims Reserve	(2,748)	-	5,274
800	MTFS Budget Contingency	1,000	(200)	1,600
101	Property Disposal Strategy	14	(21)	94
57	Public Realm	(57)	-	-
7,957	Service Reconfiguration	-	(2,383)	5,574
300	Welfare Reform Bill	-	-	300
39,155	Total Corporate Reserves	5,227	(7,579)	36,803
	Directorate Reserves:-			
97	Chief Executive Partnership Reserve	3	-	100
1,088	City Deal Reserve	812	-	1,900
1,952	Directorate Issues	1,502	(1,084)	2,370
53	Donations Reserve Account	2	-	55
-	Highways Asset Management Reserve	1,491	(262)	1,229
5	Human Resources Reserve	(5)	-	-
20	Local Development Plan IT System	(20)	-	-
939	Looked After Children	-	-	939
312	Porthcawl Regeneration	-	(41)	271
220	Property Reserve	-	(33)	187
78	Safe Routes to Schools	-	(40)	38
116	School Projects Reserve	152	(153)	115
51	Waste Awareness Reserve	82	(63)	70
722	Wellbeing Projects	-	-	722
5,653	Total Directorate Reserves	4,019	(1,676)	7,996
	Equalisation & Grant Reserves:-			
22	Building Control Reserve	-	(12)	10
186	Civil Parking Enforcement	-	(60)	126
28	Election Costs	40	-	68
759	Highways Reserve	(759)	-	-
975	IFRS Grants	1,197	(585)	1,587
109	Legal Fees	167	-	276
213	Local Development Plan	15	(6)	222
615	Special Regeneration Fund	141	(78)	678
2,907	Equalisation & Grant Reserves	801	(741)	2,967
360	School Balances	254	-	614
48,075	TOTAL RESERVES	10,301	(9,996)	48,380

This page is intentionally left blank

FINANCIAL PLAN AND PROPOSALS 2018/19					Profiled				MONITORING OF PROFILED SAVINGS 2018/19							
Proposals to meet previous years unachieved MTFs reductions																
Revised MTFs Proposals (incl planned action ref)	Actions & Dates	Status	RAG status (Risks / Issues)	Full Year Proposed Saving £'000	Proposed Savings 18/19	Proposed Savings 19/20	Proposed Savings 20/21	Total	Actual Savings 18/19 Q1	Actual Savings 18/19 Q2	Actual Savings 18/19 Q3	Forecast Savings 18/19 Q4	Total 18/19	Shortfall	Update	
Ref. 001 Management & Admin	Review all structures By March 2019	In progress	Phase 1 completed. Phase 2 underway	203	116	87		203	62		0	54	116	0	Forecast that full savings profiled for 2018/19 has been achieved	
Ref. 003 Outcome focussed Assessments and Reviews	Further develop new ways of working to embed the Social Services and Wellbeing Act This will progress throughout the year via the transformation team with the changing culture board monitoring the financial impact of the new ways of working By March 2019	In progress	No issues - assessments are ongoing	350	350			350	79	139		132	350	0	Based on financial information provided by the change team the targeted £350k savings have been achieved on current packages to date. However, due to demand coming not the service there is still pressure on budgets	
Ref. 004 LD Supported Living	Review BCBC accommodation By March 2019	In progress	Completed	78	39	39		78			39		39	0	Forecast profiled savings of £39k has been achieved in 2018/19	
Ref. 006 Telecare (service has been recommissioned and a transfer between providers is taking place in 17/18. Date: April 2018)	Implement the recommissioned telecare prices By April 2018 Review opportunities to explore income generation By sept 2018 Longer term review of fairer charging arrangements	In progress	No issues identified to date	91	91			91	91				91	0	£91k achieved in 2018/19	
Ref. 007 Review of Commissioned service	Review commissioned services including third sector contracts By Sept 2018	In progress	No issues identified to date	118	118			118	84			34	118	0	It is forecast that the full saving has been achieved in 2018/19	
Ref. 008 Maximise potential Grant Funding	Maximise potential Grant Funding for respite and outreach provision delivered from residential homes By April 2018	In progress	No issues identified to date	67	67			67	67				67	0	It is forecast that the full saving has been achieved in 2018/19	
Ref. 009 Remodel Residential Services (Childrens) and explore potential for Childrens hub at Glan Y Afon site	Implement the remodelled residential service for children and young people; Establish an in-house therapeutic service Consider commercial approach - provide for Bridgend young people but also sell places elsewhere - potential income By March 2019	Not started	Project continues into 2019/20	245	10	145	90	245		10			10	0	The planned savings in relation to this are profiled as follows: 18/19 £10k; 19/20 £145k; 20/21 £90k. Forecast that the savings for 2018/19 has been achieved.	
Ref. 010 Fostering Services	Undertake a review of existing systems, processes and structures, with the aim on increasing internal fostering provision By sept 2018	In progress	Project continues into 2019/20	373	136	237		373	136				136	0	Forecast profiled savings of £136k has been achieved in 2018/19	
Ref. 011 Fairer Charging - Legislative changes Date: From April 2018	Implement the impact of the maximum charge increasing from £70 to £80 per week, in line with legislation From April 2018	Not started	No issues identified to date	203	203			203	203				203	0	It is forecast that the full saving has been achieved in 2018/19	
Ref. 012 Income stream Mental Health	Review current process for management of CHC and S117 at both strategic and operational level By Sept 2018	In progress	No issues identified to date	60	60			60		60			60	0	It is forecast that the full saving has been achieved in 2018/19	
Ref. 013 Care leaver support packages	Support care leavers to attend university and access appropriate funding By sept 2018	In progress	No issues identified to date	60	60			60	60				60	0	It is forecast that the full saving has been achieved in 2018/19	
Ref. 016 Localised Day Services	Review of potential restructure is being undertaken Explore longer term opportunities in respect of potentially progressing with an alternative delivery model for day opportunities		Consultaion is underway	50	50			50					0	-50	Savings dependant on day services restructure and timetable. Savings likely to be achieved in 2019/20	
				1,898	1,300	508	90	1,898	782	209	39	220	1,250	-50	Shortfall of savings beginning 2019/20	

This page is intentionally left blank

2018/19 MTFS Proposals

Revised MTFS Proposals (incl planned action ref)	Saving Target	Actions & Dates	Status	RAG status (Risks / Issues)	Full Year Proposed Saving £'000	Proposed Savings 18/19	Proposed Savings 19/20	Proposed Savings 20/21	Total	Actual Savings 18/19 Q1	Actual Savings 18/19 Q2	Actual Savings 18/19 Q3	Forecast Savings 18/19 Q4	Total 18/19	Shortfall	Update
Ref. 017 Development of Extra Care Housing	660	Extra Care schemes to be opened in Sept / Oct 2018	In progress		330	330			330				330	330	0	It is forecast that the full saving has been achieved in 2018/19
Ref. 018 Review Healthy Living Partnership Contract	20	No action required. Amount achieved	Achieved		20	20			20	20				20	0	It is forecast that the full saving has been achieved in 2018/19
	680				350	350	0	0	350	20	0	0	330	350	0	

This page is intentionally left blank

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

17 JULY 2019

REPORT OF THE CHIEF EXECUTIVE

Council's Performance against its Well-being objectives for 2018-19

1. PURPOSE OF REPORT

- 1.1 This report provides the Committee with an overview of the Council's performance in 2018-19, against its 2018-19 commitments to delivering the well-being objectives identified in its Corporate Plan 2018 - 2022.

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 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 58 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. In all, 196 indicators were nominated by directorates to report to the Corporate Performance Assessment (CPA) Panel and to the Corporate Overview and Scrutiny Committee. These indicators measure corporate performance, which gives an oversight of performance of the Corporate Plan, and service performance as well as national indicators.
- 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 Chairs of Scrutiny.

- 3.4 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising progress of the delivery of the Council's well-being objectives to deliver improvement in outcomes. The Committee have requested that the report on Council Performance is provided as an information report as Scrutiny Chairs attend the CPA meetings and can report any findings back to the Corporate Overview and Scrutiny Committee to inform the Committee's Forward Work Programme.
- 3.5 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 to ensure transparency, but where performance is on target, or improving, they have been greyed out.

4. CURRENT SITUATION / PROPOSAL

Commitments

- 4.1 The year-end data shows that 34 (85%) of the 40 commitments were completed (green), with the other 6 (15%) achieving most of their milestones (amber).

Corporate Performance Indicators

- 4.2 Data was submitted for 166 of the 197 indicators. Of the 166 indicators with targets, 106 (63.9%) are on target, 24 (14.5%) are off target by less than 10% and 36 (21.7%) missed the target by more than 10%. There were 31 indicators with either no target or no data available at the year-end. Detailed information is included in Part (A) of the Annex.
- 4.3 One hundred and forty one (141) indicators have trend data, of which 77(54.6%) showed improvement or are at maximum performance and cannot be improved upon any further over the previous year. The table below shows how the Council performed in the last three years.

Performance Indicators Trend vs previous year	16-17 vs 15-16		17-18 vs 16-17		18-19 vs 17-18	
	No.	%	No.	%	No.	%
Better than last year	52	61%	73	57%	77	54.6%
Same as last year	2	2%	8	6.3%	6	2.8%
Worse than last year	32	37%	47	36.7%	60	42.6%
Total	86	100%	128	100%	143	100%

Corporate Plan Indicators

- 4.4 Of the 58 indicators identified for the Corporate Plan, 56 can be compared against their target: 39 (69.6%) met their target, 7(12.5%) were off target by less than 10% and 10 (17.9%) missed the target by more than 10%. Data is not yet available for two of the indicators. Detailed information is included in Part (B) of the Annex.
- 4.5 Trend data is available for 49 of the Corporate Plan indicators. Of these, 33 (67.4%) showed an improvement, or were the same at maximum performance (three of the 33) over the year before and 16 (32.7%) showed a downturn

Public Accountability Measures

- 4.6 There are 32 indicators which are collected at a national level, so that Local Authorities can compare performance against each other. At year-end, data was submitted for 26 of these indicators. Of those 26 PIs, 15 (57.7%) are on target, 5 (19.2%) are off target by less than 10%, 6 (23.1%) are off target by more than 10% and five are not measureable as they did not have a target set and data is not yet available for one indicator.
- 4.7 Trend data is available for 26 of the 32 indicators. Of these 13 (50%) showed improvement compared with the previous year, 12 (46%) showed a downturn and for one (4%) performance was the same. Detailed analysis of service PI performance is included in Part (C) of the Annex.
- 4.8 National comparable data against other Welsh Local Authorities is not yet available. Comparison will be made when data is available and will be included in the Council's Annual Report for 2018-19.

Social Services Well-being (SSWB) Performance Measurement Framework Indicators

- 4.9 There are in total 35 indicators included in the SSWB Performance Measurement Framework, of which 25 are reported on to CPA. At year-end, data was submitted for all 25 indicators. Of those 25 indicators 16 (64%) are on target, 3 (12%) are off target by less than 10% and 6 (24%) are off target by more than 10%.

Sickness Absence

- 4.10 In 2018-19, the average number of days lost through sickness absence per FTE is 11.79 days, compared with 10.85 days lost for 2017-18, missing the target set for the year of 8.5 days per FTE. Long Term Sickness remains high at 74%, and has increased compared with 70% last year. The short-term sickness absence rate has declined slightly from 30% in 2017-18 to 26% in 2016-17.
- 4.11 Sickness in relation to industrial injury at year-end shows that the number of absences at 31 was slightly lower compared to 32 in 2017-18. Even though it is above the year-end target, the number of days lost due to industrial injury was 0.09 days per FTE, which is an improvement on last year when the number of days lost per FTE was 0.11. Targets for both indicators have been set at zero to recognise the importance of health and safety within the workplace. Detailed information is included in Part (D) of the Annex.

5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES

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

6. EQUALITY IMPACT ASSESSMENT

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

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

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

7. FINANCIAL IMPLICATIONS

7.1 The report has no financial implications.

8. RECOMMENDATION

8.1 The Committee is recommended to note the year-end Council Performance.

Mark Shephard – Chief Executive

Contact Officer: Wanda Kirby – Corporate Performance Manager

Email: Wanda.kirby@bridgend.gov.uk

Background Papers

Individual Directorate Monitoring Reports

Part (A) – Performance Summary

Well-being Objectives	Commitments				Indicators (Year end)			
	TOTAL	R	A	G	TOTAL	R	A	G
Well-being Objective One: Supporting a successful economy	13	0	1	12	44	10	7	15
		0%	7.7%	92.3%		22.7%	15.9%	34.1%
Well-being Objective Two: Helping people to be more self-reliant	13	0	1	12	48	5	9	34
		0%	7.7%	92.3%		10%	19%	71%
Well-being Objective Three: Smarter use of resources	14	0	4	10	31	13	4	14
		0%	28.6%	71.4%		41.9%	12.9%	45.2%
Total for all Well-being Objectives	40	0	6	34	123	28	18	77
		0%	15.0%	85.0%		22.8%	14.6%	62.6%
Other Directorate Priorities					43	8	6	29
						19%	14%	67%
Total					166	36	24	106
						21.7%	14.5%	63.9%
No target or no data available or being cancelled					31			
Grand Total					197			

Part (B) Corporate Plan Indicators

Commitments	Total No Indicators	Red	Amber	Green	No Data/Target/RAG
WBO 1: Supporting a successful economy	24	5	3	15	1 Awaiting data (tourism spend)
WBO 2: Helping people to be more self-reliant	22	0	3	18	1 Awaiting data (children receiving Connecting Families intervention)
WBO 3: Smarter use of resources	12	5	1	6	
TOTAL	58	10	7	39	

Part (C) – Public Accountability Measures

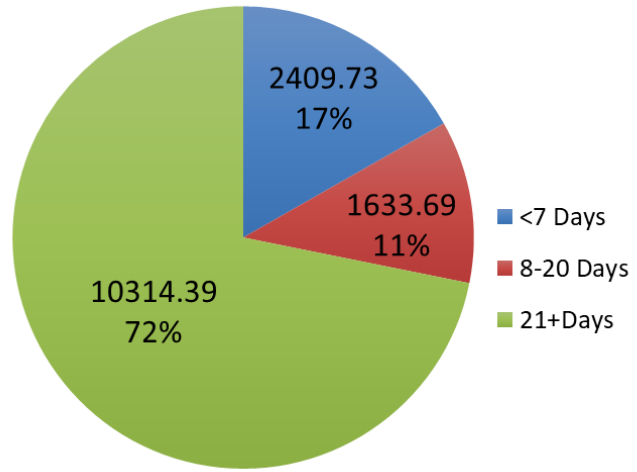
Service	Number of indicators	Position at year end 18-19			Change in performance compared with 17-18		
		Red	Amber	Green	up	down	Same
Corporate Services	1	1	0	0	0	1	0
Education	6	0	2	1	2	3	0
Environmental Services	2	2	0	0	0	1	0
Housing	5	1	1	2	3	1	0
Leisure & Culture	4	0	1	1	0	1	1
Planning	2	0	1	1	1	1	0
Highways	3	0	0	3	3	0	0
Public Protection	1	0	0	1	1	0	0
Social Care	6	2	0	4	2	4	0
Waste	2	0	0	2	1	0	0
Total (number)	32	6	5	15	13	12	1

(* no comparative data available)

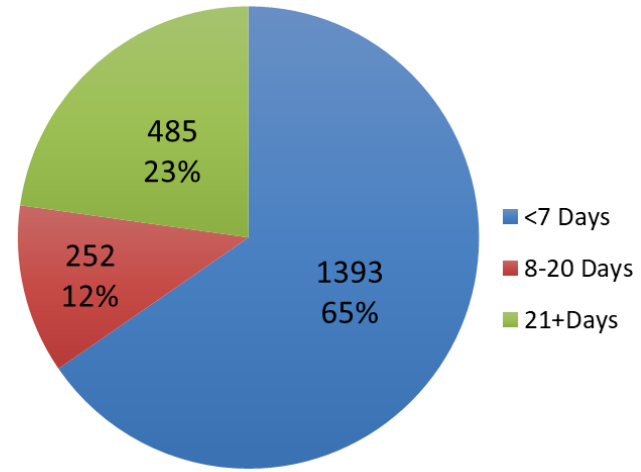
Part (D) - Sickness Absence

	Annual Target 18-19	Year End Cumulative Actual & RAG v Target	Trend v Year End 17-18	Wales Average 2017-18 Actual PAM	Rank 17 - 18
CHROO2 (PAM)- SICKNESS – Number of working days/shift per FTE lost due to sickness absence	8.5	11.79	↓ 10.85	10.4	n/a
(CORP DRE5.3.13) Number of working days lost per FTE due to industrial injury	0	0.09	↑ 0.11	n/a	n/a
(CORP DRE 5.3.13ii) Total number of individual injury incidences	0	31	↑ 32	n/a	n/a

FTE Days Lost - Q4 Absence Length Summary



No. of Absences - Q4 Absence Length Summary



Part (F) – Corporate risks 2019-20

Risk	Improvement Priority	Likelihood	Impact	Total score	Risk Owner
The council is unable to make robust medium to long term decisions requiring service change	3. Smarter use of resources	3	5	15	CMB
The council is unable to deliver transformation including agreed financial savings	All corporate priorities	3	3	9	CMB
The council is unable to respond to legislative change	All corporate priorities	3	4	12	CMB
The council is unable to identify and deliver infrastructure required in the medium to longer term	1. Supporting a successful economy 3. Smarter use of resources	3	5	15	CMB
The council is unable to meaningfully engage with Health Board and potential LGR boundary changes to ensure that the needs of the Bridgend community is fairly recognised in any subsequent changes	2. Helping people to be more self-reliant 3. Smarter use of resources	2	4	8	CMB
The council fails to safeguard vulnerable individuals e.g. children, adults in need of social care, homeless etc.	2. Helping people to be more self-reliant 3. Smarter use of resources	2	5	10	CMB
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	All corporate priorities	4	4	16	CMB
The council is unable to attract or retain a workforce with the necessary skills to meet the demands placed upon the authority and its services	All corporate priorities	3	4	12	CMB
Important council services are compromised due to the failure of a key supplier	2. Helping people to be more self-reliant 3. Smarter use of resources	2	4	8	CMB

CHIEF EXECUTIVE – PERFORMANCE AT YEAR END

Chief Executive's Directorate Performance – Overall performance across the Directorate remains strong. In addition, as a new Directorate, there is increasing evidence of the various services working more closely together as a coherent set of corporate support services. A number of high profile and significant service reviews are ongoing, including in HR/OD and business support, designed to ensure the Council is fit for purpose moving forward. Sickness levels remain consistent with last year [against a trend of deteriorating performance elsewhere] and overall budget position shows an underspend in readiness to adapt for the substantial MTFS savings required for 2019/20 and beyond which will inevitably stretch the resilience and performance of most services in the Directorate.

Commitments 2018-19					RAG – current progress against commitment				All Indicators (incl. Finance and sickness PIs)				National Indicators																
Year end 2018-19 Directorate Commitments to delivering Corporate priorities					Total	Red	Amber	Green	Performance vs Target				Trend vs year end 2017-18		Performance vs Target				Trend vs year end 2017-18										
Priority One – Supporting a successful economy					3	0	0	3					↑ 16 ↓ 19 ↔ 15																
Priority Two – Helping people to be more self reliant					6	0	0	6																					
Priority Three – Smarter use of resources					9	0	1	8																					
Finance					Human Resources																								
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2018/19 is £19.539m. The current year-end outturn is £18.063m with an under spend of £1.476m. Capital Budget <ul style="list-style-type: none"> The capital budget for the Directorate for 2018/19 is £3.860m, with a total expenditure for the year of £3.398m and £495,000 slippage requested. Efficiency Savings					Staff Number (FTE) <table border="1"> <thead> <tr> <th>2017-18</th> <th>2018-19</th> </tr> </thead> <tbody> <tr> <td>410.82</td> <td>394.49</td> </tr> </tbody> </table> Sickness <div style="display: flex; justify-content: space-around;"> <div> </div> <div> </div> </div>													2017-18	2018-19	410.82	394.49								
2017-18	2018-19																												
410.82	394.49																												
<table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2018-19 Actual £000</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>1,079</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>1,079</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>0</td> <td></td> </tr> </tbody> </table>					Savings (£000)	2018-19 Actual £000	%	Savings Target	1,079	100%	Savings achieved	1,079	100%	Variance	0		Additional financial information can be found in the Financial Performance 2018-19 report to Cabinet 18 June 2019.												
Savings (£000)	2018-19 Actual £000	%																											
Savings Target	1,079	100%																											
Savings achieved	1,079	100%																											
Variance	0																												

	<p>Directorate position Directorate position is below the target set for the year at 8.59 FTE days lost, this is a significant improvement on last year where the days lost were 10.43 days per FTE. Long term v short term sickness has remained stable compared with last year at 67% and 33% respectively.</p> <p>Council wide position There has been an 8.7% increase in the overall absence level, from 10.85 FTE days lost in 2017/18 to 11.79 in 2018/19: long term sickness absence accounted for 74.1% of all days lost, which is an increase on 70.4% in 2017/18; absences classified as 'Stress/Anxiety/Depression/Mental Health' accounted for 30.83% of all days lost. Absence levels in all Directorates, apart from Chief Executives, have exceeded the target set and shown an increase from the previous year.</p> <p>During the year there has been improved compliance regarding managers undertaking return to work interviews, with 99.6% completed.</p> <p>Other actions taken, include a review of the training for managers which from April 2019 has become mandatory, with more detailed evaluation of the effectiveness of the training.</p> <p>There is also a focus for 2019/2020 on improving employee wellbeing, providing a range of health checks, promoting resources that are available to employees e.g. Employee Assistance Programme. New mental health training has been made available in addition to the managing pressure training targeted at managers. Further work is underway to establish a wellbeing strategy which will have a particular focus on supports and provision available for those who face mental health related issues.</p>															
<p>Implications of Financial Reductions on Service Performance and other Key Issues/challenges</p>	<p>High Corporate Risks</p>															
<p>The MTFS projections for the next 4 years set the context for the main challenges. Service reviews are planned across the board to ensure 'lean thinking' and seek to gain additional productivity and efficiency. The digital strategy will be accelerated on a prioritised basis and the project management resource reviewed to ensure it is targeted at the main council priorities.</p>	<table border="1"> <thead> <tr> <th>Risk</th> <th>Well-being Objective</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Healthy Lifestyles</td> <td>2</td> <td>4</td> <td>4</td> <td>16</td> </tr> <tr> <td>The impact of homelessness</td> <td>2</td> <td>5</td> <td>3</td> <td>15</td> </tr> </tbody> </table>	Risk	Well-being Objective	Likelihood	Impact	Overall	Healthy Lifestyles	2	4	4	16	The impact of homelessness	2	5	3	15
Risk	Well-being Objective	Likelihood	Impact	Overall												
Healthy Lifestyles	2	4	4	16												
The impact of homelessness	2	5	3	15												

HEAD OF PERFORMANCE AND PARTNERSHIPS

Page 55

Head of Service Comment on Performance and key issues – The performance indicators contain some 'red' ranked values. The explanations are given in the comments section in the body of the report, specific concerns relating to DFG's and Homelessness are highlighted below:

Disabled Facilities Grants – The DFG targets are particularly poor and have been for some time, which has been further impacted through a restructure in Housing. By way of addressing the issues a full process review has been carried out end to end with regards the DFG process. The review is now moving from the discovery to pilot testing stage based on the information acquired through the process review. This pilot will inform and lay the foundations for change for the future. However improvement and change to the DFG process requires a fundamental shift which will take time as this involves culturally changing the approach to DFG's and the way officers work. As a team we will look to the opportunities that present such as the quick wins with a long term goal and objective to move Bridgend into the top quartile performing Authorities.

Homeless prevention (DOPS15 PAM/012 Priority 2)- The Housing Team are working especially hard to ensure households that are threatened by homelessness are prevented from becoming homeless despite the numbers increasing placing greater strain on the team. There has been a marginal improvement however the indicator is at "Amber" and falls below the target.

On a positive note (**Empty Properties PSR004 (PAM/013)**) there has been an improvement in terms of the performance with regards this indicator which is associated with the proactive cross service "Empty Property" working group alongside the removal of the 50% Council Tax reduction for properties empty for six months or longer. The Empty Properties consultation has closed and the findings are currently being assessed, once this has been completed it will be brought back to Cabinet for approval.

Well-Being Objective One: Supporting A Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and other BCBC led projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs	GREEN	The Have a Go event in Coleg Yr Derwen on 28 January was very successful with a range of local employers in attendance. Next Bridgend Business Forum event planned for 16 May. To date 74 young people have started on the 'pre apprenticeship' programme. Routes are construction, Public Service and Hair and Beauty. Students also complete Maths and English at GCSE through the programme. Event held with head teachers on 27 March to promote pre apprenticeship programme to more able students.	
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	Communities for Work+ is now almost fully operational with a full complement of staff delivering employability services. The programme has supported 457 individuals in the year, with 49% entering employment, work placement, completing vocational training and basic skills training. Legacy funded projects have continued and further developed, with Citizens Advice Bureau supporting 264 people with financial/debt advice, budget management, welfare benefits support and in particular support for Universal Credit. BAVO completed their volunteering programme supporting 33 individuals in moving them closer to the labour market through volunteering opportunities and training, engaging in a variety of organisations throughout the County. The digital and financial inclusion support provided by Adult and Community Learning have been very well attended with positive outcomes achieved. The transport to work programme supported 44 hardest to reach individuals to secure employment.	
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	An Anti Poverty strategy has been developed, with Central Grants Team now in place. We are currently in a formal consultation for the staff post the staff being centralised formalising roles. The mapping exercise undertaken is to understand any duplication of service, identify gaps in service provision to inform future funding and commissioning arrangements and is an ongoing process. This is a business as usual activity with regards mapping and will be a year on year activity to mitigate duplication and inform commission decisions.	

Well-Being Objective Two: Helping People To Be More Self Reliant

Page 50

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	<p>The new housing IT system is currently undergoing robust configuration and testing for go live in 2019/20. This will improve the way people apply to the Common Housing Register and allow for more timely interventions and reduce unnecessary and more costly escalation of issues. The Customer Service Centre will play a pivotal role by assisting with the application process and carrying out triage for those people presenting as homelessness.</p> <p>On-going discussions take place with the RSL's on a regular basis and in particular, fortnightly operational meeting with V2C are taking place to ensure an effective nominations process and ensure that any issues are resolved immediately. A consultant has been instructed to undertake a review of housing processes and the Social Housing Allocation Policy (SHAP). This work is completed and recommendations will be taken forward in 2019-20. Joint working with Social Services is taking place to develop a joint protocol for young persons presenting as homeless. A consultant was instructed and held workshops with social services, housing solutions and service users. A draft protocol has been developed which will be finalised in partnership with social services.</p> <p>In the 2018/19 financial year, Supporting People funding has been utilised to provide emergency beds for care leavers, vocational and independent living outreach services from the Hub for young people and care leavers and additionally, a personal adviser within the 16 plus team. Furthermore, the existing young person supported accommodation contract has been uplifted, allowing for 3 additional units of supported accommodation for vulnerable and complex young people. In addition, in QTR4 2018/19, the Independent Living Coordinator Service and Independent Care Agencies and Direct Payments Service, both of which support young people with complex needs, received funding for housing related support elements.</p>	
P2.2.5	Work with owners of empty properties to turn empty properties into homes to help ease housing shortage.	GREEN	<p>A draft Empty Property Strategy has been developed and is currently being consulted upon. The closure date for consultation was 28th April 2019 and a further report will be taken to Cabinet following consultation to seek formal adoption of the Strategy.</p> <p>An Empty Property Coordinator post has been introduced which has had an impact on the number of owners of empty properties engaged with. In addition, the 50% Council Tax reduction for properties empty for six months or longer has been removed and a 100% charge is now payable. These actions have had a direct impact on the number of empty properties brought back into use.</p>	
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	Partners continue to engage well in the JAFF/TAF process. In the full year 2018/19, 2094 JAFF referrals were received, 25% of these from schools and 26% from health services. A total of 1037 JAFF assessments were undertaken in the same period resulting in 312 TAF action plans being developed to support families with multiple needs. Over the full year 69% of TAF action plans closed with a successful outcome	
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	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	Action for Children continue to support young carers, providing access to relevant support, information and advice. In the full year Action for Children have supported 54 young carers, all young people achieving positive outcomes and distance travelled. 65% of young people have reported improvement in emotional and mental wellbeing, 55% reported improvement in family relationships and 44% felt they could contribute positively to changes in lifestyles and behaviours as a result of the support they have received.	

Well-Being Objective Three: Smarter Use Of Resources

Page 57

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
1.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	<p>Since the end of 2018 we have carried out the following consultations:</p> <p>Public consultations: <ul style="list-style-type: none"> • Dog fouling • Post 16 concepts consultation • Subsidised buses • Empty properties (ongoing) </p> <p>Closed group consultation/engagement: (public survey for a specific group within the community) <ul style="list-style-type: none"> • Llangynwyd learner travel • Cynffig learner travel • Archbishop McGrath learner travel • Porthcawl learner travel • HMD survey • CSP Brexit survey </p> <p>Internal: <ul style="list-style-type: none"> • Porthcawl 10k • Bridgend </p> <p>We have worked on the following consultations which are due to go live in Q1 of 2019/20: <ul style="list-style-type: none"> • Parks pitches and pavilions consultation • Homelessness strategy 2019 • Spring Citizen Panel 2019 • Enforcement strategy 2019 </p> <p>In our public consultations in Q1 we engaged 2114 residents in survey completions. In 2018/19 we worked with schools and People First Bridgend to create a youth version and easy read version of the MTFB Budget consultation. These surveys saw an increase in responses of 553% and 423% respectively from the previous year. The team carried out 27 consultation and engagement projects (external and internal) during 18/19 and 16,667 people engaged with through different mechanisms over this time. The team engaged with 2030 pupils, 349 teachers and governors and 239 parents and carers in schools during the Post 16 concepts consultation.</p> <p>We will be looking in 19/20 to develop clicker-pad technology across mobiles so people can participate on their phones as well. We plan to carry out engagement in schools for the parks, pitches and pavilions consultation. All schools have been offered sessions between 13 May and 7 June 2019.</p>	

Performance Indicators

Page 50

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and preferred outcome	Annual Target 17 -18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	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>	<5%	10%	6.15%	↓ 3.4%	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. Annual Performance: Target achieved. In 2017-18 data was only available for the final quarter of the year. Therefore, the comparison between 2018-19 and 2017-18 cannot be made due to the difference in available data.
PSR004 (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>	7.86%	7.86%	8.41%	↑ 3.48%	5.2%	15 th	Annual indicator Target setting: No info on PMS Annual Performance: Target achieved
PAM/014 CP Priority 2	Number of additional dwellings created as a result of bringing empty properties back into use <i>Higher preferred</i>	0	5	5	↑ 0	97 (total)	n/a	Annual indicator Target setting: No info on PMS Annual Performance: Target achieved
Service User Outcomes								
DCO16.3ii Local Priority 1	The number of people involved with Communities for Work, Communities for Work Plus and legacy funded projects (currently subject to defined delivery areas) <i>Higher preferred</i>	366	366	856	↑ 659	n/a	n/a	Annual indicator Target setting: Maintain performance Annual Performance: Communities for Work+ supported 457 participants in the full year and the Legacy programme supported a total of 399 people.
DOPS38 CP Priority 1	Percentage of children living in households where no one is working <i>Lower preferred</i>	n/a	14.8%	19%	↓ 14.8%	13.9%	n/a	Annual indicator Target setting: Target set to reverse the trend. Annual Performance: Our trend showed an upward turn and our actual figure was above the Welsh average (12.6%). 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>	14.07%	<12.85%	8.1%	↑ 9.42%	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. Annual Performance: Target achieved
DOPS15 (PAM/012) Priority 2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <i>Higher preferred</i>	70.73%	75.17%	70.6%	↑ 68.6%	66.4%	9 th	Quarterly indicator- Target setting: Annual Performance: The Data Unit had previously advised that 'withdrawn application', 'failed to co-operate' and 'mistake of fact' prevention outcomes should be excluded from the indicator. They have now advised that they should be included and this has meant that the indicator set has not been achieved.
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>	75%	75%	100%	↑ 87.7%	n/a	n/a	Quarterly indicator Target setting: for 2018-19 to be greater than 75% . Annual Performance: Target achieved
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	100%	100%	n/a	n/a	n/a	Annual indicator Target setting: No info on PMS Annual Performance: Barnardo's Disability Support Programme, supported 90 families who completed a support plan within the 2018/19 year. All 90 families reported an improvement in family resilience as a result of the package of support provided.

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	Comments
CED5 Local Priority 3	Percentage of first call resolutions <i>Higher preferred</i>	new	To set baseline	52.12%	n/a	n/a	n/a	Quarterly indicator Target setting: To set baseline
CED6 Local Priority 3	Percentage of contact: telephone (English and Welsh)	new	To set baseline	66.4%	n/a	n/a	n/a	Quarterly indicator Target setting: To set baseline
CED7 Local Priority 3	Percentage of contact: face to face (English and Welsh) <i>Higher preferred</i>	new	To set baseline	14.7%	n/a	n/a	n/a	Quarterly indicator Target setting: To set baseline
CED8 Local Priority 3	Percentage of contact: email (English and Welsh) <i>Higher preferred</i>	new	To set baseline	7.9%	n/a	n/a	n/a	Quarterly indicator Target setting: To set baseline
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	To set baseline	67%	n/a	n/a	n/a	Annual indicator Target setting: 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	To set baseline	78%	n/a	n/a	n/a	Annual indicator Target setting: To set baseline
DRE6.7.4i Local Priority 3	Citizens' Panel – percentage rating service very good or fairly good: Phone <i>Higher preferred</i>	75%	75%	58%	↔	n/a	n/a	Annual indicator Target setting: Target set to maintain performance Annual Performance: The majority of poor responses to the survey related to customers contacting BCBC regarding waste and recycling which are dealt with directly by Kier as opposed to BCBC's customer service which affected the overall percentage
DRE6.7.4ii Local Priority 3	Citizens' Panel – percentage rating service very good or fairly good: Customer Service Centre <i>Higher preferred</i>	75%	75%	69%	↔	n/a	n/a	Annual indicator Target setting: Target set to maintain performance Annual Performance: The majority of poor responses to the survey related to customers contacting BCBC regarding waste and recycling which are dealt with directly by Kier as opposed to BCBC's customer service which affected the overall percentage
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%	↔	n/a	n/a	Annual indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
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 electronically, Welsh speakers, younger people (16-34), disabled groups and underrepresented wards <i>Higher preferred</i>	10%	5%	-47%	↓ 20.4%	n/a	n/a	Quarterly indicator Target Setting: Target is a 5% increase set to improve performance Annual Performance: Continuing to identify opportunities to attend meetings/event or targeted the under represented wards as well as campaigns to target the other under represented group. Cross promotional activities will be ongoing alongside other consultations.

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and preferred outcome	Annual Target 17 -18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	Comments
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>	5%	5%	6.17%	↓93.9%	n/a	n/a	Quarterly indicator Target setting: 5% increase on last year's target equates to a target of 39,473 interactions for this year or 9,868 interactions per quarter. Annual Performance: Target achieved. The 18-19 annual figure shows a downward trend compared to the performance achieved in 17-18. The target for 17-18 was set at set as a 5% increase, but we actually achieved 93.9% which can be attributed to the snowfall and recycling and waste contract. This was an unprecedented figure and we would not be able to reach this level of interactions in normal circumstances . This 17-18 figure should therefore not be used as a benchmark figure for future growth.
DOPS44 Local Priority 3	Percentage of contracts awarded in line with programme guidelines and on time <i>Higher preferred</i>	100%	100%	100%	↔100%	n/a	n/a	Annual indicator Target: set at 100% - The highest service standard we aim to maintain. Annual Performance: Target achieved. New contracts awarded in relation to Supporting People and Legacy Fund as anticipated. Families First to be re-commissioned in 2019/20
PSR002 (PAM/015) PAM Other	The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) <i>Lower preferred</i>	<208 days	<208 days	290.76 days	↓282.55 days	213 days	20 th	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance. Annual Performance: It is noteworthy that although the average number of days taken to deliver a mandatory DFG is high, there were a large number of smaller discretionary adaptations being carried out in much quicker timescales. These include the Enable Grant, Healthy Homes Assistance Grant and the Comfort, Safety and Security Grant. In 2018-19 there were 1463 small scale discretionary grants completed, taking an average of 13 days.
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>	379 days	400 days	572.25 days	↓485.83 days	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Annual Performance: There are often a smaller number of children's DFGs completed in the year which are usually more complex e.g. bedroom and ensuite extensions. These can therefore take longer and have to take place around the family while they are still living at the property. The result of this is a longer average number of days taken to complete the DFG.
PSR009b Local Other	The average number of calendar days taken to deliver a Disabled Facilities Grant for Adults <i>Lower preferred</i>	199 days	199 days	273.16 days	↓266.51 days	n/a	n/a	Quarterly indicator Target Setting: The target has been set with the objective of sustaining performance Annual Performance: It is noteworthy that although the average number of days taken to deliver a mandatory DFG is high, there were a large number of smaller discretionary adaptations being carried out in much quicker timescales. These include the Enable Grant, Healthy Homes Assistance Grant and the Comfort, Safety and Security Grant. In 2018-19 there were 1463 small scale discretionary grants completed, taking an average of 13 days.
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>	90%	90%	96.3%	↔96.3%	n/a	n/a	Quarterly indicator Target setting: set to maintain performance. Annual Performance: Target achieved.
Internal Processes								
DOPS49 (FIN3.2.2) CP Priority 3	Number of services that are available to the public online <i>Higher preferred</i>	2	5	5	↑0	n/a	n/a	Annual indicator Target setting: no rationale Annual Performance: Target achieved. The following services were put online during 2018-19. Council Tax, Housing benefits, School admissions, Blue badge application, resident parking.

Page 6

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17 -18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	Comments
DOPS34 (a) <u>Local</u> <u>Other</u>	Availability of voice and data network (%) <i>Higher preferred</i>	99.9%	99.99%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: set to maintain performance Annual Performance: Target achieved
DOPS34 (b) <u>Local</u> <u>Other</u>	Availability of storage area network (core computing) (%) <i>Higher preferred</i>	99.9%	99.9%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: set to maintain performance Annual Performance: Target achieved
DOPS34 (c) <u>Local</u> <u>Other</u>	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices <i>Higher preferred</i>	99.9%	99.9%	99.9%	↔ 99.9%	n/a	n/a	Quarterly indicator Target setting: set to maintain performance Annual Performance: Target achieved.

HEAD OF LEGAL AND REGULATORY SERVICES

Page 62

Overall there has been strong performance throughout this year.

DOPS 24 is currently showing as Amber. There requirement to have welsh translation prepared impacts on the ability to have minutes complete by the next meeting of the committee. This is particularly the case when the meetings are held frequently. There have also been staff shortages and changes to the job roles within the team. The structure is being considered and will be finalised and implemented in line with any MTFS required for the department as a whole.

DOPS 25 (a) remains Amber. There is a legal obligation on parents to register a birth within 42 days. The Registrar's Officer work closely with health care professional to remind parents. The Register Office will make contact by telephone and letter if they are approaching the deadline. The responsibility lies with the parents and in certain circumstances they fail to register within the prescribed time limits.

Well-Being Objective 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	Procurement processes and procedures have been continuously reviewed – all quotes and tenders across the authority are now conducted via the etenderwales, due to the updated contract procedures rules making this a mandatory requirement. Procurement officers have been training colleagues throughout the council on the etenderwales portal. We continue to utilise national and regional arrangements where appropriate and evidences value for money.	

Performance Indicators

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17 -18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	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	Annual indicator Target setting: to remain at 100%. Less than 100% compliance would risk reduced efficiency. Annual Performance: Target achieved
PPN009 (PAM/023) Other	The percentage of food establishments which are 'broadly compliant' with food hygiene standards <i>Higher preferred</i>	94%	93%	97.52%	↑ 96.69%	95.27%	8 th	Quarterly indicator Target setting: Target set in line with previous performance outcome Annual Performance: The results show a positive upward trend, year on year, exceeding targets and highlighting the growing number of businesses that are improving their standards. This translates to an additional 83 premises in Bridgend over the last 2 years achieving a satisfactory rating, some of which can be attributed to the success of the intervention programme for food businesses. That programme ensures that any food safety issues identified are followed up by either enforcement, advice or training and subsequently revisits to ensure compliance with food safety law.
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>	30%	30%	60.07%	↓ 60.35%	n/a	n/a	Annual indicator Target setting: To be 30% cheaper than comparable external service Annual Performance: Target achieved. Performance marginally worse than last year.

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	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>	10	10	10	↓ 12	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved. 2018-19 performance was down on the previous year. This was due to the previous webcast service contract ending on 31 March 2018 and the requirement to re-tender for the webcast service which also required the installation of additional equipment due to the potential need to webcast bilingually. The equipment for the new webcast contract was not installed until August 2018 and webcasting re-commenced in August.
DOPS27 Local Other	Percentage of customers offered an appointment regarding marriage / civil partnership within 5 days <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
DOPS29 Local Other	Percentage of satisfied customers (Registrars Service) <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
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>	95%	95%	98.74%	↓ 99.75%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
Internal Processes								
DOPS24 Local Other	The percentage of minutes submitted for approval to the next meeting of the Committee / Panel <i>Higher preferred</i>	90%	90%	89.52%	↓ 90.23%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: The Welsh Language Standards requirement to have all minutes translated has had an impact on timescales for submission of minutes, particularly for meetings which occur more frequently.
DOPS25 (a) Local Other	Percentage of births registered within 42 days <i>Higher preferred</i>	99%	99%	98.15 %	↓ 99%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Unfortunately this indicator is totally reliant on the public coming in to register the birth within the legally required time limit. An informal reminder system in place, and a formal requisition is issued once the 6 week time limit has been exceeded.
DOPS25 (b) Local Other	Percentage of still-births registered within 42 days <i>Higher preferred</i>	98%	98%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
DOPS26 Local Other	Percentage of customers registering a birth or death seen within 30 mins of arrival <i>Higher preferred</i>	90%	90%	98.28%	↓ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
DOPS28 Local Other	Percentage of applications dealt within 7 days of receipt <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: Target set to maintain performance Annual Performance: Target achieved
Organisational Capacity								
DOPS30 Local Other	The average number of chargeable hours per FTE fee-earner in the legal service department <i>Higher preferred</i>	1200	1200	1481.52	↑ 1460.13	n/a	n/a	Quarterly indicator Target setting: 100 hours (chargeable) per month Annual Performance: Target achieved

HEAD OF FINANCE

Page 04

Overall, the service is performing at a reasonable level given the pressure on resources. A high number of year end invoices prevented the service achieving the target on paying invoices, and the Housing benefit claim turnaround is still being delayed by UC. Additional steps are now in place to try and speed up the processing of HB claims. Unable to take recovery action on the BID levy and therefore the target is narrowly missed.

Well-Being Objective 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.	GREEN	In conjunction with the Supporting People Team, the Housing Benefit Service, has procured financial advice and support services from Citizens Advice. The Service will run from 1 October 2018 to 31 March 2020 with an option to extend for a further year. The service will assist service users who reside within Communities First delivery areas of BCBC/or service users who are in poverty or at risk of poverty due to any number of reasons, including: • Debt problems • Financial difficulty • Unemployment (claiming benefits, including Universal Credit (UC)) • Inability to budget or manage finances effectively • Those experiencing 'in work poverty' • Those requiring information and support to undertake employment better off calculations.	

Well-Being Objective Three: Smarter Use Of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.2.1	Deliver our digital transformation programme to enable citizens to use our online system to manage their council tax and housing benefit accounts and to deliver financial savings.	AMBER	Since the online service has been available: <ul style="list-style-type: none"> • 545 households have submitted new claims for Housing Benefit and/or Council Tax Reduction; • 121 households have used the on-line service to report changes in their circumstances. 	
P3.2.2	Automate most common internal processes to reduce transactions costs and streamline processes.	GREEN	This is an ongoing process where possible, and will cover all services within the Chief Executive's Directorate. A number of processes have been automated during 2018-19 across finance and HR.	
P3.3.4	Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate.	GREEN	This was achieved for the start of the 2018-19 financial year. Rates are being revised for 2019-20 based on updated information.	
P3.3.7	Review capital expenditure to ensure alignment with corporate objectives	GREEN	This was achieved in line with the new Capital Strategy which was approved by full Council in February 2019.	

Performance Indicators

PI Ref No, PI Type, PAM /link To Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17 -18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	Comments
Service User Outcomes								
FIN3.1.2.1 Local Priority 3	Total value of investments made in new financial instruments <i>Higher preferred</i>	£2m	£2m	£65.65 m	↑ £12.3 m	n/a	n/a	Annual indicator Target setting: maintain performance Annual Performance: Target achieved
DRE6.2.3 Local Priority 3	Percentage of undisputed invoices paid within 30 days <i>Higher preferred</i>	95%	97%	96.93%	↓ 97.3%	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 Annual Performance: The target for 2018-19 was increased from 95% with the aim of improving Annual Performance and as a result of exceeding the target in the previous couple of years. Unfortunately given the increasing pressure on resources and increased number of year end invoices, the increased target could not be achieved for the final quarter of the year which brought down the overall performance.
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>	16 days	16 days	24.3 days	↓ 17.88 days	n/a	n/a	Quarterly indicator Target setting: National target Annual 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. The service is reviewing processes to accommodate changes due to the implementation of UC, however there needs to be a balance between performance and costs (e.g. making an interim award (just for Annual Performance) and issuing multiple notifications (higher costs). The Service has revised the performance target for 2019/20 to ensure that it is SMART in the current situation. A new staff member is due to start in May 2019.
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>	6 days	6 days	5.77 days	↓ 5.31 days	n/a	n/a	Quarterly indicator Target setting: Target set to maintain current performance Annual Performance : Target achieved
Organisational Capacity								
FIN1 CP feeder Priority 1	The number of apprentices in the service (Finance) <i>Higher preferred</i>	1	2	4	↑ ₁	n/a	n/a	Annual indicator Target setting: Target set to support the corporate plan target to see a 50% increase in apprenticeship opportunities Annual Performance : Target achieved
Internal Processes								
FIN2 Local Priority 2	In year collection rate achieved of BID levy <i>Higher preferred</i>	80% of in year business rates collection rate	85%	80.6%	↑ 78.5%	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 Annual Performance: The collection rate has not been possible to achieve as the BID company directors did not want us to take recovery action on the non payers in order to pursue any debts outstanding which would have improved the collection rate.
FIN5 Local Other	Average Value of uncleared funds (Unallocated Income) <i>Lower preferred</i>	£5000	£5000	£2698	↑ £4217	n/a	n/a	Quarterly indicator Target setting: The target is being measured against average value of transactions. Annual Performance: Target achieved. The actual annual figure is an average of the 4 quarterly values.

CHIEF EXECUTIVE

Well-Being Objective Three: Smarter Use Of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2018-19 budget	GREEN	Budget reductions achieved in line with MTFS savings required.	
P3.4.1	Support managers to lead staff through organisational change	GREEN	Leadership and management development training has been provided across the organisation. Training to support the management of absence and staff wellbeing (managing pressure and maintaining Annual Performance) has been provided. This offer has been refined and enhanced for 2019/20, where managing absence training is a mandatory requirement for managers and there is wider provision available for all employees relating to mental health and wellbeing.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs. (CEO)	GREEN	Training has been provided to managers to provide them with the skills to undertake their management responsibilities, in the context of a changing organisational environment. The provision of corporate training has been targeted in order to maximise the use of limited resources. This has included: providing face to face training in key areas to improve skills; offering E-learning, a low cost training method to provide knowledge based training to large numbers of employees; and accessing externally funded training. While identified training needs have been met, the projected target for Welsh language training exceeded actual demand.	

Value for money

PI Ref No	PI Description	Annual indicator target 18-19 £'000	Annual Performance as at Year End						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

Performance Indicators

Page 67

PI Ref No, PI Type, PAM /link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17 -18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	Comments
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	13	22	n/a	n/a	n/a	Annual indicator Target setting: To improve on previous years performance Annual Performance: Target achieved
DOPS36 CP Priority 1	The number of apprenticeships available across the organisation <i>Higher preferred</i>	15	17	42	↑31	n/a	n/a	Annual indicator Target setting: We aim to see a 10% increase in apprenticeship opportunities. Annual Performance: Target achieved
DOPS5 CP Priority 3	The number of managers receiving training to improve their people management skills (including absence management) <i>Higher preferred</i>	200	150	124	↓179	n/a	n/a	Quarterly indicator Target setting: The 200 target is additional staff to be trained, taking account of staff turnover and level of training previously undertaken Annual Performance A number of factors have contributed to the target not being achieved: 1 course was cancelled due to trainer availability and a further 3 courses were cancelled due to low attendance numbers; and there was some confusion about the need to attend 2 separate courses for absence management. A review of these training courses has been undertaken, and revised programmes and course duration has meant more targeted content for delivery in 2019/20.
DRE6.6.4i CP Priority 3	Percentage of employees completing e-learning modules <i>Higher preferred</i>	45%	45%	54.1%	↑50.2%	n/a	n/a	Quarterly indicator Target setting: Improving target is based in current performance against target Annual Performance: Target achieved
DOPS6 Local Priority 3	Number of employees receiving training to improve Welsh Language skills <i>Higher preferred</i>	75	75	65	↓81	n/a	n/a	Quarterly indicator Target setting: set to reflect demand in 2017-18 following high number of staff trained in 2016-17 Annual Performance The estimated need for Welsh language skills training has not been realised, which suggests in part low turnover and stability in front facing teams where staff are required to attend meet and greet training.
CED23 Local Priority 3	Number of working days lost to industrial injury (CED) per FTE <i>Lower preferred</i>	0.003	0	0	↔0	n/a	n/a	Quarterly indicator Target setting: set to 0 after CPA Q1 challenge Annual Performance: Target achieved
CED24 Local Priority 3	Number of industrial injury incidents (CED) <i>Lower preferred</i>	1	0	0	↔0	n/a	n/a	Quarterly indicator Target setting: set to 0 after CPA Q1 challenge Annual Performance: Target achieved
Service User Outcomes								
CED22 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 Chief Executive's Directorate <i>Lower preferred</i>	9.32	9.32	8.59	↑10.43	10.4	14 th	Quarterly indicator Target setting: Maintain previous year's target Annual Performance: Target achieved
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>	80%	80%	79%	↓93%	n/a	n/a	Annual indicator Target setting: 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. Annual Performance: 2018-19 was the first year for the newly formed Chief Executive's Directorate and therefore reporting mechanisms were not in place during the appraisal window to ensure the target was met.

Additional Sickness Information by Service Area

Page 68

Unit	FTE 31.03.2019	QTR4 2017/18			QTR4 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19	Target 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	43.77	124.11	14	3.50	94.36	17	2.16	6.72	11.26	9.32
Finance Department	108.59	350.07	68	3.14	236.92	38	2.18	9.44	10.67	
Human Resources	46.32	116.38	19	2.50	47.24	12	1.02	10.11	4.85	
Legal Section	51.18	126.35	22	2.57	61.16	11	1.20	7.75	3.97	
Annual Performance and Partnership Services	143.63	699.55	77	4.21	299.50	39	2.09	12.81	9.21	
Chief Executive Directorate Total	394.49	1420.46	203	3.46	739.19	117	1.87	10.43	8.59	

Sickness Absence by Reason

Absence Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Chest & Respiratory	243.53	7.20%
Eye/Ear/Throat/Nose/Mouth/Dental	72.01	2.13%
Genitourinary / Gynaecological	1.00	0.03%
Heart / Blood Pressure / Circulation	11.50	0.34%
Infections	392.64	11.62%
Injury	1.24	0.04%
MSD including Back & Neck	355.58	10.52%
Neurological	102.31	3.03%
Pregnancy related	47.50	1.41%
Return to Work Form Not Received	117.28	3.47%
Stomach / Liver / Kidney / Digestion	319.01	9.44%
Stress / Anxiety / Depression / Mental Health	1050.86	31.09%
Tests / Treatment / Operation	665.54	19.69%
TOTAL	3380.01	100.00%

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>Annual Performance Indicators (RAG)</p> <table border="1"> <tr> <td>Red (alert)</td> <td>Annual Performance is worse than target by 10% or more</td> </tr> </table>	
Red (alert)	Annual 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. 	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>Annual Performance Indicators (RAG)</p> <table border="1"> <tr> <td>Amber (caution)</td> <td>Annual Performance is worse than target by under 10%</td> </tr> </table>	
Amber (caution)	Annual 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. 	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>Annual Performance Indicators (RAG)</p> <table border="1"> <tr> <td>Green (clear)</td> <td>Annual Performance is equal to or better than target</td> </tr> </table>	
Green (clear)	Annual Performance is equal to or better than target		
Annual Performance Indicators (Trend)		Annual Performance Indicator types	
↑	Annual Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in Annual Performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Annual Performance declined vs same quarter of previous year		

This page is intentionally left blank

COMMUNITIES DIRECTORATE – PERFORMANCE YEAR END

Page 7

Communities Directorate Performance Directorate performance has remained good which is pleasing in view of the interim arrangements that have existed since the new year and have inevitably stretched the directorate, particularly in terms of senior management resource. The majority of commitments and indicators met identified targets. Sickness levels have marginally increased but remain reasonably consistent with last year, while compliance with corporate procedures has improved significantly. There remain many financial challenges, not least around MREC (Materials Recovery and Energy Centre), and delivering full year savings on issues that require public consultation exercises.

Commitments 2018-19	RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		National Indicators	
	Year end 2018-19 Directorate Commitments to delivering Corporate priorities	Total	Red	Amber	Green	Performance vs Target	Trend vs Year end 2017-18	Performance vs Target
Priority One – Supporting a successful economy	8	0	1	7		↑ 14 ↓ 13 ↔ 0		
Priority Two – Helping people to be more self reliant	1	0	0	1				
Priority Three – Smarter use of resources	8	0	2	6				

Finance

- Revenue Budget**
- The net revenue budget for the Directorate for 2018-19 is **£26.937m**.
 - The current year end outturn is **£27.822m** with an **over spend of £855k**.
- Capital Budget**
- The capital budget for the Directorate for 2018-19 is **£15.872m** with total expenditure for the year of **£11.408m** and £4.606m slippage requested.

Efficiency Savings

Savings (£000)	2017-18	2018-19	%
Savings Target	371	1,454	100%
Achieved	71	1,098	75.5%
Variance	300	356	24.5%

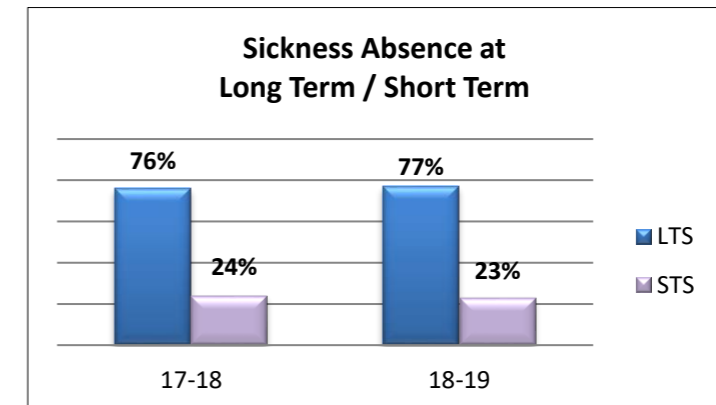
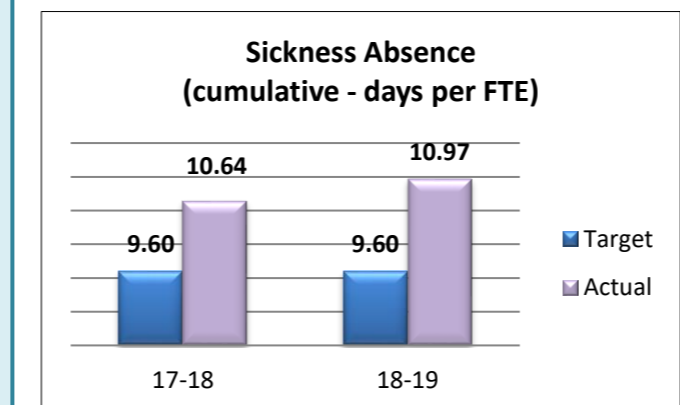
Additional financial information can be found in the Financial Performance 2018-19 report to Cabinet 18 June 2019.

Human Resources

Staff Number (FTE)

2017-18	2018 -19
403.59	394.12

Sickness



[see comments in overall performance section]. Generally performance remains consistent with last year but the number of in year staffing restructures inevitably creates some level of uncertainty and vulnerability among staff which would appear to be related to increased sickness levels in some areas.

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

The ninth year of service budget reduction cuts has obviously led to challenges in continuing to deliver performance levels equivalent to those of previous years. Some of the measures designed to ensure that local services can continue to be sustainable moving forward, for example CAT and collaborative arrangements with town and community councils on issues such as public toilets, are beginning to take more effective shape.

High Corporate Risks

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

HEAD OF OPERATIONS

Page 73

A very positive response to the challenges presented by the structural changes by all of the Communities directorate management team members has been welcomed and very appreciated. The improvement in levels of safety inspections and toolbox talks is also very pleasing to see. Performance continues to be monitored and challenged in all areas. In some cases, declining output performance is coupled with cost saving effective working practices and is acceptable: however it needs an accompanying target re-adjustment to accommodate it, i.e. Average number of days taken to clear fly tipping PAM/035.

Wellbeing Objective 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 (Community Asset Transfer) Task & Finish Group has concluded and a revised CAT policy is set to go before Cabinet for approval. This will ensure the CAT process is as smooth as possible and appropriate to the scale of the asset being considered.	

Wellbeing Objective Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.3.2	Rationalise further the Council's administrative estate to ensure the Council operates from fewer core offices and reduces the number of leased properties for which we currently pay rent, by March 2019.	GREEN	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. Consideration was given to the best exit strategy in relation to Sunnyside House. The work in relation to Sunnyside House exit strategy continues.	
P3.3.3	Develop a more commercial approach to Council assets and services.	GREEN	Contracts exchanged on £4.3million worth of capital receipts; former Pencoed Primary School & land adjacent to All Saints Way completed in February 2019. Funding has been granted for the new Enterprise Hub which will enable the Council to renovate the Innovation Centre and create new starter units at Village Farm industrial estate. Architects have been appointed and the project is progressing well.	
P3.3.4	Implement the Corporate Landlord model to ensure more coordinated and efficient management and maintenance of the Council's Property estate.	GREEN	The corporate landlord model has been deployed and the remaining senior portfolio surveyor (Education) has been appointed and commenced in April. Whilst some posts across the structure remain vacant these do not impact on delivery of the model. Additional changes to the structure with the transfer of the Technical Support Unit into the Business Support team has been completed and the BSU team is currently being restructured.	
P3.3.5	Market the part of the Waterton site due to be vacated for housing development under the Parc Afon Ewenni scheme.	AMBER	Advice on remediation works was required at existing depot to ensure it is fit for purpose - which informed boundary of site to be disposed. Options were appraised for the Waterton side of the site that had been vacated. A report was submitted to Cabinet and Council in November seeking funding approval. Following funding approval, a planning application for the depot is being worked up and will finalise the sale boundary.	
P3.3.6	Implement energy and carbon reduction measures and promote good practice in all our public buildings. (COMM)	GREEN	A Corporate Landlord Energy Strategy has been written in draft. The Strategic Asset and Investment Manager is reviewing the draft strategy document and options appraisal for agreement and implementation.	

Performance Indicators

Page 74

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18	BCBC Rank 17-18	Comments
Value for Money (V)								
DCO18.02 CP Priority 1	Number of active businesses <i>Higher preferred</i>	n/a	4086	4160	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. Annual Performance: These figures are the most recent available and cover the year 2017. The next update is not available until November 2019.
DCO18.03 CP Priority 1	The percentage occupancy of council owned starter units <i>Higher preferred</i>	new	90%	93.5%	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. Annual Performance: Occupation of the starter units at year end is currently 94%. There are currently 5 vacant (1 at Ffaldau as a result of the roofing renewal works, 2 in village farm under offer on completion of compliance works and 2 in New Cornstores again, under offer pending compliance works. The annual figure provided is an average of the quarters.
DCO18.08 CP Priority 1	Number of start-up business <i>Higher preferred</i>	new	536	460	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. Annual Performance: 460 is a provisional result but it will not be confirmed until November 2019.
DCO1.2.3 CP Priority 1	Total annual expenditure by tourists <i>Higher preferred</i>	£319.28m	£351.11m	Data not available	£344.23m	n/a	n/a	Annual Indicator: Target setting: The 2% annual increase is set to track the Visit Wales national target for increase in visit numbers. Annual Performance: Data not available until June
DCO16.1 CP Priority 1	Financial value of externally funded town centre regeneration projects underway/ in development <i>Higher preferred</i>	£16m	£15m	£20.8m	£21.25m	n/a	n/a	Annual Indicator: Target Setting: Target set based on planned projects 2018-22 but subject to external funding decisions. Annual Performance: target exceeded
DCO16.10i CP Priority 1	The number of residential units in Bridgend town centre that have been approved <i>Higher preferred</i>	30	20	0	↓ 14	n/a	n/a	Annual Indicator Target Setting: Reflects the council's strategy for diversifying uses in town centres. Annual Performance: Zero applications have been approved as zero applications have been received in 2018/19.
DCO16.10ii CP Priority 1	The number of residential units in Bridgend town centre that have been completed <i>Higher preferred</i>	14	20	24	↑ 0	n/a	n/a	Annual Indicator Target setting: Reflects the council's strategy for diversifying uses in town centres. Annual Performance: target exceeded
DCO16.9 CP Priority 3	Realisation of capital receipts targets <i>Higher preferred</i>	£1.5m	£4m	£1.821m	£452,375	n/a	n/a	Quarterly Indicator Target Setting: No information entered Annual Performance: The actual capital receipts achieved for 2018/19 equate to £1.821 million and include former Pencoed Primary School, former Heol y Cyw Primary School and land at Penyfai.
DCO16.23 CP Priority 3	Income generated from the Council's non-operational property portfolio <i>Higher preferred</i>	£25,000	£25,000	£29,028.45	↑ £25,000	n/a	n/a	Annual Indicator Target Setting: Target retained at actual17-18 value is challenging against resources. Annual Performance: The calculated total extra income generated during 2018/19 included the following (being income streams which either incrementally increased existing rents by more than inflation or are revenue streams which did not exist in the prior year(s) and were not re-lettings of previously let units):

								1. Leasing of undeveloped vacant Plot 116 at Pyle Industrial Estate to Cardiff Readymix for £10,000 per annum from Nov 2018. 2. Re-gear of two ground leases to Wales & West to a CPI (consumer price index) indexed lease producing £4,450.05 & £1,841.40 as of January 2019. 3. Lease of vacant stall at newly created Maesteg Market to the collectable toy company £6,307 per annum from June 2018. 4. Active management of the industrial starter units created an extra £6430 of income as a result of new lettings and lease renewals being marked up to higher prevailing rents.
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>	60%	64%	69.34%	↑ 68.61%	62.67%	2	Quarterly Indicator Target Setting: Statutory Target for PAM/030 is 58% (18-19). Quarterly the BCBC target is 64% - recorded in separate quarterly indicator until 29/11/18 when local and national indicators combined. This combined target changed from annual to quarterly (29/11/18) Annual Performance: Target achieved.
Service User Outcomes								
DCO1.1.3i CP Priority 1	Number of vacant premises in town centres: Bridgend <i>Lower preferred</i>	55	66	60	↑ 66	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 is extended to include Pencoed for 2018-19, hence no target was set for it for 2017-18. Annual Performance: Target achieved
DCO1.1.3ii CP Priority 1	Number of vacant premises in town centres: Maesteg <i>Lower preferred</i>	19	9	10	↓ 9	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. Data compiled October 2018 Annual Performance: Although the number of vacant premises in Maesteg, Porthcawl and Pencoed have missed the target figure, the actual number represents only a marginal increase and is not part of a continual trend. BCBC have recently commissioned a Retail Study to inform the review of its Local Development Plan. This will recommend appropriate retail policies for inclusion in the Plan which will help to promote the vitality and viability of BCBC's town centres.
DCO1.1.3iii CP Priority 1	Number of vacant premises in town centres: Porthcawl <i>Lower preferred</i>	17	10	11	↓ 10	n/a	n/a	Annual Indicator Target Setting: There is a national trend of increasing vacant premises. Maintaining a net level of vacancies at current level would be a significant achievement in face of the current economic climate and national trend. Annual Performance: As above
DCO1.1.3iv CP Priority 1	Number of vacant premises in town centres: Pencoed <i>Lower preferred</i>	new	4	6	↓ 4	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. Annual Performance: As above
DCO1.3.7 CP Priority 1	Percentage of working age population that is in employment <i>Higher preferred</i>	Increase on 16-17 actual	Increase on 17-18 actual	70.9%	↑ 70.1%	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. Annual Performance: The figures reported here the most recent available and are for the calendar year 2018-19. The slow-burn impact of Brexit on the British economy and in turn the Bridgend Economy has been witnessed the past 12 months. Slow growth reflects the drag on business investment from ongoing economic and political uncertainty relating to the outcome of the Brexit process. Whilst it is considered that service sector growth should remain modest but positive in 2019, manufacturing growth is likely to contract this year.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17-18	Annual Target 18-19	Year End 18-19 Cumulative Actual & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
DCO18.09 CP Priority 1	Percentage of 16-64 year olds without qualifications <i>Lower preferred</i>	No target set	Decrease on 17-18 Actual	10.5%	↑ 11.3%	n/a	n/a	Annual Indicator Target setting: Decrease on 2017 return. NB Data is for calendar year Annual Performance: The data show an improving picture with a higher improvement than that across Wales but Bridgend continues to have more people without qualifications than the Wales Average.
DCO18.10 CP Priority 1	Percentage of economically active 16-64 year olds <i>Higher preferred</i>	73.2%	73.2%	74.1%	↓ 74.2%	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%) Annual Performance: The trend shows an improvement for the calendar year but the percentage of people economically active in Bridgend continues to be below the Wales Average.
DCO16.8 CP Priority 2	Number of council owned assets transferred to the community for running <i>Higher preferred</i>	5	2	4	↑ 0	n/a	n/a	Annual Indicator Target Setting: Whilst asset transfer to community remains council policy, the council is currently reviewing and rationalising the process in order to promote the level of engagement & better meet external circumstances, consequentially lowering the target for 18-19. Annual Performance Four community asset transfers were completed during 2018/19, viz: (1) Bryncethin Playing Fields (Bryncethin RFC) – 35 year lease; (2) Bryntirion & Laleston Community Centre (Laleston Community Centre) – short-term tenancy; (3) Coed Bach Play Area (Pencoed Town Council) – 35 year lease; (4) Tennis Courts at Pencoed Recreation Ground (Pencoed Town Council) – 35 year lease.
DRE6.11.1 CP Priority 3	The percentage change in carbon emissions in the non-domestic public building stock on previous year <i>Higher preferred</i>	3%	6.46%	4.94%	↓ 6.46%	n/a	n/a	Annual Indicator Target Setting: Target set to maintain year end actual 17-18 level (6.46%) which is challenging against current resources. Annual Performance: We achieved 3% in line with Welsh Government's set target, but our challenging target of 6.46% was not met due to diminishing resources.
PAM/043 Other	Kilograms of residual waste generated per person (New PI and PAM) <i>Lower preferred</i>	n/a	130kg	122.95kg	n/a	n/a	n/a	Quarterly Indicator Target Setting: New national indicator for 2018-19. Annual Performance: Target achieved
PAM/020 Other	Percentage of: Principal (A) roads in overall poor condition <i>Lower preferred</i>	5.1%	4.5%	3.98%	↑ 4.5%	3.7%	17	Annual Indicator Target Setting: Target retained at current levels is challenging against current resources. Performance: Target achieved
PAM/021 Other	Percentage of: non-principal (B) roads in overall poor condition <i>Lower preferred</i>	5.1%	4.2%	3.91%	↑ 4.2%	4.3%	10	Annual Indicator Target Setting: Target retained at current levels is challenging against current resources. Annual Performance: Target achieved
PAM/022 Other	Percentage of: non principal (C) roads in overall poor condition <i>Lower preferred</i>	12.5%	8.6%	8.01%	↑ 8.6%	14.1%	13	Annual Indicator: Target Setting: Target retained at current levels is challenging against current resources. Annual Performance: Target achieved
PAM/035 Other	Average number of days taken to clear fly tipping incidents (New PI and PAM) <i>Lower preferred</i>	n/a	2.5 days	2.79 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. Target set at 2.5 days initially. Annual Performance: Target challenging. To be reviewed in 2019-20.
PAM/018 Other	Percentage of planning applications determined in time <i>Higher preferred</i>	80%	88%	80%	↓ 88.2%	88.6%	15	Quarterly Indicator – Changed from Annual to quarterly post Q1 Target setting: Maintain current performance. Target changed from 81% to 88% (29/11/18) in line with actual for 17-18. Target changed from annual to quarterly (29/11/18). Annual Performance: The target of 88% has not been met due to an increase in applications before Christmas to pre-empt a new SUDS consenting regime coming into effect in January, together with the retirement of a member of staff leading to additional workloads for officers. Our current performance of 80% matches that set by Welsh Government. We are looking to resolve staffing issues in the near future.

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year End 18-19 Cumulative Actual & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
PAM/019 Other	Percentage of planning appeals dismissed <i>Higher preferred</i>	55%	55%	75%	↑ 55%	62.3%	16	Quarterly Indicator – Changed from Annual to quarterly post Q1 – Data reported in Q3 Target Setting: Maintain 17/18 performance Annual Performance: target achieved.
PAM/036 Other	Number of additional affordable housing units delivered per 10,000 households (New PI and PAM) <i>Higher preferred</i>	n/a	TBC	Data not available	n/a	n/a	n/a	Annual indicator Target setting: TBC Annual Performance: Data to be published in November
Organisational Capacity								
PAM/010 STS005b Other	Percentage of highways and relevant land inspected of a high or acceptable standards of cleanliness <i>Higher preferred</i>	97%	97%	85.45%	↓ 96.01%	95.8%	10	Quarterly indicator Target Setting: Target retained at current levels is challenging against current resources Annual Performance: The PI went down in 18-19 due to staff turnover within the Cleaner Streets Team. New staff members were trained on the LEAMS Methodology which resulted in varying results of the streets surveyed.
Internal Processes								
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>	100%	100%	100%	↑ 84.75%	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. Annual Performance: There were 33 inspections completed in Q4 which exceeded the target of 19 and more than made up for the shortfall in the previous quarters. The annual total completed was 84 inspections, the target set was 76.
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>	100%	100%	86.59%	↓ 90.77%	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. Annual Performance: 22 safety talks took place in Q4 which exceeded the target for the quarter by 2, and helped to make up for part of the shortfall from the previous quarters. 71 were completed in total for the year, the target set was 82.

CORPORATE DIRECTOR

Wellbeing Objective One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs.	GREEN	There are currently two apprentices in the Communities Directorate - a Level 4 in Building Control and a Level 3 in Planning.	

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	<p>BCBC participated in 2 strategic steering group workshops to develop the criteria to support the identification of key Discovery Sites within the proposed Valley Landscape Park (VLP) area. Initial work involved scoping sites that achieve a range of requirements followed by sites that with support could add to the number of discovery sites across the area.</p> <p>Links were made between the VLP project team and the Bridgend Rural Development team who are leading the regional co-operation and food supply chains project to provide opportunities for local food producers.</p> <p>Early work was completed with Visit Wales and VLP team to identify opportunities for regional approach towards tourism marketing support.</p> <p>A workshop was held with tourism partners from across the region to discuss opportunities through the Valleys Regional Park (VRP). Following a call from Welsh Government for Expressions of Interest, Parc Slip and Bryngarw were selected as initial discovery sites to form part of Valleys Regional Park Meetings were scheduled to develop further detail and discuss the forward plan and involvement of both sites. Support was provided to the managers of Bryngarw Country Park and Parc Slip to develop full funding bids to WG following relevant site visits.</p>	
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.	AMBER	<p>Harbour kiosk works update - RIBA (Royal Institute of British Architects) Stage 5 Works are now substantially complete and Kiosk building handed over via partial possession. Tenant operating from Kiosk building. Only external drainage works outstanding. Works to Jennings pumping station has now been completed by DS Properties. Awaiting signing of vesting certificate by DCWW engineer which will in turn activate Section 104 Agreement that will allow outstanding Kiosk drainage works to proceed.</p> <p>Rest Bay Watersports Centre works update - Slight delay to construction programme due to supply of curtain walling. Glued laminated timber rafters and columns installed. Roofing and photovoltaic panels now complete. Doors, screens and glazing installation commenced. School activity visit took place on March 21st and BCBC Cabinet site visit took place on May 10th.</p>	
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	<p>Scott Brownrigg were successfully appointed as architects for the Village Farm scheme. Early progress has been made on developing the concept report for RIBA stage 1 and commissioning required survey work. A site visit has taken place with Cabinet members and local AM. A press release was produced for this.</p> <p>A revised milestone schedule has been agreed with Welsh European Funding Office (WEFO) and the project is on-track. Planning applications are anticipated during June and July.</p> <p>BCBC Officers continue to be engaged in regional meetings to develop and influence opportunities for the authority as part of the City Deal programme. An internal Council's city deal group continues to meet to coordinate activities between the Council's representatives on the various CCR themes to ensure continuity.</p> <p>Meetings continue to be held on a quarterly basis for the Regional Transport Authority and a programme of regional transport schemes are being developed to support the city deal. Outline proposals for developments at the Pyle station and surrounding area have now been put forwards.</p>	
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	<p>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.</p> <p>Other events included a St David's Day breakfast event. All planned work to support the Bridgend Business Forum was completed on target and all planned events went ahead.</p> <p>Work is progressing well on developing the events programme for 2019/2020 and additional events are being considered relating to support for the tourism industry.</p>	
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	<p>A detailed Programme Development Plan has been developed for the Caerau Heat scheme and tenders have been released to appoint a legal advisor and a technical consultant for the project (both are expected to be appointed in Feb 2019).</p> <p>The Coal Authority have submitted a bid to the UK Government Heat Networks Delivery Unit (HNDU) grant programme to fund a piece of work to investigate the scale of the mine water resource below Caerau and whether it is sufficient to support a commercial scheme. A decision on this is expected in Feb 2019. The RIBA Stage 3 report is progressing and a tender has been released to appoint a legal advisor for the project (expected to be appointed in Feb 2019). A public engagement exercise was carried out in Caerau before Christmas 2018 to ascertain community interest in the project. The response was very positive with over 11% of questionnaires being</p>	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
			<p>returned. Hitachi have been appointed to deliver a high level local energy options report to look at ways in which the Caerau project could receive/generate electricity to power the proposed heat pumps deployed within the project.</p> <p>The RIBA Stage 3 report for the Bridgend Town Heat Scheme is progressing and a tender has been released to appoint a legal advisor for the project (expected to be appointed in Feb 2019). The Smart Energy Plan – setting out a roadmap of projects and activities that will enable Bridgend County Borough to respond to the challenge of decarbonising heat within the wider energy system – was approved by Cabinet in February 2019. A Bridgend County Borough Council Energy programme Board has been created to monitor delivery and is made up of representatives from relevant departments.</p>	
P1.2.5	Refresh the Local Development Plan (LDP)	GREEN	The revision process is underway in accordance with the approved Delivery Agreement. The next key stage is the preferred strategy consultation scheduled for October / November 2019. The Preferred Strategy Document is nearly finalised (subject to further refinement).	
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: Mid - term Heritage Lottery Fund visit well received. Conservation Plan finalised and submitted. Stage 4 Costs received and under review. Funding application outcome awaited.</p> <p>Bridgend Town Centre: The Regional Targeted Regeneration Investment Plan has been approved by Welsh Government (WG), within which are a series of endorsed projects for development by BCBC. We are awaiting a funding approval letter from WG for delivery of a £1m regional property grant within Bridgend Town Centre. A bid for funding to support a development by Coastal housing Group in the town centre has also been submitted.</p> <p>Porthcawl: A report on phasing of development at Salt Lake and the utilisation of capital receipts was taken to cabinet and council in November. Work to support the marketing of the site identified for food retail is well underway with a Cabinet report to approve the disposal (section 123) of the food retail area to be presented to June Cabinet. Other elements of the programme are well under way including Site Investigations, detailed design of the coastal defences project and an onsite meeting with the design commission of wales to initiate a update the masterplan for the site took place on 1st May.</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 of £240k is now 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>	

Wellbeing Objective Three: Smarter Use Of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2018-19 budget.	AMBER	The outturn figure was £1.098m of a target of £1.454m. The predominant issue remains the ongoing dialogue with Neath Port Talbot Council to provide a more satisfactory solution to the disposal of our residual waste at the MREC facility. In addition there were some delays to achieving full year savings when full public consultation exercises were required. Finally the introduction of the highway permitting scheme has been delayed while we await Welsh Government business plan approval.	
P3.4.1	Support managers to lead staff through organisational change.	GREEN	The Communities Heads of Service and Group Managers restructure was implemented in January 2019. Temporary modifications of new roles in some cases were necessary to accommodate the knock on effects of the interim chief executive arrangements.	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	GREEN	Following a period of significant restructuring within the directorate - at management level and within service areas there is now a need reappraise training needs and identify and undertake any training required to meet service needs.	

Performance Indicators

Value for money

Page 80

PI Ref No	PI Description	Annual target 18-19 £'000	Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCO6.1.1i CP feeder Priority 3	Value of planned budget reductions achieved (Communities)	1,454	75	5.16%	281	19.32%	1098	75.52%	

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year End 18-19 Cumulative Actual & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Value for Money								
DCO18.11 CP Priority 1	The number of visitors to town centres (annual footfall in Porthcawl). <i>Higher preferred</i>	Not comparable	2,604,245	2,160,100	↓ 2,604,245	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 is the target for 2018-19 Annual Performance: The footfall camera in Porthcawl has been offline after the building on which it is placed became vacant and the power disconnected: with the appointment of a new Town Centre Manager, the camera will be moved from the present building to a BCBC lamppost. Therefore the quarterly figure shown may contain a significant number of weeks where the data was estimated by Springboard (the data provider). High Streets in the UK are under pressure as consumers change their spending pattern to move away from purchasing discretionary products and shifting to a more experiential spending pattern. Continued uncertainty over Brexit is also affecting larger ticket purchases as consumer confidence remains fragile.
DCO18.12 CP Priority 1	The number of visitors to town centres (annual footfall in Bridgend) <i>Higher preferred</i>	Not comparable	7,307,130	6,761,710	↓ 7,307,130	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. Target for 18-19 was a 3% increase; target 7,307,130. Annual Performance: Bridgend enjoyed a steady start to fourth quarter of the year with figures comparable to the two previous years albeit slightly down. March was a particularly strong month with footfall buoyed by an early spell of warm weather. The colder weather in April, as well as a late Easter, saw the figures once again fall. High Streets in the UK are under increasing pressure as consumers change their spending pattern to move away from purchasing discretionary products and shift to a more experiential spending pattern. Continued uncertainty over BREXIT is also affecting larger ticket purchases and consumer confidence remains fragile. The town has a good retail offer that broadly caters for its demographic profile and is served by two shopping centres The Rhiw and Bridgend Shopping Centre both of which have proactive owners who are investing in their assets. The appointment of a new Town Centre Manager after a period of time when the post was vacant will be the catalyst for renewed partnership working to look at the vacancies in the town centre and also to support the CF31 BID as goes to reballot in September.
Service User Outcomes								
DCO18.01 CP Priority 1	Number of new homes benefiting from the Low Carbon and Renewable Energy Heat Schemes <i>Higher preferred</i>	n/a	0	0	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. Annual Performance: The annual figure for 2018-19 is 0 as the schemes have not been constructed yet.

Page 81

PI Ref No, PI Type, PAM /Local link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17-18	Annual Target 18-19	Year End 18-19 Cumulative Actual & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Organisational Capacity								
DCO16.24 CP feeder Priority 1	The number of apprenticeships available across the organisation (Comms) <i>Higher preferred</i>	2	2	2	↓ 3	n/a	n/a	Annual Indicator Target Setting: Contribute to the number of apprenticeship across the organisation. Target adjusted from 3 to 2 as one apprentice moved to Business Support. Annual Performance: There are currently two apprentices in the Communities Directorate - a Level 4 in Building Control and a Level 3 in Planning. Unfortunately the 3rd apprenticeship post sat within the Business Support Team which has now transferred to the Chief Executive's Directorate following reorganisation in Quarter 1.
CHR002i CP feeder PAM feeder Priority 3	Number of working days per full time equivalent lost due to sickness absence <i>Lower preferred</i>	9.60	9.60	10.97	↓ 10.64	10.4	14	Quarterly Indicator Target Setting: Target retained at current levels is challenging against current performance Annual Performance: The Directorate is slightly behind target, actions to address short term absences are robust, preventing longer term absences remains a challenge and has on occasion been negatively affected but restructures triggering periods of time off due to stress.
DCO5.6.13 Local Priority 3	Number of working days lost to industrial injury (Communities) <i>Lower preferred</i>	0.81	0	0.2361	↑ 0.6645	n/a	n/a	Quarterly Indicator Target Setting: Target changed to 0 following Q1 Annual Performance: There were 2 additional injury absences in Communities over quarter 4, resulting in 7.64 FTE days lost. The total number injury absences in 2018-19 was 4, resulting in a total of 100.64 FTE days lost.
DCO5.6.14 Local Priority 3	Number of industrial injury incidents <i>Lower preferred</i>	5	0	4	↑ 5	n/a	n/a	Quarterly Indicator Target Setting: Target changed to 0 following Q1 Annual Performance: 2 further instances reported in Q4 taking the annual total to 4 injuries leading absence/lost time

Additional Sickness Information by Service Area

Page 82

	FTE 31.03.2019	QTR4 2017/18			QTR4 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19	Target 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	116.37	441.33	76	3.87	409.16	86	3.52	11.18	12.09	9.60
Neighbourhood Services	217.63	769.94	71	3.39	745.69	80	3.43	11.60	11.31	
Regeneration, Development and Property Services	57.72	173.97	25	2.97	36.62	11	0.63	6.03	8.11	
Skills & Sustainable Development	2.41	0.00	0	0.00	0.00	0	0.00	0.00	0.00	
Communities Directorate Total	394.12	1385.24	172	3.43	1191.47	177	3.02	10.64	10.97	

Absence Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	5.41	0.12%
Chest & Respiratory	130.88	2.89%
Eye/Ear/Throat/Nose/Mouth/Dental	81.86	1.81%
Genitourinary / Gynaecological	5.50	0.12%
Heart / Blood Pressure / Circulation	136.73	3.02%
Infections	558.93	12.33%
Injury	656.29	14.48%
MSD including Back & Neck	545.09	12.03%
Neurological	283.01	6.24%
Other / Medical Certificate	0.54	0.01%
Pregnancy related	61.30	1.35%
Return to Work Form Not Received	59.84	1.32%
Stomach / Liver / Kidney / Digestion	132.55	2.92%
Stress / Anxiety / Depression / Mental Health	988.64	21.81%
Tests / Treatment / Operation	886.12	19.55%
TOTALS	4532.69	100%

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		

This page is intentionally left blank

EDUCATION AND FAMILY SUPPORT PERFORMANCE AT YEAR END

Education and Family Support Performance

The Education and Family Support Directorate has 13 commitments to support corporate priorities. Of these, 1 is 'red', 2 are 'amber' and 10 are 'green'. The directorate has 63 live performance indicators in respect of areas directly managed by the directorate. Of these, 11 are reporting as 'red', 7 as 'amber', 25 as 'green' and there are 20 for which a status cannot be allocated. There is also 1 performance indicator relating to sickness inschool, which is reporting as 'red'. Additionally, the indicator relating to the directorate's performance against the MTFs savings requirement is reported as broadly 76% 'green', 2% 'amber' and 22% 'red'. There are detailed explanations in the body of the report and plans are in place in all areas.

Commitments 2018-19					RAG – current progress against commitment				All Indicators (incl. Finance and sickness performance indicators (PIs))				National Indicators															
Year End 2018-2019 Directorate Commitments to delivering Corporate priorities					Total	Red	Amber	Green	Performance vs Target		Trend vs year end 2017-2018		Performance vs Target		Trend vs year end 2017- 2018													
Priority One – Supporting a successful economy					5	0	1	4			<p>↑ 10</p>																	
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 although it is still recorded on the dashboard.					3*	0	0	2	<p>↓ 17</p>		<p>3 new PAMs have historical data for comparison but no target set for 2018-19.</p>																	
Priority Three – Smarter use of resources					6	1	1	4	<p>↔ 4</p>																			
Finance					Human Resources																							
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2018-19 is £110.144m. The year end outturn is £110.545m with an over spend of £401,000. Capital Budget <ul style="list-style-type: none"> The Directorate's budgeted capital expenditure for the year end for 2018-19 is £12.524m, with actual expenditure of £10.008m and slippage of £2.515m requested. Efficiency Savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2017-2018</th> <th>2018-2019</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>166</td> <td>630</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>106</td> <td>478</td> <td>76%</td> </tr> <tr> <td>Variance</td> <td>60</td> <td>152</td> <td>24%</td> </tr> </tbody> </table> <p>Additional financial information can be found in the Financial Performance 2018-19 report to Cabinet 18 June 2019.</p>					Savings (£000)	2017-2018	2018-2019	%	Savings Target	166	630	100%	Savings achieved	106	478	76%	Variance	60	152	24%	Staff Number (FTE) <table border="1"> <thead> <tr> <th>2017-2018</th> <th>2018-2019</th> </tr> </thead> <tbody> <tr> <td>530.89</td> <td>496.41</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 Long Term / Short Term</p> </div> </div>				2017-2018	2018-2019	530.89	496.41
Savings (£000)	2017-2018	2018-2019	%																									
Savings Target	166	630	100%																									
Savings achieved	106	478	76%																									
Variance	60	152	24%																									
2017-2018	2018-2019																											
530.89	496.41																											

	<p>In 2018-2019, there was a 14% increase in the cumulative number of sickness absence days per FTE compared to the previous year. The number of sickness occurrences increased marginally. Long-term sickness continued to be a feature in the performance and the number of staff experiencing absences of 21 days or longer was static.</p> <p>The directorate is continuing to undertake detailed interrogation and analysis of raw sickness data on a quarterly basis. More extensive analysis of sickness by reason was introduced in the year. The outcomes of this are provided to group managers, for consideration and determination of appropriate actions. Additionally, this is supported by Senior Management Team overview. Strong challenge and support for managers is improving processes in respect of recording, challenging and supporting staff in their return to work</p>																									
<p>Implications of Financial Reductions on Service Performance and other Key Issues/challenges</p>	<p>High Corporate Risks</p>																									
<p>Directorate Budget</p> <p>The Medium-Term Financial Strategy (MTFS) savings target for the Education and Family Support Directorate for 2018-2019 is £630,000. At Quarter 4, we reported that £478,000 of this saving had been achieved.</p> <p>The main pressure on centrally-retained budgets is associated with home-to-school transport costs. An external review of BCBC's transport arrangements has been commissioned and this will report in the summer term 2019. It is hoped that this will support changes to the current arrangements with a view to making the identified efficiency savings.</p> <p>Schools' delegated budgets</p> <p>Net overall school balances totalled £360,000 at the start of the financial year. During 2018-2019, school balances increased by £254,000 to £614,000 at the end of the financial year, representing 0.65% of the funding available. Out of a total of 59 schools, there are 22 schools (18 primary, 4 secondary with deficit budgets and 12 schools (9 primary, 2 secondary, 1 special) with balances in excess of the statutory limits (£50,000 primary, £100,000 secondary and special schools) in line with the School Funding (Wales) Regulations 2010. It must be noted that, had the Welsh Government and Central South Consortium not provided last minute funding, the overall schools' balance would have been a negative figure, -£349,000.</p>	<table border="1"> <thead> <tr> <th>Residual Risk</th> <th>Improvement Priority</th> <th></th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>Supporting vulnerable children, young people and their families</td> <td>2, 3</td> <td>5</td> <td>4</td> <td>20</td> </tr> <tr> <td>Educational provision</td> <td>1,2 and 3</td> <td>4</td> <td>4</td> <td>16</td> </tr> <tr> <td>Educational attainment</td> <td>1,2</td> <td>3</td> <td>4</td> <td>12</td> </tr> <tr> <td>School modernisation</td> <td>1,2 and 3</td> <td>3</td> <td>4</td> <td>12</td> </tr> </tbody> </table>	Residual Risk	Improvement Priority		Impact	Overall	Supporting vulnerable children, young people and their families	2, 3	5	4	20	Educational provision	1,2 and 3	4	4	16	Educational attainment	1,2	3	4	12	School modernisation	1,2 and 3	3	4	12
Residual Risk	Improvement Priority		Impact	Overall																						
Supporting vulnerable children, young people and their families	2, 3	5	4	20																						
Educational provision	1,2 and 3	4	4	16																						
Educational attainment	1,2	3	4	12																						
School modernisation	1,2 and 3	3	4	12																						

HEAD OF EDUCATION AND FAMILY SUPPORT

The Education and Family Support Directorate has 13 commitments to support corporate priorities. Of these, 1 is 'red', 2 are 'amber' and 10 are 'green'. Comprehensive narrative is provided against each of the commitments and associated performance indicators below.

Wellbeing Objective One: Supporting A Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs	AMBER	<p>Bridgend appointed a Childcare Offer Co-ordinator during the year. The Childcare Offer has been widely promoted across the Bridgend county borough with a range of events and engagement for both the childcare sector and parents and carers. Welsh Government moved the date for delivery of the Childcare Offer in Bridgend to April 2019. Cabinet approved the roll-out of the Childcare Offer for the whole of the borough, with the initial date for delivery / eligibility being 29 April 2019. The Rhondda Cynon Taf administration system went live in 17 April 2019 enabling parents to make their electronic applications from that date. At this stage, the Childcare Offer remains a pilot programme and there is the potential for change following the pilot phase.</p> <p>The recommendations for the post-16 curriculum offer for September 2019 were finalised in November 2018 and launched to students later that month. The student response to the offer was collected by the end of Q3. Meeting continued between stakeholders with the aim of modifying collaboration arrangements as a result of the intelligence received, concluding on 22 March 2019.</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 nine months of 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. As at Q4, 79 learners are participating in the second programme. The Junior Apprenticeship programme continues to be delivered successfully at Bridgend College. The third cohort of learners is now being recruited with improvements in identification and the application process. The nominations from the schools will be notified to the Access to Education Panel as well as Bridgend College. The new cohort will be recruited to the same three pathways as the first 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 ICT and essential skills training to targeted community learners. Partnership working continues to be extended through delivery of targeted courses for learners, aimed at building confidence and moving learners closer to the job market.</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. A specific review of ALN progression routes from schools, linked to the Post-16 Review and the introduction of ALN Reform Bill has been undertaken. There are many new aspects to consider including the revised ALN Code of Practice, Individual Development Plans, impartial careers advice and guidance and the variety of progression routes. The work will be aligned with the regional activity relating to ALN Reform and post-16 progression for learners with ALN. Accordingly, it is no longer sensible for BCBC to develop a tracking system for post-16 ALN learners in isolation. With the support of the regional innovation fund, a significant piece of research on post-16 transition (and other transition points) was completed. Although this identified the processes involved, this work needs to be taken forward and developed into a set of protocols. there will be elements of both local and regional input to this and currently Merthyr and RCT are trialling a set of protocols. The protocols will include reference to the management and transfer of individual development plans (IDPs) at transition and thereby the tracking of learners and their progression. This work will be taken forward into 2019-2020.</p>	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.3	Work with individuals and families who are unemployed, economically inactive, experiencing in-work poverty, face barriers to work or are in or at risk of poverty, to improve their job opportunities.	GREEN	A good range of skills and employability courses have been offered and we have 282 learners engaged on activities so far within the current (2028-2019) academic year.	
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 they 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. Cabinet has approved the extension of the Inspire 2 Achieve funding stream until December 2022.</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. The construction of a learning resource centre at Ysgol Gynradd Gymraeg Calon Y Cymoedd was completed in December 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 2018 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>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. A programme of events is provided from the autumn term in Year 12 to the autumn term in Year 13. In addition, Cambridge University provides a range of support events in our region across the academic year.</p> <p>The September 2017 Year 12 intake Seren cohort programme was 100% complete in Q2 (150 students). The September 2018 Year 12 intake Seren cohort programme commenced on 14 November 2018 (Q3) with the Bridgend hub launch (151 students).</p> <p>Ninety five of the September 2018 Year 12 intake Seren cohort attended the Welsh Government national Seren conference across 3/4/5 December 2018.</p> <p>Welsh Government has expanded Seren activity to include pre-16 and is providing two years of grant funding to the regional hub.</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	The consultation on post-16 was concluded on 13 March 2019 and a detailed feedback report was presented to Cabinet on 16 April 2019. Approval was given to take the review into phase 4 and this will consider detailed options to address two workstreams: 1) the retention of sixth forms in all secondary schools but subject to improvements in collaboration and related activities; 2) the retention of some sixth forms and the merger of others into a sixth form centre(s). Alongside these will be the consideration of how blended learning will add value to both alternatives. It is intended that the next paper providing detailed options analysis will be ready for October 2019 potentially followed by a further public consultation.	

Well-being Objective 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 was completed.</p> <p>Additional grant resource was secured to support an additional early help screening resource in 2018-2019.</p> <p>A review was completed to develop a transition protocol (visual mapping process) from pre-school to post-16 and beyond, which involved consultation with schools and other partners including health, adult and children's services, FE colleges and Careers Wales, to support Welsh Government's implementation of the ALN (additional learning needs) reform. This valuable review will influence how IDPs (Individual Development Plans), which are the proposed replacement for statements of Special Educational Needs, can support seamless transitions for pupils with ALN across key stages.</p> <p>All service areas within the Inclusion Service, covering additional learning needs, were reviewed. The restructure of the service is complete and operational.</p> <p>Information has been gathered from health, community and Third Sector organisations to allow further development of both DEWIS and the directory of services available to children, young people and their families. Additional information was added to DEWIS during Q3 and continued in Q4. It was projected that this work will be completed by the end of the financial year.</p>	
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 were completed by the end of Q2.</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.	CANCELLED	As previously reported, 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.	

Well-being Objective Three: Smarter Use Of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2018-2019 budget	AMBER	<p>The MTFS savings target for the Education and Family Support Directorate for 2018-2019 is £630,000. At Quarter 4, we are reporting that 478,000 of this saving has been achieved.</p> <p>£67,000 of savings linked to the phased implementation of the Learner Transport policy and £75,000 of savings linked to the review of arrangements for special schools" home to school transport have not been achieved. An external review of BCBC's transport arrangements has been commissioned and this will report in the summer term 2019. It is hoped that this will support changes to the current arrangements with a view to making the identified efficiency savings.</p> <p>The other shortfall was £10,000 against the income generated from the Traded Services Schools brochure. This was met via vacancy management within the service area in 2018-20 19 and it is proposed that permanent virements will be required from other small budget headings in 2019-2020 to address this shortfall.</p>	
P3.2.2	Automate most common internal processes to reduce transaction costs and streamline processes.	GREEN	<p>The directorate 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>The development of the online accident reporting system is complete and roll-out across directorates has commenced.</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, reception/junior and nursery places went live in the year, as planned. The majority of applications received were submitted via the online facility.</p>	
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 were on target by the end of the financial year with the exception of works to complete the defects period for Brynmenyn Primary School (scheduled to completed Easter 2019).</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 changes to the Band B intervention rates and the resulting delay in funding decisions for the programme has impacted on progress for band B schemes. A shortlist of sites and education options for each scheme has been determined. SOCs and OBCs will be progressed following the outcome of a planned Gateway Review process, which will determine the preferred options. The programme has been amended accordingly.</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 a Bridgend ALN Reform Implementation Plan. This is monitored by the Group Manager (GM) for Inclusion and School Improvement and monthly meetings are held between the GM, CSC ALN Transformation Lead and the project manager. All milestones in the plan are on track. The GM is the local authority's representative on the CSC ALN Reform Strategic Board.</p>	

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs.	RED	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. The training needs analysis and the formal report that collates information on learning events was not completed in the financial year, in part due to the as the directorate's preparation for the inspection by Estyn. This is an activity within the directorate's 2019-2020 business plan.	
P3.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	The focus on participation and engagement remains strong with some good practice in service areas, eg School catering, and linked to strategic initiatives, eg the Post-16 Review.	

Performance Indicators

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
Value For Money								
DCH2.1.11.1 CP Priority 3	The percentage surplus capacity in primary schools. <i>Lower preferred</i>	6%	10%	4.89%	↑5.21%	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%	18%	22.01%	↓20.5%	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 at secondary schools in 2017 has increased to 20.5% in comparison to the 2016 figure of 20.2%. Overall capacity increased by only 4 places but as the number of secondary school pupils reduced by 34, the result was an increase of 38 surplus places compared to 2016. Pupil numbers are projected to rise slightly again in 2018 to almost the same level as in 2016 and, therefore, the overall surplus capacity is likely to reduce to around 20.2%.
DCH2.1.32a Local Priority 3	The percentage surplus capacity in Welsh-medium primary schools. <i>Lower preferred</i>	No target set	10%	12.7%	↓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. Annual Performance: 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.

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
DCH2.1.32b Local Priority 3	The percentage surplus capacity in Welsh-medium secondary schools (YGG Llangynwyd). <i>Lower preferred</i>	No target set	20%	19.61%	↑20.4%	n/a	n/a	Annual indicator Target Setting: The surplus capacity at secondary level should ideally be around 10%; however, this is unlikely to be achievable without removing surplus places (ie mothballing areas of schools or taking accommodation out of use). Annual Performance: The percentage surplus capacity in Welsh medium secondary schools rose this year (2017/18 AY, year 2018/19 PI year) from 20.4% to 19.61%. A slight change from the previous year due to an increase in pupil numbers at the school.
DEFS63 Local Priority 3	The percentage of spend incurred against the Welsh Government funding allocation on respect of Band A schemes. <i>Higher preferred</i>	n/a	100%	100%	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. 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.
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>	30.1	24.1	32.9	↓29.1	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. Annual Performance: <ul style="list-style-type: none"> The size of the gap in educational attainments between KS4 pupils entitled to free school meals and those who are not (measured by Level 2 inclusive indicator) has widened this year to 32.9% from 29.1%. In the same period, the Welsh average gap has narrowed slightly from 32.4% to 32.2%. It is of note that the performance of both eFSM and nFSM pupils in the Level 2 inclusive indicator improved in the 2017-2018 academic year. However, the increase in the performance of nFSM pupils was greater than the increase in the performance of the eFSM pupils and this resulted in the increased size of the gap between the two cohorts.
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>	2.8%	1.5%	0.9%	1.7% (Not comparable)	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. Performance In the 2017-2018 academic year (2018-2019 PI year), provisional data indicates that the percentage of pupils who were NEET in Year 11 was 0.9%. However, it is important to note that the destination data relies on survey responses from relevant learners. Due to the increase in the level of non-response, Welsh Government has considered whether the publication of NEETs data can go ahead given the context of the Code of Practice for Statistics and openness of information. It has now been determined that national publication will go ahead on 22 May 2019 but it will be accompanied by clear explanations regarding the limitations of the statistics and issues with the source data. Further, Welsh Government will highlight that the data cannot be compared with the data for previous years. In the 2017-2018 academic year (2018-2019 PI year) the percentage of pupils who were NEET in Year 11 fell from 1.7% to 0.9%. In the same period the Welsh average stayed at 1.6%. As a result, Bridgend's ranking Wales rose from 17th to 3rd.
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>	1.1%	1.0%	0.5%	0.6% (Not comparable)	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. Performance In the 2017-2018 academic year (2018-2019 PI year), provisional data indicates that the percentage of pupils who were NEET in Year 12 was 0.5%. However, it is important to note that the destination data relies on survey responses from relevant learners. Due to the increase in the level of non-response, Welsh

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
								Government has considered whether the publication of NEETs data can go ahead given the context of the Code of Practice for Statistics and openness of information. It has now been determined that national publication will go ahead on 22 May 2019 but it will be accompanied by clear explanations regarding the limitations of the statistics and issues with the source data. Further, Welsh Government will highlight that the data cannot be compared with the data for previous years. In the 2017-2018 academic year (2018-2019 PI year) the percentage of pupils who were NEET in Year 12 fell from 0.6% to 0.5%. In the same period the Welsh average fell from 1.0% to 0.7%. As a result, Bridgend's ranking Wales fell from 5th to 10th.
DCH2.3.1c <u>Local</u> 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. <i>Lower preferred</i>	3%	2.5%	3.2%	3.0% (Not comparable)	2.6%	n/a	Annual indicator The target for 2018-2019 recognises initiatives in Year 11 and our desire to progress in post-16 year groups. Performance In the 2017-2018 academic year (2018-2019 PI year), provisional data indicates that the percentage of pupils who were NEET in Year 13 was 3.2%. However, it is important to note that the destination data relies on survey responses from relevant learners. Due to the increase in the level of non-response, Welsh Government has considered whether the publication of NEETs data can go ahead given the context of the Code of Practice for Statistics and openness of information. It has now been determined that national publication will go ahead on 22 May 2019 but it will be accompanied by clear explanations regarding the limitations of the statistics and issues with the source data. Further, Welsh Government will highlight that the data cannot be compared with the data for previous years. In the 2017-2018 academic year (2018-2019 PI year) the percentage of pupils who were NEET in Year 13 rose from 3.0% to 3.2%. In the same period the Welsh average fell from 2.6% to 2.5%. As a result, Bridgend's ranking in Wales fell from 14th to 15th.
DCO16.3i <u>Local</u> Priority 1	The number of participants we expect to work with under the Bridges into Work programme. <i>Higher preferred</i>	134	171	189	↓201	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. Performance Programme performance has exceeded target
DCO16.20 <u>Local</u> Priority 1	The number of visits to Digital Inclusion drop-in and Learn Direct taught sessions. <i>Higher preferred</i>	240	500	1456	↓1498	n/a	n/a	Quarterly indicator Target Setting: Based on sessions offered; more targeted provision in line with Welsh Government priority area. Performance: The cumulative number of visits has significantly exceeded target in consequence of additional funding being made available to support the offer of additional sessions.
DCO16.22 <u>Local</u> Priority 1	The percentage of completion, attainment and success rates for Adult Community Learning provision, to meet Welsh Government targets. <i>Higher preferred</i>	75%	78%	93%	↑87%	n/a	n/a	Annual indicator Target is based on Welsh Government statistics. Performance: A success rate of 93% has been achieved this year, which represents an increase on the position in 2017-2018 (87%).
DEFS3 <u>CP</u> Priority 1	The percentage of pupils at A level achieving the Level 3 threshold <i>Higher preferred</i>	99%	99%	98.3%	↑98.1%	n/a	n/a	Annual indicator Target maintained in recognition of the drive for continuous improvement. Annual Performance: The percentage of pupils at A level achieving the Level 3 threshold rose 0.2% from 98.1% to 98.3% this year. Six of our schools achieved 100% performance and we remain above the Welsh average.

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
DEFS4 CP Priority 1	The percentage of pupils achieving 3 A-A* grades at A level. <i>Higher preferred</i>	10%	10%	9.2%	↓ 9.4%	n/a	n/a	Annual Indicator Target maintained reflecting drive for continuous Improvement. Annual Performance: <ul style="list-style-type: none"> The percentage of pupils achieving 3 A-A* grades at A level fell from 9.4% to 9.2% for the 2017-2018 academic year, while the Welsh average rose in the same period from 10.5% to 13.4%. The all Wales average result was possibly due to strong performance in the Advanced Skills Challenge Certificate; this is expected to be a feature in Bridgend's results in the summer of 2019. There is a natural cap to this part of the cohort and we can expect a plateau to be reached at approximately 13-14%. Across Wales, the take up of the Advanced Skills Challenge certificate is about 74% whereas in Bridgend it is closer to 50%. This is because our two largest sixth forms, at Brynteg School and Porthcawl Comprehensive School, will not be entering their full cohort of students until the summer of 2019. Performance in this qualification is generally stronger than in many A levels, so when our entry rate rises to or above the Welsh figure we will also expect to see an increase in the proportion of students gaining 3A*-A grades at A level. Our Seren students are those most likely to gain 3A*-A and they represent around 9 to 10% of the cohort. Therefore, Bridgend has been performing as expected. However, the Advanced Skills Challenge will enhance this and we can expect to follow the Welsh figure from 2019. There has been a high level of unconditional offers for university places across Bridgend schools, which has resulted in a number of able students easing back and not striving for the top grades. To illustrate the point, in one school 71% of higher education applicants received an unconditional offer and 44% accepted; 62% received offers from Russell Group universities and 37% declined these in favour of unconditional offers from elsewhere.
DEFS11 CP Priority 1	The percentage of schools meeting the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16 <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual Indicator Target reflects the expectation that all schools will continue to meet the terms of the subject offer. Performance: Once again, all schools have met the Learning and Skills Measure in terms of the subject offer at key stage 4 and post-16.
DEFS12 Local Priority 1	The average wider points score for learners aged 17 <i>Higher preferred</i>	820	750	688	↓ 695	n/a	n/a	Annual Indicator Target: Target maintained reflecting the drive for continuous improvement. The average wider GCE points score for learners aged 17 fell 6.8 points from 694.7 to 687.9 this year. In the same period, the Welsh average has risen from 730.6 to 740.1 (9.5 points). Bridgend's performance remains below the Welsh average, with the gap widening this year from 35.9 to 52.2 points. Bridgend's performance in this PI lags behind the all-Wales figure for two reasons: 1. a reduction in the proportion of learners gaining the highest grades (A*-A); and 2. the proportion of learners across Wales entered for the Welsh Bacc Skills Challenge Certificate is 74% compared to 43% in Bridgend. Our two largest sixth forms will enter their full cohorts for the first time in summer 2019. This will raise the entry rate in Bridgend to in excess of 90%. Results of these entries will lead to a significant increase in the average points score for Bridgend learners.
DEFS53 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	15	9	n/a	n/a	n/a	Quarterly indicator - New for 2018-19 Target refers to the total number of placements in 2018-2019. Performance: The Supported Internship programme is backed by the All Wales Engage to Change project, a £10 million lottery-funded programme. Part of this programme is linked to Project Search, a USA-licensed project, which is being run through five hubs across Wales; the local hub is centred on Bridgend College. Through the partner organisation, Elite Training, the college has developed a relationship with

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
								<p>a local large employer, The Princess of Wales Hospital. There has been an 18- month journey from initiation to implementation and, from September 2018, nine Bridgend College students with additional learning needs started on their supported internships within the hospital.</p> <p>A specific review of ALN progression routes from schools, linked to the post-16 review and the introduction of the ALN Reform Bill, is being undertaken and a report prepared for early 2019. This will inform the position on supported internships for school leavers or whether the programme is best served through the college.</p> <p>Given the lead-in timescales to establish supported internships, the earliest feasible introduction would be September 2020, assuming the report mentioned above is supportive of this programme for schools.</p>
DEFS54 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	Establish baseline	Data not available	n/a	n/a	n/a	<p>Annual indicator - New for 2018-19 No target for 2018-2019 - this is the baselining 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. Annual Performance: The detailed review of ALN progression will be aligned with the regional work on the introduction of the ALN Reform Bill where post-16 progression is covered in the regional action plan. BCBC will update the position from schools, LRCs, special schools and the college during the summer term 2019, but the data is available as at end May 2019.</p>
DEFS69 Local Priority 1	The number of individuals accessing essential skills courses to improve literacy and/or numeracy <i>Higher preferred</i>	new	120	440	n/a	n/a	n/a	<p>Quarterly indicator - New PI for 2018-2019. Target set in line with Welsh Government target of everyone reaching Level 2 in literacy and numeracy Annual Performance: There have been 440 visits by individuals to delivery sessions. This figure captures repeat visits by some individuals and, therefore, the actual number of individuals accessing delivery sessions is lower. However, performance is still significantly in excess of target.</p>
DEFS70 Local Priority 1	The number of people engaged in skills/employability-related provision who gain accreditation/qualifications <i>Higher preferred</i>	new	50	307	n/a	n/a	n/a	<p>Quarterly indicator - New PI for 2018-2019. Indicator added in 2018-2019 to show the numbers of individuals achieving accreditation that will help to enhance employability and improve job opportunities. Annual Performance: Cumulatively, since 1 April 2018, a total of 307 people engaged in the 4 projects (Bridges into Work, Communities for Work, Communities for Work Plus and Inspire 2 Work) have gained accreditations/qualifications. This significantly exceeds the target.</p>
DEFS71 Local Priority 1	The percentage of participants in the Bridges into Work programme going on to employment <i>Higher preferred</i>	new	20%	86.3%	n/a	n/a	n/a	<p>Quarterly indicator - New PI for 2018-2019. Target achievable based on recorded successes since the establishment of the programme. Annual Performance: By the end of Q4, 82 of the 95 participants had obtained employment, significantly exceeding the target.</p>
DEFS72 Local Priority 1	The percentage of the Seren sixth form cohort in receipt of an Oxbridge offer <i>Higher preferred</i>	new	Establish baseline	4.6%	n/a	n/a	n/a	<p>Annual indicator New PI for 2018-2019 and this will be a baseline year. Annual Performance: The number of Seren sixth-form leavers in 2018 was 130. A total of 121 Oxbridge applications were made, with 6 students receiving an offer.</p>
DEFS73 Local Priority 1	The percentage of the Seren sixth form cohort in receipt of an offer from the top Sutton Trust 30 top universities <i>Higher preferred</i>	new	Establish baseline	73.8%	n/a	n/a	n/a	<p>Annual indicator - New PI for 2018-2019. This will be a baseline year. Annual Performance: There were 130 Seren sixth form leavers in July 2018. A total of 96 students received an offer from the Sutton Trust top 30 universities.</p>

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
DEFS74 Local Priority 1	The percentage of the Seren sixth form cohort in receipt of an offer from the top Sutton Trust 30 top universities and other highly selective universities <i>Higher preferred</i>	new	Establish baseline	87.7%	n/a	n/a	n/a	Annual indicator This is a new PI for 2018-2019 which is a baseline year. Annual Performance: There were 130 Seren sixth-form leavers in July 2018. Of these, a total of 114 received an offer from either a Sutton Trust top 30 university or from another highly selective university, or both.
EDU017 CP Priority 1	The percentage of pupils aged 15, at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A* - C in English or Welsh first language and mathematics <i>Higher preferred</i>	63.2%	64.4%	56.6%	↑ 53%	54.6% (18-19: 55.1%)	13 (18-19: 9 th)	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. Annual Performance: Bridgend's performance improved from 53.0% to 56.6% in the 2017-2018 academic year, placing Bridgend above the all-Wales average. Bridgend's ranking in Wales increased from 9th to 13th.
DEFS29 CP Priority 2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <i>Higher preferred</i>	60%	70%	69%	↓ 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. Annual Performance: Performance reduced slightly in comparison to 2017-2018. A small change in reported cases that do not close with a positive outcome can skew the overall percentage. In addition, Early Help is now working with more complex families with entrenched issues – a large proportion previously open to statutory services – and this has an impact on reported performance. Given this context, a performance for the year of nearly 70% is considered to be positive.
DEFS30 CP 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>	80%	85%	Data not available	95%	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. Annual Performance: Data not available.
DEFS50 Local Priority 2	The percentage of Integrated Family Support Service cases that evidence a de-escalation in status following intervention. <i>Higher preferred</i>	27%	35%	Data not available	60%	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. Annual Performance: Data not available
DEFS75a Local Priority 2	Percentage attendance of in-county looked after pupils in primary schools. <i>Higher preferred</i>	new	Set baseline	92.9%	n/a	n/a	n/a	Annual indicator - New PI for 2018-2019 This is the baseline year so no target is set. Annual Performance <ul style="list-style-type: none"> The percentage attendance of in-county looked after pupils in primary schools during the 2017/18 academic year (2018-19 PI year) is 92.9%. This compares to 94.9% for all primary school pupils. The directorate's self-evaluation has identified an area for development involving ensuring that children and young people are attending school regularly and consistently and that any issues are dealt with at the earliest stage. This will be reflected in the milestones of the 2019-2020 business plan.
DEFS75b Local Priority 2	Percentage attendance of in-county looked after pupils in secondary schools. <i>Higher preferred</i>	new	Set baseline	90.8%	n/a	n/a	n/a	Annual indicator - New PI for 2018-2019 This will be a baseline year and no target has been set. Annual Performance <ul style="list-style-type: none"> The percentage attendance of in-county looked after pupils in secondary schools during the 2017/18 academic year (2018-19 PI year) is 90.8%. This compares to 93.9% for all secondary pupils.

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
								<ul style="list-style-type: none"> The directorate's self-evaluation has identified an area for development involving ensuring that children and young people are attending school regularly and consistently and that any issues are dealt with at the earliest stage.
<u>DCHYJ1</u> National Other	The number of first-time entrants into the Youth Justice System (Western Bay) <i>Lower preferred</i>	99	99	Data not available	72	n/a	n/a	<p>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.</p> <p>Data is provided to the Youth Justice Board by the police authority and the Q3 data did not become available until February 2019. The latest available data from the Youth Justice Board is for the reporting period October 2018 to December 2018, which relates to the actual period October 2017 to September 2018. The data reports a reduction in first time entrants to 68. Performance of pre-court interventions remains consistent and positive. The service has increased the pre-bureau referrals and is in the process of implementing a protocol to reduce the criminalisation of behaviours displayed by looked after children.</p> <p>Data for Q4 will not be available until June 2019.</p>
<u>DCHYJ2</u> National Other	Percentage rate of re-offending, children and young people (across Western Bay). <i>Lower preferred</i>	40.6%	50%	Data not available	46.8%	n/a	n/a	<p>Quarterly indicator Target: reduction from the previous year.</p> <p>Data is provided to the Youth Justice Board by the police authority and the Q3 data did not become available until February 2019. The position reportable at Q3 relates to the actual period January 2017 to March 2017. Re-offending percentage rates have to be considered in the context of our success in reducing first-time entrants to the youth justice system. With the cohort having reduced significantly, continuing reduction in re-offending rates is challenging. The most recent data represents a decrease in re-offending to 46.7%.</p>
<u>DCHYJ4</u> National Other	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	25	Data not available	15.1	n/a	n/a	<p>Quarterly indicator Target continues to be based on a young person's level of entitlement.</p> <p>Data will not be available until June 2019. Latest available data and the comments below are for Q3 data which did not become available until February 2019. At the end of the reporting period, the average number of ETE (education, training and employment) hours attended by school-age children was 11.9, representing an improvement on the position reported at Q2. recorded against December 2018.)</p>
<u>DCHYJ5</u> National Other	Number of education hours taken up by post-16 young people who are known to the (YJ) service. <i>Higher preferred</i>	16	16	Data not available	12.2	n/a	n/a	<p>Quarterly indicator The target reflects the level of hours of post-16 ETE (education, training and employment) set by the Youth Justice Board. The latest available data relates to Q3; Q4 data will not be available until June 2018.</p> <p>For the year to date as at Q3: the average hours being offered to above school age young people was 11.3 at the start of the period and 13.9 at the end of the period. The average hours of actual attendance was 10.3 at the start of the period and 12.5 at the end. Therefore, we have not yet met our target but there has been an increase in hours attended over the period. The Management Board is currently examining ETE hours.</p>
<u>EDU002i</u> Local Other	The percentage of: i) All pupils (including those in local authority care) in any local authority-maintained school, aged 15 as at the preceding 31 August that leave compulsory education, training or work-based learning without an approved	0.1%	0.1%	0	↑0.1%	n/a	n/a	<p>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, especially those in local authority care, leaving education without a recognised qualification. Annual Performance: No year 11 children left school without a qualification in the 2017/18 academic year.</p>

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
	external qualification <i>Lower preferred</i>							
EDU002ii Local Other	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%	0%	↑ 3.1%	n/a	n/a	Annual indicator Target has been set in the expectation that we will maintain full performance. Annual Performance: No year 11 children left school without a qualification in the 2017/18 academic year.
EDU015b Local Other	The percentage of final statements of special education need issued within 26 weeks: (b) Excluding exceptions <i>Higher preferred</i>	100%	100%	100%	↔100%	n/a	n/a	Quarterly indicator Excludes cases that are exceptions to the 26-week requirement and, therefore, a target of 100% is justified. Annual Performance This is calculated on a financial year basis. The results being reported for March 2019 represents the period from 01.01.19 to 31.03.19. The number of statements of special educational needs issued for the first time and within 26 weeks in this period, excluding exceptions, was 5. The total number of statements of special educational needs issued for the first time during this period, excluding exceptions, was 5. Performance is, therefore, being maintained at 100%. The cumulative results for the period from 01.04.18 to 31.03.19: The number of statements of special educational needs issued for the first time and within 26 weeks in this period, excluding exceptions, was 17. The total number of statements of special educational needs issued for the first time during this period, excluding exceptions, was 17. Performance is, therefore, being maintained at 100%.
EDU016a PAM/007 Other	The percentage of pupil attendance in primary schools <i>Higher preferred</i>	95.7%	95.7%	94.9%	↓95.2%	94.6% (18-19)	4 (18-19)	Annual indicator Target has been based on actual performance in previous years. Annual Performance: The percentage of pupil attendance in primary schools fell in the 2017-2018 academic year (2018-2019 PI year) from 95.2% to 94.9%. However, Bridgend's performance continued to be above the Welsh average, which also fell in this period from 94.9% to 94.6%. Bridgend's Welsh average ranking has improved from 5th to 4th in this period.
EDU016b PAM/008 Other	The percentage of pupil attendance in secondary schools <i>Higher preferred</i>	95.1%	95.1%	93.9%	↓ 94.4%	93.9% (18-19)	11 (18-19)	Annual indicator Target has been based on actual performance in previous years Annual Performance <ul style="list-style-type: none"> 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. 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. 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. 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.

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
DCH2.1.1 .Local Other	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>	91.3%	91.3%	86.3%	↓ 89.1%	82.6%	n/a	Annual indicator The target is the Central South Consortium aggregation of the individual school targets agreed with challenge advisors. Annual Performance: <ul style="list-style-type: none"> 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%. The Bridgend average remains above the Welsh average which fell this year by 4.7% to 82.6% from 87.3%. 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.
PAM032 Other	Average Capped 9 Score for pupils in year 11 <i>Higher preferred</i> New PI and PAM for 2018-19	new	Establish baseline	357.2	↑ 356.9	349.5 (18-19)	9 (18-19)	Annual indicator No target set for 2018-2019 financial year (2017-2018 academic year); this will be the baseline year. Annual Performance: <ul style="list-style-type: none"> Although a new national indicator for the 2018-2019 financial year (2017-2018 academic year), data has been collated for the previous year. The average capped 9 Score for pupils in year 11 increased marginally from 356.9 in the 2016-2017 academic year to 357.2 in the 2017-2018 academic year. In the same period, the Welsh average reduced marginally from 350.9 to 349.5. In both years, Bridgend's performance ranked 9th in Wales.
PAM033 Other	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 and PAM for 2018-19	No target set	Establish baseline	9.3%	↑ 8.4%	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: <ul style="list-style-type: none"> In Bridgend, only those pupils attending Welsh-medium primary schools are assessed in the subject of Welsh as a first language; therefore, only increases in the proportion of our total end foundation phase (FP) pupils attending those schools can influence the result for this indicator. The 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%. The Welsh Education Strategic Plan target to increase the numbers of seven-year-olds taught through the medium of Welsh by 5% has been achieved and, therefore, the number of teacher assessments in Welsh has increased accordingly.
PAM034 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	No target set	Establish baseline	5.1%	↓ 6.4%	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: <ul style="list-style-type: none"> 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.
Organisational Capacity								
DEFS26 Local Priority 1	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%	n/a	n/a	Quarterly indicator Target Setting: The directorate maintains strong vacancy management controls and considers apprenticeships a priority. Strong vacancy management and challenge are ensuring that the directorate continues to provide apprenticeships across its services.

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
DEFS27 Local CP feeder Priority 1	The number of apprenticeships available across the Education and Family Support Directorate. <i>Higher preferred</i>	3	5	5	↓ 6	n/a	n/a	Quarterly indicator Target Setting: The target number is for the whole year 2018-19. Performance: Five apprentices have been recruited to date and the target for the year has already been achieved.
DEFS55 Local Priority 1	The number of junior apprenticeship programme participants. <i>Higher preferred</i>	new	75	76	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. 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. Annual Performance: There were originally 81 learners accessing the programme but as at Q4, this reduced to 76. Three pathways have been maintained; these are public services, construction and hair and beauty.
DEFS57 Local Priority 1	The number of summer 'food and fun' schemes supported by the Catering Service <i>Higher preferred</i>	new	1	1	n/a	n/a	n/a	Annual indicator - New PI for 2018-2019. 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.
DEFS67 Local Priority 3	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	80%	99%	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. Target set to reflect the excellent progress in the Catering Service in working with school councils and the recent UK national award on such work with Brynteg School. Annual Performance: There have been engagement sessions with all schools excepting two (Caerau Primary School and Nottage Primary School). Some schools have had more than one engagement session, with the total number of sessions being 64. The plan is for engagement sessions at Caerau Primary School and Nottage Primary School to take place before the end of the current summer term.
DEFS68 Local Priority 3	The percentage increase in participation rates of children and young people accessing Education and Family Support-based services. <i>Higher preferred</i>	new	10%	Data not available	n/a	n/a	n/a	Annual indicator - New PI for 2018-2019. Target reflects our commitment to better understand the needs of children and young people Annual Performance: Data not available.
Internal Processes								
DEFS56 Local Priority 1	The percentage of all members of the extended management team trained in the use of the SchoolView system. <i>Higher preferred</i>	new	100%	n/a	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. Target reflects the directorate's commitment to ensure that all senior managers are utilising up-to-date data to support service improvement. Annual Performance: As reported at Q1, it continues to be the case that the system customisation capabilities were not fulfilling the marketed expectations. Due to the system supplier's lack of engagement with our concerns, we are now pursuing cancellation of the contract. Accordingly, this system will not be implemented for operational use.
DEFS58 Local Priority 1	The percentage of core datasets delivered in line with agreed definitions and timescales. <i>Higher preferred</i>	new	100%	100%	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. The target reflects the importance of core datasets in supporting school improvements and raising standards. Annual Performance: All current datasets were delivered on time.
DEFS59 Local Priority 1	The percentage of developmental datasets identified within the directorate	new	100%	100%	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. This is an aspirational target that reflects the directorate's commitment to improve its core datasets.

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
	for which a specification and delivery strategy is approved within four months. <i>Higher preferred</i>							Annual Performance: All developmental datasets with an agreed specification, and scheduled for delivery in Q4, were delivered on time.
DEFS61 <u>Local</u> <u>Priority 1</u>	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	60%	66.7%	n/a	n/a	n/a	Annual indicator - New PI for 2018-2019. 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) Annual Performance At present, 21 vulnerable groups have been identified for monitoring and end of key stage attainment data is being actively managed for 14. For the remaining 7 (identified below), further activity is required to identify the learners that make up these cohorts before attainment data can be matched. The 7 groups for which the cohorts need to be identified are: <ul style="list-style-type: none"> •minority ethnic groups; •refugee and asylum seekers; •migrant workers; •young parents and pregnant young women; •children and families in difficult circumstances; •learners at risk of gender or sexuality based bullying; •children that are adopted
DEFS64 <u>Local</u> <u>Priority 3</u>	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	2	0	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. The target is set against currently identified programme. Annual Performance: Work has progressed on the Strategic Outline Cases (SOC); however, changes to the Welsh Government intervention rates and the resulting changes to funding decisions, together with land availability issues, have resulted in a delay in finalising options the appraisals that inform the SOC's.
DEFS65 <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	100%	Data not available	n/a	n/a	n/a	Quarterly indicator - New PI for 2018-2019. 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. Annual Performance: The responsibility for the 26-week timeframe for diagnosis is held by Health (ABMU) and is not the responsibility of the local authority, therefore, data cannot be reported. However, it is understood that these timeframes are not currently being met due to the number of referrals into the ND (Neurodevelopment) pathway. The ND Forum (joint health and education) was established in March 2018 and in the first 10 months there were approximately 150 referrals to explore possible ASD. The referral documentation provided by school staff is checked at the ND Forum to determine whether there are sufficient indicators of ASD to warrant an onward referral to the ND Team. This has led to an increase in referral acceptance from 53% to 94% by the ND Team, which has streamlined the referral process.
DEFS66 <u>Local</u> <u>Priority 3</u>	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	95%	80%	n/a	n/a	n/a	Annual indicator - New PI for 2018-2019. The target acknowledges that staff turnaround may impact upon the directorate's ability to achieve 100% use. Annual Performance A programme of re-training has been conducted through the year. Staff who were unable to attend structured sessions have been supported to engage with the system through informal training/coaching delivered on an 'as needed' basis. Additional structured training sessions will be held in the course of 2019-2020. It is not possible to obtain detailed statistics from the PMS on user interactions. However, 80% of the 34 registered PMS users within the directorate are known to have actively used the system in the course of the year .

PI Ref No, PI Type, PAM link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
DEFS42 <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>	2%	2%	0%	↔0%	n/a	n/a	Annual indicator 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. Annual Performance: All risks have made adequate progress with actions either ongoing or completed.
DEFS43 <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>	0%	0%	Data not available	0%	n/a	n/a	Annual indicator 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. Annual Performance: All risks have controls in place and are being supported by identified resources.

CORPORATE DIRECTOR

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 18-19 £'000	Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<u>CP feeder Priority 3</u>	Value of planned budget reductions achieved (Education and Family Support Directorate)	630	142	22.5%	10	1.6%	478	75.9%	

PI Ref No, PI Type, e.g. PAM / link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year End 18-19 Cumulative Actual & RAG	Trend Year end 18-19 vs 17-18	Wales Average 17-18 PAMs	BCBC Rank 17-18 PAMs	Comments
Organisational Capacity								
CHR002iv <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>	8.88	8.89	13.4	↓ 11.75	10.4	14	Quarterly indicator Sickness target set corporately. Annual Performance: Sickness in 2018-2019 has increased by 9.7% compared to 2017-2018 (13.4 FTE days compared to 12.21 FTE days). The directorate is currently awaiting the base data from the HR Team. Once received, the directorate's usual detailed analysis will be undertaken and results shared with managers.
	The number of working days per full time equivalent lost due to sickness absence in schools <i>Lower preferred</i>	6.9	6.99	9.35	↓ 8.17	10.4	14	Quarterly indicator Sickness target set corporately.

PI Ref No, PI Type, e.g. PAM / link to Corp Priority	PI Description and <i>preferred outcome</i>	Annual Target 17-18	Annual Target 18-19	Year End 18-19 Cumulative Actual & RAG	Trend Year end 18-19 vs 17-18	Wales Average 17-18 PAMs	BCBC Rank 17- 18 PAMs	Comments
DCH5.6.2 <u>Local</u> Priority 3	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>	0.32	0	0.0273	↓ 0.09	n/a	n/a	Quarterly indicator Target for 2018-2019 is to be set by the Corporate Health and Safety Steering Group. Annual Performance: There were 5 new industrial injuries in 2018/19 in comparison to 6 in 2017/18. In 2018/19 13.64 FTE days were lost, in comparison to 34.85 in 2017/18. In 2018/19 0.19 days per FTE were lost, in comparison to 0.09 in 2017/18.
DEFS23 <u>Local</u> Priority 3	The number of industrial injury incidents (Education and Family Support Directorate staff excluding schools) <i>Lower preferred</i>	4	0	5	↑ 6	n/a	n/a	Quarterly indicator Annual target set at Corporate Steering H&S Group for all directorates. Annual Performance: There were 5 new industrial injuries in 2018/19 in comparison to 6 in 2017/18. In 2018/19 13.64 FTE days were lost, in comparison to 34.85 in 2017/18.
Internal Processes								
DEFS21 <u>Local</u> Priority 3	The percentage of all accidents and incidents reported via the online recording system <i>Higher preferred</i>	100%	100%	n/a	n/a	n/a	n/a	Quarterly indicator Target The intent is for all accidents and incidents to be reported via the online system, once the system is operational. Annual Performance: The online reporting system was not live in 2018-2019 and, therefore, no reports could be submitted. (The system is live from Q1 2019-2020).
DEFS36 <u>Local</u> Priority 3	The percentage of paperwork for formal/absence review sickness meetings not received. <i>Lower preferred</i> New indicator	3%	3%	2.6%	↓ 1%	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. Annual performance: The percentage of sickness with 'Return To Work Form Not Received' has risen in 2018/19 to 2.6%. The figure across 2017/18 was 1%.

Additional Sickness Information by Service Area Education and Family Support Service

Unit	FTE 31.03.2019	QTR4 2017/18			QTR4 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19	Target 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 and Performance (BSP)	24.35	102.73	17	3.55	144.49	8	5.93	14.93	19.25	8.89
Catering Services (CAT)	111.34	288.45	138	2.62	256.94	144	2.31	9.06	11.47	
Community Learning and Engagement	6.14	7.08	3	1.33	41.96	2	6.84	2.41	9.48	
Employability Programme	25.00	22.76	7	1.03	87.50	9	3.50	2.62	9.38	
Health and Safety (BE)	3.00	45.00	2	11.25	0.00	0	0.00	11.75	23.83	
Inclusion Service (INC)	128.63	734.53	119	5.31	547.47	85	4.26	14.16	14.41	
Integrated Working and Family Support (IWO)	157.49	753.73	72	4.64	523.85	71	3.33	12.79	12.62	
School Improvement (SCI)	14.40	21.00	2	1.25	56.00	2	3.89	1.45	4.10	
School Modernisation	5.00	7.00	2	1.75	2.00	1	0.40	5.75	2.60	
Western Bay Youth Justice & Early Intervention Services	19.05	168.70	17	7.48	94.78	7	4.97	16.78	29.82	
Education & Family Support Directorate Total	496.41	2150.97	379	4.17	1770.98	330	3.57	11.75	13.40	

Sickness Absence Schools

Unit	FTE 31.03.2019	QTR4 2017/18			QTR4 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19	Target 2018/19
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Primary Schools	1085.58	3328.31	681	2.90	3848.12	595	3.54	8.84	9.89	6.99
Secondary Schools	841.50	1913.49	440	2.23	2114.49	385	2.51	6.79	7.35	
Special Schools	223.76	577.10	150	2.65	1129.16	172	5.05	10.16	14.30	
Schools Total	2150.84	5818.90	1271	2.62	7091.77	1152	3.30	8.17	9.35	

Additional Sickness Absence by Reason

Absence Reason	Education & Family Support Directorate		Schools	
	Total Number of FTE Days Lost	% of Cumulative days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	133.78	1.99%	403.14	1.99%
Chest & Respiratory	191.63	2.86%	789.31	3.91%
Eye/Ear/Throat/Nose/Mouth/Dental	214.49	3.20%	573.56	2.84%
Genitourinary / Gynaecological	17.73	0.26%	123.61	0.61%
Heart / Blood Pressure / Circulation	229.49	3.42%	310.60	1.54%
Infections	446.83	6.66%	1902.19	9.41%
Injury	0.00	0.00%	91.85	0.45%
MSD including Back & Neck	1176.74	17.53%	2395.43	11.85%
Neurological	115.59	1.72%	426.17	2.11%
Other / Medical Certificate	57.43	0.86%	14.05	0.07%
Pregnancy related	131.07	1.95%	488.20	2.42%
Return to Work Form Not Received	172.41	2.57%	2671.75	13.22%
Stomach / Liver / Kidney / Digestion	873.53	13.01%	2079.14	10.29%
Stress / Anxiety / Depression / Mental Health	2258.09	33.64%	5322.95	26.34%
Tests / Treatment / Operation	692.93	10.32%	2617.40	12.95%
TOTALS	6711.74	100%	20209.37	100%

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. 	<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> <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. 	<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		

SOCIAL SERVICES & WELL-BEING DIRECTORATE – PERFORMANCE AT YEAR END

Social Services Directorate Performance -

There has been good progress made through the year and at quarter 4, 2018-19, the directorate reported against 14 commitments, 13 of which reported as green. The one amber commitment is as follows:

Finalise a transition service model to help disabled children move smoothly into adulthood. Work is underway to progress this and we have now converted five Transition Social Work posts to work directly with young people and their families during their transition into adulthood. The service has recently been evaluated and this is due to report in May 2019; the recommendations from the review will be taken forward in 2019-20.

There are 49 performance indicators in this Q4 report. 34 (70%) are reporting as green, 6 (12%) are amber and 9 (18%) are red. There are detailed explanations in the body of the report.

There are 46 indicators that can be directly compared to the end of year 2017/18; of these, 78% are within target and have either improved or stayed the same.

The Performance Framework that was introduced as part of the Social Services and Wellbeing Act is currently being further revised which may affect trend data going forward.

Commitments 2018-19	RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		National Indicators (inc SSWB ACT)																																					
	Total	Red	Amber	Green	Performance vs Target	Trend vs year end 2017-18	Performance vs Target	Trend vs year end 2017-18																																				
Year end 2018-19 Directorate Commitments to delivering Corporate priorities																																												
Priority One – Supporting a successful economy	1	0	0	1	<table border="1"> <caption>Performance vs Target Data</caption> <thead> <tr> <th>Category</th> <th>On Track</th> <th>>10% off</th> <th><10% off</th> </tr> </thead> <tbody> <tr> <td>VfM</td> <td>3</td> <td>0</td> <td>0</td> </tr> <tr> <td>SUO</td> <td>23</td> <td>6</td> <td>6</td> </tr> <tr> <td>OC</td> <td>2</td> <td>3</td> <td>0</td> </tr> <tr> <td>IP</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Category	On Track	>10% off	<10% off	VfM	3	0	0	SUO	23	6	6	OC	2	3	0	IP	0	0	0	<p>↑ 19</p> <p>↓ 19</p> <p>↔ 8</p>	<table border="1"> <caption>National Indicators Performance vs Target</caption> <thead> <tr> <th>Category</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>on track</td> <td>20</td> </tr> <tr> <td>>10% off</td> <td>6</td> </tr> <tr> <td><10% off</td> <td>4</td> </tr> </tbody> </table>	Category	Count	on track	20	>10% off	6	<10% off	4	<table border="1"> <caption>National Indicators Trend vs year end 2017-18</caption> <thead> <tr> <th>Trend</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>up</td> <td>20</td> </tr> <tr> <td>down</td> <td>4</td> </tr> <tr> <td>same</td> <td>6</td> </tr> </tbody> </table>	Trend	Count	up	20	down	4	same	6
Category	On Track	>10% off	<10% off																																									
VfM	3	0	0																																									
SUO	23	6	6																																									
OC	2	3	0																																									
IP	0	0	0																																									
Category	Count																																											
on track	20																																											
>10% off	6																																											
<10% off	4																																											
Trend	Count																																											
up	20																																											
down	4																																											
same	6																																											
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																																							

Revenue Budget

- The Directorate’s net budget for 2018-19 is **£70.088m**.
- The current year end outturn is **£69.136m** meaning an **under spend** of **£651k**.

Capital Budget

- The capital budget for the Directorate for 2018-19 is **£3.502m**; with a capital spend for the year of **£2.800m**, with **£659k** slippage requested.

Efficiency Savings

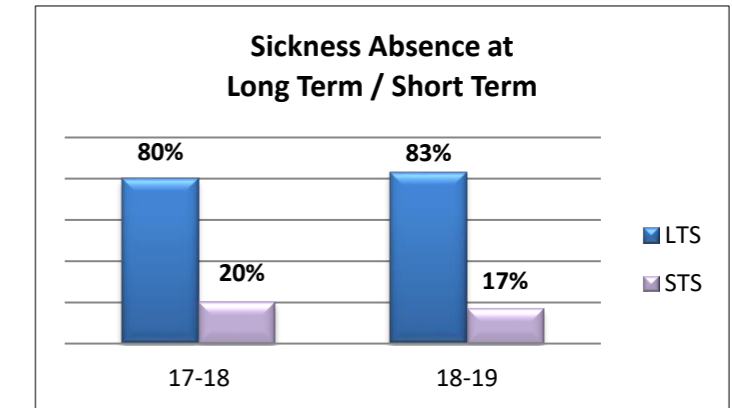
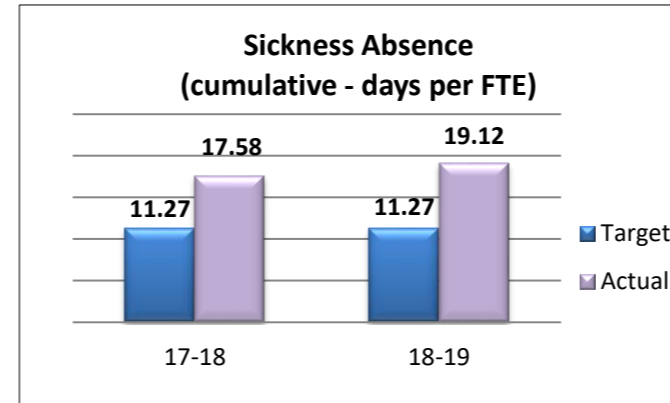
Savings (£000)	2017-18 outstanding	2018-19	%
Savings Target	1,917	350	100%
Savings Achieved	1,266	350	100%
Variance	651	0	0%

Additional financial information can be found in the Financial Performance 2018-19 report to Cabinet 18 June 2019.

Staff Number (FTE)

2017-18	2018-19
848.16	789.07

Sickness



Despite working very closely with HR to ensure that sickness absence policy and procedures are being adhered to and that effective management oversight and actions are in place, sickness data shows a decline in performance and long term absence continues to be the main factor. It is worth noting that those areas which show high levels of sickness are also the areas where most changes are taking place. As of May 2019, the data shows a reduction in long term sickness cases.

The directorate continue to scrutinise on a case by case basis and there is robust monitoring in place across the services.

Implications of financial reductions on Service Performance and other key issues / challenges

At Q4, the Directorate is showing a projected underspend at year end which is a very positive picture especially as the demand continues to increase. However we also recognise that the financial challenges going forward will be significant and it will become increasingly difficult to continue to deliver services whilst also reducing the budget.

The transition into a new region has been successful and the focus in 2019/20 will be to continue to build strong relationships with new regional partners. There are a small number of regional arrangements that we will continue to work within the new West Glamorgan region during this transitional year.

The Council has been successful in securing £6.6m transitional grant for the next 2 years for the further development of our integrated services and to develop more preventative approaches and services with health and third sector partners. The challenge for this directorate and the Council will be to make sure that any developments are sustainable going forward. There will be a robust programme management structure, monitoring and evaluation governance structure established to oversee the work.

High Corporate Risks

Residual Risk	WELLBEING OBJECTIVE	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

HEAD OF ADULT SOCIAL CARE

The remodelling programme for Adult Social Care along with the changing culture continues to be the cornerstone of our service development. The management of the Adult Social Care budget and the associated Welsh Government grants has been both a challenge and an opportunity during the year.

Performance indicators include an increase in the number of people who have been diverted from mainstream services; the percentage of people who complete a period of reablement and 6 months later have a reduced package of care is 67.27%; and, those people that have completed a period of reablement who have no package of care is 61.31%; both of these indicators are green. The service does recognise that sustaining these levels will become more challenging as the level of complex needs we are managing in the community is increasing.

Of the 16 PIs that relate to adult social care, 12 are reporting as green and 7 show an improving performance. The one PI that is shown as red relates to the rate of delayed transfers of care for social care reasons, although this remains below the Welsh average. There continues to be pressure from acute services and increased demand for domiciliary care in the community which has led to a reduction in our ability to move people from our short term reablement services into long term care packages. This has inevitably meant that people are delayed from hospital admission as the flow through our services is slowed down. A task and finish group has been established to do a 'deep dive' into this area this area

Adult Social Care has shown an improving financial position.

Wellbeing Objective Two: Helping People To Be More Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P.2.1.1	Continue to improve the ways in which the Council provides good information, advice and assistance to the public, including increasing the support available through local community coordinators.	GREEN	Phase 2 of the MASH has been implemented. Police, Early Help and Children's Social Care now carry out joint screening of Public Protection Notice's (PPNs) to identify where children & families could benefit from support and intervention from the earliest opportunity. A Quality Assurance Group has been set up to finalise the performance framework (by October 2019) which will incorporate key performance indicators and a programme of audit activity. The collation of quantitative and qualitative information will enable an evaluation of the impact MASH has had on children, families and service provision since its implementation. During 2018/19 there were 7945 contacts received in the MASH. With reference to the Common Access Point (CAP), further focused work is being taken forward.	
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. As part of the Social Services & Wellbeing Act, we are required to collect qualitative information about people who use social care services. Surveys have been issued to a sample of adults, carers, children and their parents during November 2018 and responses have been analysed and used to inform the development and commissioning of services going forward. This approach is now embedded into every service change. Plans are in place for future engagement. Some examples of engagement undertaken during 2018-19 include the review of Carers and Short Breaks Services and the review and remodelling of children's residential homes.	
P2.3.1	Work with partners and schools to support carers by providing the right information, advice and assistance (IAA) where relevant.	GREEN	During the year, Bridgend Carers Centre provided support to 763 Carers, 287 Adult Carers Assessments have been completed and 33 Young Carers Assessments have been completed. 240 pupils were involved at PSE days around Young Carers awareness, rights and entitlements. We have recently contracted a new Carers Wellbeing Service which will provide Carers with easy access to IAA through community based services.	

Performance Indicators

Page 110

PI Ref No, PI Type, PAM / link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
Service User Outcomes								
DataItemA9 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>	175	370	529	↑ 379	n/a	n/a	Quarterly indicator Target setting: 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 Annual Performance: Target achieved and shows improvement
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>	200	1000	1284	↑ 973	n/a	n/a	Quarterly indicator Target setting: changed at Q1 to 1000, based on past Annual Performance– it is recognised that numbers will plateau. Annual Performance: Target exceeded
PM18 National PM Priority 2	The percentage of adult protection enquiries completed within 7 days <i>Higher preferred</i>	95%	95%	95.79%	↓ 95.92%	n/a	n/a	Quarterly indicator Target setting: This measure relies on data from partner agencies - not just social care. Annual Performance: Target achieved
PM19 (PAM/025) (SCA/021) National PM (SCA021) Priority 2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <i>Lower preferred</i>	2.2	2	4.79	↓ 1.52	n/a	n/a	Quarterly indicator Target setting: To maintain performance Annual Performance: This area will continue to be carefully monitored in line with the fragility of the wider homecare market. We are in the process of establishing new validation processes with the new University Health Board following the boundary change for Bridgend County Borough to Cwm Taff Morgannwg UHB
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>	60%	62%	67.27%	↓ 70.64%	n/a	n/a	Quarterly indicator Target setting: In the main, the people coming through the service have more complex needs so reduced packages will become more challenging. Annual Performance: In the main, the people coming through the service have more complex needs so reduced packages will become more challenging. Target has been achieved, however, Annual Performance has dipped slightly from 2017-18. Further analysis is taking 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>	60%	60%	61.31%	↑ 58.27%	n/a	n/a	Quarterly indicator Target setting: In the main, the people coming through the service have more complex needs so reduced packages will become more challenging. Annual Performance: Annual Performance above target
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>	1000 days	900 days	807.28 days	↑ 861.49 days	n/a	n/a	Quarterly indicator Target setting: To maintain performance Annual Performance: Annual Performance is above target and improving
PM22 v.2 National Priority 2	Average age of adults entering residential care homes over the age of 65. <i>Higher preferred</i>	85	85	86.09	↑ 85.40	n/a	n/a	Quarterly indicator Target setting: People are independent for longer. The increased target age for people over 65 reflects this. Annual Performance: Annual Performance is above target and improving

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>	70%	70%	87.46%	↓ 89.38%	n/a	n/a	Annual indicator Target setting: This is awaiting national consensus on what is being counted so target is unchanged Annual Performance: Annual Performance is still well above target
SSWB10 (SCA018a) 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>	96%	97%	95.63%	↓ 97.46%	n/a	n/a	Quarterly indicator Target setting: Improvement target Annual Performance: is marginally below target. Robust monitoring in place.
PAM/024 CP Priority 2	The percentage of adults 18+ who are satisfied with the care and support they received. <i>Higher preferred</i>	65.00%	80%	82.87%	↓ 85.97%	n/a	n/a	Annual Indicator Target setting: Improvement target based on last year's performance Annual Performance: There is a requirement under the Social Services & Wellbeing Act for all local authorities to collect qualitative information about people who use their social care services via an annual national survey. Results from this survey have informed this measure. Target has been achieved, however, annual performance has dipped slightly from 2017/18. In addition to the 82.87% that said 'yes', a further 14% ticked 'sometimes', which is also a positive response, and would increase the figure to 96.72%. Only 3% ticked 'no'.
PAM/026 (SSWBNS15) Priority 2	The percentage of carers reporting that they feel supported to continue in their caring role. <i>Higher preferred</i>	65%	65%	71.43%	↓ 81.1%	n/a	n/a	Annual Indicator Target setting: Based on last year's results Annual Performance: There is a requirement under the Social Services & Wellbeing Act for all local authorities to collect qualitative information about people who use their social care services via an annual national survey. Results from this survey have informed this measure. This is an improving picture. If you also add in those that said 'sometimes' which is also a positive response, the figure would be 92.86%. Only 4% said 'no'.
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>	30%	50%	74.36%	↑ 63.67%	n/a	n/a	Quarterly indicator Target setting: This measures the proportion of people who seek advice and assistance who, through this help, are prevented from escalating into further services. Annual Performance: target achieved
SSWB23 Local Priority 2	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	130	229	n/a	n/a	n/a	Quarterly indicator - New indicator for 2018 -19 Target setting: Based on referrals through Common Access Point Annual Performance: 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>	85%	85%	77.63%	↑ 75.50%	n/a	n/a	Annual indicator Target setting: The number will be dependent on the number of surveys sent out and the specified number of returns required by WG Annual Performance: There is a requirement under the Social Services & Wellbeing Act for all local authorities to collect qualitative information about people who use their social care services via an annual national survey. Results from this survey have informed this measure. Whilst only 77% said 'yes' to this question, if those that answered 'sometimes' are added in, which is also a positive response, the figure would be 92.54%. A further 5.56% responded with 'don't know'.
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%	80%	75.44%	↓ 80.66%			Annual indicator Target setting: To maintain performance Annual Performance: There is a requirement under the Social Services & Wellbeing Act for all local authorities to collect qualitative information about people who use their social care services via an annual national survey.

								Results from this survey have informed this measure. Whilst only 75% said 'yes' to this question, if you add in those that answered 'sometimes', which is also a positive response, the figure would be 89.36%. A further 4.81% responded with 'don't know'.
--	--	--	--	--	--	--	--	--

HEAD OF CHILDREN'S SOCIAL CARE

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

Our remodelling programme is making good progress:

- Our residential hub for children and young people (Maple Tree House) has been utilised for 16 placements in the emergency beds and in the assessment unit since opening in December 2018.
- We have commissioned supported living provision for care leavers, which has been fully occupied since it opened.
- The MASH is fully implemented. Its Performance Management Framework was finalised in May 2019.
- The transition team is in place and the recommendations from the pilot evaluation are being used to finalise the model. There are plans to engage wider partners moving forward.
- We are continuing to safely reduce the number of children we look after. Our end of year figure was 381 compared to 384 at year end 2017/18.
- At year end, 64 looked after children were placed with Independent Foster Agencies compared to 72 at year end 2017/18.

Of the 21 Children's PIs reported at year end, when comparing year end 2017/18, 15 show an improvement or sustained performance of 100% and 6 show a dip in performance. Of these, 4 are red. Arrangements are in place for further analysis and management interventions in respect of performance of these particular areas and more context is detailed in the report below. Children's Social Care is showing an improved financial position at year end compared to the previous the financial year.

Wellbeing Objective Two: Helping People To Be More Self Reliant

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P2.2.2	Establish a new model of residential provision for looked after children and young people and seek the best ways of meeting their individual needs including support beyond the age of 18 by offering specialist accommodation.	GREEN	During the year, the medium-long term unit was registered by Care Inspectorate Wales (CIW) and the service went "live". The Placement and Assessment Hub underwent refurbishment and following CIW registration, opened in December. The new models for looked after children and care leavers are now in place and will be evaluated through internal review mechanisms and regulatory inspection.	
P2.2.3	Finalise a transition service model to help disabled children move smoothly into adulthood.	AMBER	The Integrated Care Fund (ICF) funding was not secured and consequently this project has been re-evaluated. Three post were re-designated to support the transition pilot project and Performance Framework has been implemented. The pilot project is currently being evaluated to inform future service delivery model.	
P2.3.2	Recruit and retain carers across the range of fostering services.	GREEN	The Development Officer has been in post for 3 months and is working with marketing to roll out a recruitment programme. Liaison Carers have been appointed to support the recruitment and retention of foster carers. Work is underway with Social Care Workforce Development Programme (SCDWP) and the Regional Fostering Manager to ensure we are meeting training requirements and rolling out targeted 'upskill' attachment training programmes.	

PI Ref No, PI Type, PAM / link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
Service User Outcomes								
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>	70%	60%	63.64%	↑ 60.53%	n/a	n/a	Quarterly indicator Target setting: The target for 18-19 is based on current performance and is challenging / realistic. Annual Performance: This is an improvement on last year's performance from 60.53% to 63.64%. During the year, 14 out of 22 young people were in education, training or employment during the 12 th month after leaving care. The 16+ team continue to work to support care leavers into education, training or employment
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>	55%	55%	57.89%	↑ 46.67%	n/a	n/a	Quarterly indicator Target setting: The target for 18-19 is based on 17- 18Annual Performance and is challenging / realistic. Annual Performance: This is a significant improvement on last year's performance (46.7%). During the year, 22 out of 38 young people were in education, training or employment during the 24 th month after leaving care. The reasons for NEET include being young parents, job seeking, having illnesses or disabilities which render them unfit for work, and those over the age of 18 who are unwilling to engage in any education, training or employment opportunities
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>	60%	70%	81.37%	↑ 71.35%	n/a	n/a	Quarterly Indicator Target setting: This measures the proportion of people who seek advice and assistance who, through this help, are prevented from escalating into further services Annual Performance: 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>	90%	90%	92.98%	↓ 94.83%	n/a	n/a	Quarterly indicator Target setting: is based on performance, this is an improving target Annual Performance: Target was achieved despite a very slight dip in Annual Performance from last year
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>	65%	80%	86%	↑ 84.09%	n/a	n/a	Annual Indicator Target setting: Based on performance in 17/18 Annual Performance: Target has been achieved. The percentage of respondents that responded positively is lower than last year, however, it should be noted that this is in the context of the overall number of respondents being higher this year - in 2016/17, 68 of 71 responses were positive; in 2017/18, 77 of 90 responses were positive.
PM24 (PAM/028) National PM Priority 2	The percentage of assessments completed for children within statutory timescales <i>Higher preferred</i>	85%	85%	71.5%	↓ 86.15%	90.8%	n/a	Quarterly indicator Target setting: based on current data and is challenging. Annual Performance Despite team focussed activity to address delays in assessment completion, performance has dipped year end. Focussed management interventions are in place to ensure outstanding work is completed and systems are being reviewed to improve performance in 2019/20
PM25 National PM CP Priority 2	The percentage of children supported to remain living within their family. <i>Higher preferred</i>	65%	65%	64.13%	↑ 61.64%	n/a	n/a	Quarterly indicator Target setting: Relevant child populations are stabilising and not declining, the % target remains because of the challenges Annual Performance: Whilst the 2018/19 figure of 64.13% is marginally below the 65% target, there has been an improvement from the previous year's figure of 61.64%

PI Ref No, PI Type, PAM / link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
PM26 National PM Priority 2	The percentage of looked after children returned home from care during the year <i>Higher preferred</i>	10%	10%	8.46%	↑ 6.56%	n/a	n/a	Quarterly indicator Target setting: is part dependent on Early Help services. Annual Performance: has improved from 6.56% in 2017/18 to 8.46% in 2018/19, however, it is recognised that the end of year target has not been met. It should be noted that this indicator only applies to discharges during the year where the child/young person has returned to family members under no order/SGO etc. It also measures these as a proportion of our entire looked after population (some of whom have been looked after for up to 17 years). We are adopting the NSPCC Reunification Toolkit in 2019/20 and employing four practice support workers which should lead to an increase in children returning home.
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%	n/a	n/a	Quarterly indicator Target setting: set to sustain 100% performance achieved to date Annual Performance: Target achieved
SCC002 (PM32) National PM 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>	10%	10%	5.56%	↑ 6.54%	n/a	n/a	Quarterly indicator Target setting: Based on previous years' data to maintain performance Annual Performance: Target achieved
PM33 (SCC004) (PAM/029) National PM 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>	12%	12%	10.24%	↑ 10.68%	n/a	n/a	Quarterly indicator Target setting: based on current and past performance and knowledge of the LAC population which is stabilising but not declining. Annual Performance: Target achieved. This is a provisional figure as the final figure is calculated by Welsh Government following submission and validation of the Looked After Children Census return.
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%	n/a	n/a	Quarterly indicator Target setting: It is important that at least by age 16/17 young people should have a transition plan. Annual Performance: Target achieved
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>	90%	90%	72%	↓ 85.56%	n/a	n/a	Annual indicator Target setting: Based on previous year's data Annual Performance: There is a requirement under the Social Services & Wellbeing Act for all local authorities to collect qualitative information about people who use their social care services via an annual national survey. Results from this survey have informed this measure. Whilst only 72% said 'yes' to this question, if you add in those that answered 'sometimes', which is also a positive response, the figure would be 88%. A further 8% responded with 'don't know'.
PM35 CP National PM Priority 2	The percentage of care leavers who have experienced homelessness during the year <i>Lower preferred</i>	15%	13%	5.88%	↑ 13.79%	n/a	n/a	Quarterly indicator Target setting: The Council's priority is to prevent homelessness. Target based on Q2 data. Annual Performance: Target achieved exceeded that of 2017-18
PM29a National PM Priority 2	Percentage of children achieving the core subject indicator at key stage 2 <i>Higher preferred</i>	55%	58%	51.16%	↓ 66.22%	60.2%	n/a	Annual indicator Target setting: Target based on current Annual Performance Annual Performance: The dip in performance will require further joint analysis with colleagues in the Education and Family Support Directorate.

PI Ref No, PI Type, PAM / link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
PM29b National PM Priority 2	Percentage of children achieving the core subject indicator at key stage 4 <i>Higher preferred</i>	17%	14%	23.91%	↑ 8.45%	9.5	n/a	Annual indicator Target setting: Target based on current Annual Performance Annual Performance: Target achieved.
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>	65%	65%	80.56%	↓ 82.14%	n/a	n/a	Quarterly indicator Target setting: based on performance to date Annual Performance: is above target although marginally below the 2017/18 figure. Non-compliance has mainly been as a result of difficulties with registering children with dental practices. We are liaising with colleagues in health to address this issue
SSWB24 (SCC001b) Priority 2	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date <i>Higher preferred</i>	95%	95%	100%	↔ 100%	n/a	n/a	Quarterly indicator Target setting: based on performance to date. Annual Performance: The Independent Reviewing Service continue to be effective in maintaining this target.
PM27 National PM other	The percentage of re-registrations of children on local authority Child Protection Registers (CPR) <i>Lower preferred</i>	5%	5%	5.58%	↓ 3.32%	n/a	n/a	Quarterly indicator Target setting: based on 16/17 and 17/18 data Annual Performance: Although performance in this area has improved during Q4 the target was not achieved year end. During 2018-19 there were 14 children from 8 households re-registered within 12 months. These cases are being reviewed and any issues learnt will be cascaded/responded to accordingly.
PM28 National PM other	The average length of time for all children who were on the CPR during the year (in days) <i>Lower preferred</i>	265	270	254.12	↑ 265.75	n/a	n/a	Quarterly indicator Target setting: Based on 17/18 data and anticipated impact of a cohort of complex cases that remain on the child protection register Annual Performance: Target achieved
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%	n/a	n/a	Quarterly indicator Target setting: Key safeguarding area, hence 100% target Annual Performance: Target achieved

CORPORATE DIRECTOR

Wellbeing Objective One: Supporting A Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P1.1.1	Continue to work with the Cardiff Capital Regional Skills and Employment Board and BCBC led local projects to help shape employment opportunities, including continuing to capture apprenticeship opportunities, and develop a skilled workforce to meet those needs.	GREEN	There is a corporate apprenticeship group chaired by the Corporate Director, Social Services and Wellbeing, to ensure work is continuing in this area. Training, including an e-learning package for relevant managers, is now in place to support the apprenticeship programme.	

Wellbeing Objective Two: Helping People To Be More Self Reliant

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	A funding package was 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. Work was progressed at Bridgend Life Centre. A feasibility study was taken forward with Awen to appraise options for development of the Grand Pavilion. The redevelopment of Maesteg Town Hall will create opportunities for wellbeing hub development at Maesteg Sports centre when library resources are co-located. Maesteg Town Hall project anticipated to commence in 2019.	
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 was produced with third sector stakeholder group. Work commenced to create a directorate Prevention and Wellbeing plan that includes the third sector. A volunteer development programme has progressed in partnership (linked to Communities for Work). Social Services and Wellbeing identified a prevention and wellbeing work stream as part of RASC. A key outcome is a co-produced prevention and wellbeing plan that focuses on community impact and cost effectiveness. This plan will be co-produced with the third sector, linking in with the approaches of the 'Building Resilient Communities' action plan. Funding applications have been submitted to deliver key workstreams during 2019-20. A model has been developed to identify how the combined investments encourage cross sector collaborative working.	
P2.4.2	Enable community groups and the third sector to have more voice and control over community assets	GREEN	42 partnership agreements were active with schools. Halo and Awen continue to deliver positive results operating community facilities. An 8% increase has been sustained in participation at dual use facilities. The Community Chest scheme spent its allocation on community development. Community centres were reviewed in terms of licencing / asset transfer. Community asset transfer programme is progressing with expressions of interest. Resources are in place to support clubs and community groups. Strategic plans are being developed including the use of school facilities where appropriate.	

Wellbeing Objective Three: Smarter Use Of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
P3.1.1	Implement the planned budget reductions identified in the 2018-19 budget.	GREEN	Budget reductions achieved.	
P3.4.1	Support managers to lead staff through organisational change.	GREEN	Significant transformation achieved during 2018-19, e.g. MASH / Extra Care / Children's Residential remodelling	
P3.4.2	Provide the learning and development opportunities for staff to meet future service needs	GREEN	There is Directorate representation on the Corporate Learning and Development group. Professional training is supported through the Social Care Workforce Development Team.	
P.3.4.3	Improve and promote mechanisms that increase responses to consultations.	GREEN	Feedback through surveys, complaints and other mechanisms are used to inform service development.	

Performance Indicators

Value for money

PI Ref No	PI Description	Annual target 18-19 £'000	Annual Performance as at Year End						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12)	Value of planned budget reductions achieved (SS & Wellbeing)	£350	0	0	0	0	£350	100%	

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
Value for money								
DWB4.2.3.3 (SSWB4) 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	Annual indicator Target setting: Maintain performance Annual Performance: Target achieved
SSWB2 Local Priority 2	The percentage of domiciliary care framework providers that are contract-monitored <i>Higher preferred</i>	100%	100%	100%	↔ 100%	n/a	n/a	Annual indicator Target setting: Maintain performance Annual Performance: Target achieved
Service User Outcomes								
DWB5.3.1.1 Local Priority 2	Number of members in the Access to Leisure programme for disadvantaged groups <i>Higher preferred</i>	1250	1350	1490	Not available	n/a	n/a	Quarterly indicator Target setting: Annual Performance: There has been 126,987 visits in total and 1490 average memberships.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
PAM/017 (LCS002b) Priority 2	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity <i>Higher preferred</i>	9450	9150	9223	↓ 9447	8502	6	Quarterly indicator Target setting: is for year end projections. Community asset transfer and alternative management models influence what we can count against this indicator. Also it is a population related indicator with some usage being at capacity but population increasing so an automatic reduction. Annual Performance: The overall visits have exceeded target but there is a slight decline on the previous year's figure. There has been a positive growth in community use of school facilities since 2016 but changing management arrangement with community sports clubs (linked to community asset transfer) may have changed the participation levels in parks and playing fields. The largest reductions in participation have been in indoor leisure facilities (36,000) and this will be largely due to the increased market completion in central Bridgend.
PAM/040 Priority 2	Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service (New PI and PAM) <i>Higher preferred</i>	83%	85%	77.5%	↔ 77.5%	n/a	n/a	Annual indicator Target setting: Improvement target set to maintain standards Annual Performance: The 18-19 target was an estimation whilst details were awaited on how this measure would be scored. Now that a better understanding of this new indicator and scoring system is in place, a more realistic target in line with the available resources will be agreed for 2019-20. The target is to maintain the score of 77.5% in 2019-20.
PAM/041 Priority 2	Percentage of National Exercise Referral Scheme (NERS) clients who continue to participate in the exercise programme at 16 weeks (New PI and PAM) <i>Higher preferred</i>	n/a	Establish Baseline	Data not available	n/a	n/a	n/a	Annual indicator Target setting: Establish baseline. This is a new indicator introduced in March 2018 for 2018-19 Annual Performance: This is a new PAM and the data will be provided nationally by Public Health Wales via their database
PAM/042 Priority 2	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks <i>Higher preferred</i>	n/a	Establish Baseline	Data not available	n/a	n/a	n/a	Annual indicator Target setting : Establish baseline. This is a new indicator introduced in March 2018 for 2018-19 Annual Performance: This is a new PAM and the data will be provided nationally by Public Health Wales via their database
SSWB26 Local Priority 2	Completion rates for summer reading challenge (New PI and PAM) <i>Higher preferred</i>	n/a	75%	71.6%	↓ 72.66%	n/a	n/a	Annual indicator - Target setting: based on performance Annual Performance: In 2018, the summer reading challenge saw an increase in the number of participants (from 2,747 to 2,835 young people) than the previous year. The number of young people completing the challenge also increased, but not at the same rate, resulting in overall Annual Performance being below target. The programme has performed positively in terms of total numbers and will be repeated during 2019/20. The theme of "space" will apply to summer 2019.
SSWB28 Local Other	The number of prevention and wellbeing interventions with an established evidence base <i>Higher preferred</i>	n/a	Establish baseline	5	n/a	n/a	n/a	Quarterly Target setting: New PI for 2018-19 - Establishing baseline Annual Performance: This indicator has been helpful in starting to capture how the impact of services and initiatives can be demonstrated. There is opportunity to apply this in development of future projects and services.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and preferred outcome	Annual Target 17-18	Annual Target 18-19	Year end 18-19 Cumulative & RAG	Trend Year End 18-19 vs 17-18	Wales Average 17-18 (PAMs)	BCBC Rank 17-18 (PAMs)	Comments
Organisational Capacity								
SSWB17 Local CP feeder Priority 1	The number of apprenticeships in the directorate throughout the year (SS & Wellbeing) <i>Higher preferred</i>	4	4	4	↓ 7	n/a	n/a	Quarterly indicator Target setting: This is the directorate's contribution to the corporate aim of 17 apprenticeships across the organisation Annual Performance: Target has been met. Numbers in excess of the target will fluctuate depending on the opportunities / services needs at the time.
SSWB22 CP Priority 1	The number of apprenticeships taken by looked after children <i>Higher preferred</i>	n/a	1	1	↑ 0	n/a	n/a	Quarterly indicator Target setting: This is linked to SSWB17. We want to promote apprenticeship opportunities among 16 year olds and looked after children and are working on developing apprenticeship- ready opportunities Annual Performance: Target achieved
CHR002iii (SSWB13) PAM feeder Priority 3	Number of working days per FTE lost due to sickness absence (SSWB) <i>Lower preferred</i>	11.27	11.27	19.12	↓ 17.58	10.4	14	Quarterly indicator Target setting: Agreed annually and linked to overall corporate target of 8.5 days per FTE Annual Performance: Continued monitoring. All actions in line with HR policy are compliant.
DWB5.6.8.5 (SSWB14) Local Priority 3	Number of working days per FTE lost due to industrial injury (SSWB) <i>Lower preferred</i>	0.2	0	0.107	↓ 0.0941	n/a	n/a	Quarterly indicator Target setting: Target changed to 0 following Q1 Annual Performance: This is monitored in line with corporate policy
SSWB15 Local Priority 3	Number of individual injury incidents (SSWB) <i>Lower preferred</i>	7	0	6	↔ 6	n/a	n/a	Quarterly indicator Target setting: Target changed to 0 following Q1 Annual Performance: This is monitored in line with corporate policy

Additional Sickness Information by Service Area

Unit	FTE 31.03.2019	QTR4 2017/18			QTR4 2018/19			Cumulative Days per FTE 2017/18	Cumulative Days per FTE 2018/19	Target 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	546.99	3491.78	348	5.74	2584.34	267	4.72	18.86	20.93	11.27
Business Support - SS&W	55.73	173.49	27	2.99	246.90	22	4.43	8.45	9.14	
Children's Social Care	167.23	810.44	79	4.91	705.67	61	4.22	17.57	17.91	
Prevention and Wellbeing	18.13	16.00	3	1.00	27.50	4	1.52	4.10	3.87	
Social Services and Wellbeing Directorate Total	789.07	4491.71	457	5.30	3564.40	354	4.52	17.58	19.12	

Sickness Absence by Reason

Absence Reason	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	399.36	2.55%
Chest & Respiratory	889.55	5.68%
Eye/Ear/Throat/Nose/Mouth/Dental	392.22	2.51%
Genitourinary / Gynaecological	113.94	0.73%
Heart / Blood Pressure / Circulation	768.67	4.91%
Infections	1216.90	7.78%
Injury	279.08	1.78%
MSD including Back & Neck	2354.03	15.04%
Neurological	250.44	1.60%
Other / Medical Certificate		
Pregnancy related	173.43	1.11%
Return to Work Form Not Received	306.35	1.96%
Stomach / Liver / Kidney / Digestion	1070.90	6.84%
Stress / Anxiety / Depression / Mental Health	5944.10	37.99%
Tests / Treatment / Operation	1489.43	9.52%
TOTALS	15648.40	

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.	
		Annual Performance Indicators (RAG)	
		Red (alert)	Annual 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. 	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.	
		Annual Performance Indicators (RAG)	
		Amber (caution)	Annual 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. 	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.	
		Annual Performance Indicators (RAG)	
		Green (clear)	Annual Performance is equal to or better than target
Annual Performance Indicators (Trend)		Annual Performance Indicator types	
↑	Annual Performance improved vs same quarter of previous year	CP	Corporate Plan indicator
↔	No change in Annual Performance vs same quarter of previous year	PAM	Public Accountability Measure (National Indicator)
↓	Annual Performance declined vs same quarter of previous year		

This page is intentionally left blank