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Bridgend County Borough Council



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Rhowch wybod i ni os mai Cymraeg yw eich
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Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

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

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Friday, 8 January 2021

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held remotely via Microsoft Teams on **Thursday, 14 January 2021 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. Council Performance against its Commitments at Quarter 2 of 2020-21 3 - 44
Invitees:
All Cabinet Members & CMB
4. Corporate Plan 2018-2023 Reviewed for 2021-22 45 - 86
Invitees:
All Cabinet Members & CMB
5. Capital Strategy 2021-22 to 2030-31 87 - 116
Invitees:
Councillor Huw David, Leader
Councillor Hywel Williams, Deputy Leader
Gill Lewis, Interim Head of Finance, Performance and Change
Nigel Smith, Interim Group Manager – Chief Accountant
6. Forward Work Programme Update 117 - 122
7. Urgent Items
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

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Note: Please note: Due to the current requirement for social distancing this meeting will not be held at its usual location. This will be a virtual meeting and Members and Officers will be attending remotely. The meeting will be recorded for subsequent transmission via the Council's internet site which will be available as soon as practicable after the meeting. If you have any queries regarding this, please contact cabinet_committee@bridgend.gov.uk or tel. 01656 643147 / 643148.

Yours faithfully

K Watson

Chief Officer, Legal, HR & Regulatory Services

Councillors:

SE Baldwin
JPD Blundell
N Clarke
J Gebbie

Councillors

T Giffard
CA Green
M Jones
RL Penhale-Thomas

Councillors

KL Rowlands
RMI Shaw
JC Spanswick
T Thomas

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2021

REPORT OF THE CHIEF EXECUTIVE

COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS AT QUARTER 2 OF 2020-21

1. Purpose of report

- 1.1 This report provides the Committee with an overview of the Council's performance in 2020-21, as at quarter 2. It compares performance against the commitments made to deliver the well-being objectives in the Corporate Plan 2018-22, reviewed for 2020-21 version 2.

2 Connection to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:-
1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
 2. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
 3. **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 In March 2020, the Council published its Corporate Plan 2018-22, reviewed for 2020-2021. The Plan defined 32 commitments to deliver the three well-being objectives and set out 46 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 32 corporate commitments. Those plans also identified performance indicators for the year, which include the 46 outcome-focused indicators set out in the Corporate Plan. The nominated indicators are set out in each of the directorate dashboards and are reported to both the Corporate Performance Assessment (CPA) Panel and to the Corporate Overview and Scrutiny Committee.

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

3.4 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising progress on the delivery of the Council's well-being objectives to deliver efficient services.

4. Current situation/proposal

4.1 Summary of Performance

4.1.1 Corporate Commitments

4.1.1.1 Data collected for the half-year returns suggests that the Council is on track to deliver 16 (50%) of its corporate commitments to its three well-being objectives (green). The other 16 corporate commitments (50%) are missing some of their milestones (amber).

4.1.2 Performance Indicators

4.1.2.1 Data in relation to all of the indicators collected for reporting to CPA and Corporate Overview and Scrutiny together measure corporate performance, providing oversight of the Corporate Plan, service performance as well as national indicators. For quarter 2 the Corporate Overview and Scrutiny Committee (COSC) 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.

4.1.2.2 Therefore for the purposes of this report all indicators have been included within the report, but those where performance is on target have been highlighted in grey to ensure transparency in reporting on corporate performance.

4.1.2.3 In addition due to the Covid-19 pandemic, a number of indicators have no targets, and therefore there is no RAG status. For example due to intermittent lockdowns of town centres, it has been difficult to set realistic targets around footfall for the current year.

4.1.2.4 It is therefore proposed, that for 2020-21, COSC take into account the impact of Covid-19 when assessing council performance and it is suggested that the committee focus on those indicators where there is a target and the performance is showing red.

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

4.1.3 Corporate Plan Indicators

4.1.3.1 Of the 46 indicators identified for the Corporate Plan, 14 can be compared against their target: two (14%) met their target, 5 (36%) were off target by less than 10% and 7 (50%)

missed the target by more than 10%. 15 indicators had no target set, 16 indicators are annual so there is no data available and 1 indicator has no data at quarter 2.

4.1.3.2 Trend data is available for 9 of the Corporate Plan indicators. Of these, 2 (22%) showed an improvement, or were the same at maximum performance. 7 (78%) showed a downturn.

4.1.4 ***Public Accountability Measures and Social Services Well-being Performance Measurement Framework Indicators***

4.1.4.1 Welsh Government have confirmed that no data collection nor comparison will be undertaken for 2020-21.

4.1.5 ***Sickness Absence***

4.1.5.1 For 2019-20 the Council recorded sickness absence as 11.95 days per Full time equivalent (FTE), slightly above its target of 11.78 days. For 2020-21, the focus continues to be trying to reduce sickness across the organisation. Therefore, the target has been set at 11.94 days per FTE, with additional supportive measures in place to help staff with their well-being with the aim of reversing the increasing trend in sickness. As at quarter 2 cumulative days lost per FTE were 3.38 days, an improvement on 4.95 days for the same period last year and against a target at the half-year stage of 5.97 days per FTE. It should be noted that long-term absence stands at 87% compared with 76%, at quarter 2 last year. Short-term absence is significantly down at 13%, compared with 24% at quarter 2 last year. This is mainly attributed to many staff being able to manage short-term sickness whilst working from home.

4.1.5.2 Sickness in relation to industrial injury at the half-year stage shows that the number of absences due to industrial injury was 9, which is marginally lower than the same period last year, where the number of absences was 10. The number of days lost at the half-year stage per FTE due to industrial injury was lower at 0.0327 compared with 0.1056 per FTE for the same period last year.

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

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

6. **Equality Impact Assessment**

6.1 There are no equality implications in this report.

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

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

8. **Financial implications**

8.1 There are no financial implications arising from this report.

9. Recommendation

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

Mark Shephard
Chief Executive
14 January 2021

Contact Officer: Wanda Kirby
Corporate Performance Manager

Telephone: (01656) 643382

Email: wanda.kirby@bridgend.gov.uk.

Postal address: Corporate Performance
Chief Executive Directorate
Ravens Court, Brewery Lane,
Bridgend
CF31 4AP

Background documents: None

Appendix 1 – Chief Executive Directorate Q2 Performance 2020-21

The first half of this financial year has presented unprecedented challenges for the Council and all Directorates. It has meant that responding to the global COVID 19 pandemic has inevitably become the main priority and has resulted in a focus on dealing with a public health crisis, which has sometimes impacted on other commitments and targets set at the beginning of the year. In those circumstances, the response of staff throughout this period has been fantastic and sometimes heroic. The majority of staff have had to adapt to working from home for the majority of the period and have also had to respond to new and additional burdens, for example the processing and distribution of many millions of pounds worth of grants, enhanced education and enforcement roles in our SRS service, establishing the test, trace and protect programme and responding at times on a daily and weekly basis to changes in regulations and guidance from government. Overall, the Directorate performance in these circumstances remains very strong and is a testament to the ability of the teams to continue to also provide business as usual in most cases as well as respond to the increased demand for new and additional services. There are some areas where the anticipated improvements have stalled and slowed as a result of COVID 19 but there are plans now well established to improve matters as soon as some form of normality can return, for example on DFGs. One further matter that has seen significant performance improvement this year is the Directorate sickness, in particular short term sickness. The more flexible arrangements available by working from home have been well received by the majority of staff and have resulted in other options for staff than to take a day's sick leave. The financial position of the Directorate remains a challenge this year, the detailed analysis is set out in the section below.

Commitments 2020-21		RAG – current progress against commitment			All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators		
Q2 2020-21 Directorate Commitments to delivering Wellbeing Objectives		Total	Red	Amber	Green	Performance vs Target	Trend vs Q2 2019-20	Performance vs Target	Trend vs Q2 2019-20
Wellbeing Objective One – Supporting a successful economy		1	0	1	0		↑ 19 ↓ 9 ↔ 9 All at maximum		
Wellbeing Objective Two – Helping people to be more self reliant		2	0	0	2				
Wellbeing Objective Three – Smarter use of resources		5	0	0	5				

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2020-21 is **£18.228m**.
- The current year-end projected outturn is **£19.346m** with an overspend spend of **£1.118m**.

Capital Budget

- The capital budget for the Directorate for 2020-21 is **£4.155m**, with no foreseen under or over spend to planned budget.

Savings (£000)	Savings carried forward	2020-21	% 2020-21
Savings Target	30	508	100%
Likely to be achieved	30	508	100%
Variance	0	0	0%

Efficiency Savings
 Additional financial information is provided in the Budget Monitoring 2020-21 – Quarter 2 Revenue Forecast report presented to Cabinet on 20 October 2020.

High Corporate Risks

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15

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

The current uncertainties with regard to the budget situation are reflected currently in a forecast overspend in the Directorate of over £1million. This year has seen significant and unexpected financial challenges as a result of the COVID 19 global pandemic. In particular significant increases in expenditure to address homelessness, increased investment in ICT, setting up and establishing a test, trace and protect service and increased resourcing of the shared regulatory service, as well as increases in demand for the council tax reduction scheme as a result in the increase in benefit claimants and a reduction in the collection of council tax payments. If as we expect Welsh Government continue to pay for most of this unavoidable expenditure as part of their COVID 19 hardship fund the end of year Directorate out turn is likely to be within agreed budgets, although prudently the Council has established a COVID 19 reserve to protect itself in the event that not all additional costs and burdens are covered.

CHIEF OFFICER LEGAL, HR AND REGULATORY SERVICES

Wellbeing Objective One: Supporting a successful sustainable economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID 19 situation by: <ul style="list-style-type: none"> Developing procurement strategies to boost the foundational economy 	AMBER	Due to COVID 19 this has been delayed but we are currently working with CLES and neighbouring public sector bodies on community wealth building. BCBC are involved in a pilot for anchor institutions to develop an implementation plan, work is ongoing.	

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.2.1	Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend.	GREEN	Regional procurements have been identified by the SEW delivery group and procurement processes have started for regional frameworks.	
WBO3.2.2	Provide support to facilitate organisational and cultural change, including workforce engagement and the development of new and existing employees to ensure skills and capacity to meet current and future challenges, in particular through investment in a new corporate apprenticeship programme.	GREEN	There has been a need to respond at pace to significant organisational and cultural change across the council during the pandemic. Inevitably this has required regular communication on new ways of working and wellbeing matters especially in relation to keeping safe during the pandemic. Meanwhile progress has been made in areas of staff development and importantly in the recruitment of apprentices, a key element of succession planning.	

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED4 Local WBO3	Number of employees accessing funded programmes to gain qualifications and gain skills Higher Preferred	67	70	138	70	35	22	83 ↓	Quarterly Indicator Target Setting: Maintain previous target Performance: Some of the funded training which is usually available to staff such as ICT workshops are currently not being held due to the core offices being shut to staff. We continue to promote funded qualifications where possible.
CED28 CP WBO3	Percentage of staff participating in the staff survey Higher Preferred	41.52%	44.8%	38.38%	44.5%	N/A	N/A	N/A	Annual Indicator Target Setting: Target set to improve on performance Performance: No Performance Comments
CED31 Local WBO3	Number of staff attending Mental Health Awareness or Mental Wellbeing training Higher Preferred	New 19.20	Set baseline	111	111	55.50	48	47 ↑	Quarterly Indicator Target Setting: Maintain performance (19-20 actual) Performance: 48 staff attended sessions during Q2. This figure includes the following • Resilience – 13 • Mindfulness – 12 • Communication in the online workplace – 9 • Confidence in the workplace – 4 • Managing Pressure – 10 .

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED33 GP WBO3	Percentage of managers attending the Managers Induction programme who rated it as excellent or good Higher Preferred	New 20.21	New 20.21	New 20.21	80%	80%	n/a	N/A	Quarterly Indicator Target Setting: New Indicator for 20-21, baseline year target set at 80% Performance: No programme run during Q2.
PAM/044 CP, PAM WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees Higher Preferred	New 20.21	New 20.21	7.75 (N=35)	7.75 (N=35)	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting for 2020-21 - To maintain performance Performance: No Performance Comments

OTHER

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
CED30 Local Other priority	Percentage of completed staff appraisals where ITrent was used Higher Preferred	New 19.20	Set baseline	58.14%	59%	N/A	N/A	N/A	Annual Indicator Target Setting: Target set to improve performance Performance: No Performance Comments
DOPS17 Local Other priority	The total number of formal committee meetings made available to the public using webcasts Higher Preferred	10	10	12	10	5	12	↑ 6	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS24 Local Other priority	The percentage of minutes submitted for approval to the next meeting of the Committee/Panel Higher Preferred	89.52%	90%	88.39%	90%	90%	90.48%	↑ 89.66%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS25 (a) Local Other priority	Percentage of births registered within 42 days Higher Preferred	98.15%	99%	98.94%	99%	99%	44.28%	↓ 99.47%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Performance has been directly impacted by COVID 19. The Register Office was closed to staff and the public for the whole of Q1 and therefore no births could be registered during this time. The Register Office reopened in July but had a huge backlog of babies to register along with registering new babies and dealing with backlogs of work from other areas such as people wishing to give notice of marriage or civil partnership. Performance is slowly improving but the annual target is unachievable. .
DOPS25 (b) Local Other priority	Percentage of still-births registered within 42 days Higher Preferred	100%	98%	100%	98%	98%	100%	↔ 100%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS26 Local Other priority	Percentage of customers registering a birth or death seen within 30 mins of arrival Higher Preferred	98.28%	90%	97.62%	90%	90%	n/a	100%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Data for this indicator is currently not available due to the changes to the Registrars Service during the COVID 19 pandemic.
DOPS27 Local Other priority	Percentage of customers offered an appointment regarding marriage/civil partnership within 5 days Higher Preferred	100%	95%	100%	95%	95%	100%	↔ 100%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS28 Local Other priority	Percentage of applications dealt with within 5 days of receipt Higher Preferred	100%	95%	100%	95%	95%	n/a	100%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Data for this indicator is currently not available due to changes to the Registrars Service during the COVID 19 pandemic.
DOPS29 Local Other priority	Percentage of satisfied customers (Registrars Service) Higher Preferred	100%	95%	100%	95%	95%	100%	↔ 100%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Data is for September only. Previous month's data not available. .
DOPS30 Local Other priority	The average number of chargeable hours per full time equivalent (FTE) fee-earner in the legal service department Higher Preferred	1,482 hours	1,200 hours	1,529 hours	1,200 hours	600 hours	541 hours	↓ 795 hours	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Time recoding was not completed in full in April and May at the beginning of the COVID 19 lockdown when fee earners were adjusting to working from home and some systems were unavailable. .
DOPS31 (LS1) Local Other priority	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent Higher Preferred	98.74%	95%	100%	95%	95%	100%	↔ 100%	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DOPS36 Local Other priority	The number of apprentices employed across the organisation Higher Preferred	43	25	35	35	N/A	N/A	N/A	Annual Indicator Target Setting: Maintain performance (2019-20 actual) Performance: No Performance Comments
DOPS09 PAM/023 PAM Other priority	Percentage of food establishments which are broadly compliant with food hygiene standards Higher Preferred	97.52%	94%	97.49%	94%	94%	97.24%	97.21% ↑	Quarterly Indicator Target Setting: Target setting 2020-21 - Target set to maintain performance Performance: No Performance Comments

INTERIM CHIEF OFFICER FINANCE, PERFORMANCE AND CHANGE

Wellbeing Objective Two: Helping people and communities to be more healthy and resilient

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO2.2.3	Work with households and partners to prevent people from becoming homeless, and support vulnerable people including rough sleepers, by providing a range of accommodation options (including overnight accommodation as part of the COVID 19 response) and support transition into long term solutions to prevent homelessness and escalation into statutory services.	GREEN	Partnership working continues to support homeless people in Bridgend on many levels, especially during the COVID 19 pandemic. Work with support providers and RSL's is established to move people from temporary accommodation into more sustainable long term solutions	
WBO2.2.4	Work with landlords to return empty properties back into use helping to increase the availability of affordable housing for sale or rent.	GREEN	Work with landlords to increase the supply of affordable housing continues. Although impacted by COVID 19 lockdown restrictions slowing the work rate, efforts continues to increase housing supply where possible and at this stage predictions remain on target.	

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED26 Local WBO2	Percentage of providers that are in fully compliant contracts Higher Preferred	New 19.20	100%	100%	100%	100%	100%	100% ↔	Quarterly Indicator Target Setting: Target set to achieve full compliance. Performance: No Performance Comments
DOPS15 PAM/012 CP, PAM WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless Higher Preferred	70.6%	70%	66.2%	72%	72%	67.5%	69.7% ↓	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target set to improve performance. Performance: This is a direct result of limitations in place during the COVID 19 pandemic and lockdown period. Prevention work continues but is affected by a number of variables not least the increase in homelessness cases needed to be responded to by housing.
DOPS39 CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. Lower Preferred	8.1%	11.85%	10.51%	10%	10%	28.9%	3.54% ↓	Quarterly Indicator Target Setting: Target Setting 2020-21 - The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target. Performance: During COVID 19 Pandemic and period of lockdown, the increase in homelessness, presentations have been responded to.
DOPS41 Local WBO2	The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home Higher Preferred	100%	80%	98.1%	80%	80%	100%	92.3% ↑	Quarterly Indicator Target Setting: Target Setting 2020-21 - Satisfaction levels are expected to remain high but the numbers of DFG's delivered will be much reduced Performance: No Performance Comments
PAM/045 CP, PAM WBO2	Number of additional dwellings created as a result of bringing empty properties back into use Higher Preferred	New 19.20	5	20	7	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting 2020-21 - Target set to improve performance Performance: No Performance Comments
PSR004 PAM/013 CP, PAM WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority Higher Preferred	8.41%	5%	N/A	6%	N/A	N/A	N/A	Annual Indicator Target Setting: Target setting 2020-21 - Target set to improve performance. Performance: No Performance Comments

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.2.4	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools.	GREEN	The delivery of Hwb end user devices expected to be complete by March 2021.	

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED34 a) CP WBO3	Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices. Higher Preferred	New 20.21	New 20.21	New 20.21	100%	50%	16%	N/A	Quarterly Indicator Target Setting: Target Setting 2020-21 - New PI, baseline setting Performance: The COVID 19 pandemic has prevented the contractor from attending schools to complete the installations. There are no corrective actions; the project end date will now be later than expected.
CED34 b) CP WBO3	Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices. Higher Preferred	New 20.21	New 20.21	New 20.21	100%	50%	11%	N/A	Quarterly Indicator Target Setting: Target Setting 2020-21 - New PI, baseline setting Performance: The COVID 19 pandemic has prevented the contractor from attending schools to complete the installations. There are no corrective actions; the project end date will now be later than expected...

OTHER

PERFORMANCE INDICATORS

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED5 Local Other priority	Percentage of first call resolutions Higher Preferred	52.12%	52.2%	52.02%	52.03%	52.03%	63.55%	45.1% ↑	Quarterly Indicator Target Setting: Target set to improve performance Performance: No Performance Comments
CED6 Local Other priority	Percentage of contact: telephone (English and Welsh) Lower Preferred	66.4%	66.3%	58.12%	58.11%	58.11%	52.5%	60.0% ↑	Quarterly Indicator Target Setting: Target set to improve performance Performance: No Performance Comments
CED7 Local Other priority	Percentage of contact: face to face (English and Welsh) Lower Preferred	14.7%	14.6%	7.99%	7.98%	7.98%	0%	8.5% ↑	Quarterly Indicator Target Setting: Target set to improve performance Performance: Face to face channel has been closed since the start of lockdown - March 2020.
CED8 Local Other priority	Percentage of contact: email (English and Welsh) Lower Preferred	7.9%	7.8%	10.54%	10.53%	10.53%	18.1%	10.4% ↓	Quarterly Indicator Target Setting: Target set to improve performance Performance: There has been an increase in the volume of incoming emails to Talktous. However the use of emails will be reviewed as part of the development of the digital channel, with the use of more online forms being created to replace emails.
CED13 Local Other priority	Percentage of contact online (Customer Services) via My Account Higher Preferred	11.0%	11.1%	23.35%	23.36%	23.36%	29.4%	21.2% ↑	Quarterly Indicator Target Setting: Target set to improve performance Performance: No Performance Comments
CED15 Local Other priority	Percentage of Council Tax due for the financial year which was received by the authority in that year Higher Preferred	97%	97.1%	96.3%	97%	48.5%	55%	56.49% ↓	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
CED17 Local Other priority	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year Lower Preferred	38.17%	35%	33.73%	35%	17.5%	11.27%	18.05% ↑	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Due to COVID 19 recovery action taken at a minimum. To date only a "soft reminder" letter has been issued to ask people to pay in August. Formal reminders etc sent in September for the first time this year. .

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED32 Local Other priority	The average number of days taken to deliver preventative discretionary housing grants Lower Preferred	New 19.20	Set baseline	12.44 days	12.44 days	12.44 days	8.55 days	10.05 days ↑	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target set to maintain previous performance Performance: Performance shows improvement compared to Q2 last year. .
CED36 a) Local Other priority	Number of people engaged in housing projects specifically to support vulnerable people – • Housing First – adults and children • Early Doors • Floor Space • Start Prisoner • (Discretionary) Abba Higher Preferred	New 20.21	New 20.21	New 20.21	Set baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New for 2020-21 - Baseline Setting Performance: No Performance Comments
CED36 b) Local Other priority	Number of accommodation units secured for individuals from these projects – • Housing First – adults and children • Early Doors • Floor Space • Start Prisoner • (Discretionary) Abba Higher Preferred	New 20.21	New 20.21	New 20.21	Set baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New for 2020-21 - Baseline Setting Performance: No Performance Comments
DOPS4 Local Other priority	Increase the number of interactions from citizens on the corporate social media accounts (Including Facebook and Twitter) Higher Preferred	6.17%	5%	9.94%	5%	2.5%	27.2%	4.42% ↑	Quarterly Indicator Target Setting: Target set to improve performance. Performance: Interactions for quarter 2 increased to 23,683 this year compared to 18,619 for quarter 2 last year.
DOPS33 Local Other priority	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good Higher Preferred	96.30%	90%	95.155%	90%	90%	96.62%	95.88% ↑	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target set to maintain performance Performance: No Performance Comments
DOPS34 (a) Local Other priority	Availability of voice and data network (%) Higher Preferred	100%	99.99%	100%	99.99%	99.99%	100%	100% ↔	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target set to maintain performance Performance: No Performance Comments
DOPS34 (b) Local Other priority	Availability of storage area network (core computing) (%) Higher Preferred	100%	99.9%	100%	99.99%	99.99%	100%	100% ↔	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target set to maintain performance Performance: No Performance Comments
DOPS34 (c) Local Other priority	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices Higher Preferred	99.95%	99.9%	99.91%	99.90%	99.9%	99.945%	99.91% ↑	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target set to maintain performance Performance: No Performance Comments
DOPS44 Local Other priority	Percentage of contracts awarded in line with programme guidelines and on time Higher Preferred	100%	100%	100%	100%	N/A	N/A	N/A	Annual Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DRE6.2.3 Local Other priority	Percentage of undisputed invoices paid within 30 days (OA) Higher Preferred	96.93%	97%	96.07%	97%	97%	95.75%	95.81% ↓	Quarterly Indicator Target Setting: Target set to maintain performance Performance: Within the Q2 figure are a number of invoices with payment date exceeding the 30 Day target which may be due the invoices having not been received and a second copy being provided by the supplier. If we were to compare date paid to date processed they may not appear within this timeframe and figure.
DRE6.12.1 a) Local Other priority	Average time (days) taken to process housing benefit (HB) new claims Lower Preferred	New 20.21	New 20.21	New 20.21	20 days	20 days	18.05 days	N/A	Quarterly Indicator Target Setting: Target based on current circumstances and will be revised downwards if the situation improve Performance: No Performance Comments
DRE6.12.1 b) Local Other priority	Average time (days) taken to process council tax benefit (CTB) new claims Lower Preferred	New 20.21	New 20.21	New 20.21	28 days	31 days	28.44 days	N/A	Quarterly Indicator Target Setting: Target based on current circumstances and will be revised downwards if the situation improve Performance: No Performance Comments
DRE6.12.2 Local Other priority	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events Lower Preferred	5.77 days	7 days	4.51 days	6 days	6 days	3.35 days	5.70 days ↑	Quarterly Indicator Target Setting: Target setting 2020-21 - Target based on maintaining current performance. Performance: No Performance Comments
FIN3.2.1 Local Other priority	Percentage of Council Tax customers accessing on-line service through "My Account" Higher Preferred	16.15%	30%	8.63%	35%	N/A	N/A	N/A	Annual Indicator Target Setting: Target setting 2020-21 - Increase on previous year will decrease as saturation point is reached on those using My Account Performance: No Performance Comments
PSR002 (PAM/015) PAM Other priority	Average number of calendar days taken to deliver a Disabled Facilities Grant Lower Preferred	290.76 days	250 days	291.87 days	250 days	250 days	324.75 days	344.38 days ↑	Quarterly Indicator Target Setting: Target Setting 2020-21 - Target retained Performance: Performance for this year under COVID 19 restrictions has affected the ability to process cases and the exact impact is difficult to determine at this time. Although applications continue to be processed, and focus being given to priority cases, the number of variables outside of the control of the council's control i.e. builders, agents etc. means that performance indicators will not

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
PSR009a Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people Lower Preferred	572.25 days	472 days	477.86 days	472 days	472 days	668.33 days	517 days ↓	show an improvement in performance. There is a current focus on developing a new model of operation which will see improvements in the future. . Quarterly Indicator Target Setting: Target Setting 2020-21 - Target retained Performance: Performance for this year under COVID 19 restrictions has affected the ability to process cases and the exact impact is difficult to determine at this time. Although applications continue to be processed, and focus being given to priority cases, the number of variables outside of the council's control i.e. builders, agents etc. means that performance indicators will not show an improvement in performance. There is a current focus on developing a new model of operation which will see improvements in the future. .
	PSR009b Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults Lower Preferred	273.16 days	250 days	284.25 days	250 days	250 days	245.46 days	336.35 days ↑

CHIEF EXECUTIVE

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.	GREEN	The Chief Executive's Directorate is currently projecting no shortfalls against any of the MTFS proposals for 2020-21. The net budget for the Directorate for 2020-21 is £18.228 million. Projections at Quarter 2 anticipate an over spend against this budget of £1.118 million. COVID 19 expenditure and loss of income included in this projection amount to £1.442 million - if these were to be successfully claimed from WG then the projection would improve to an under spend of £324,000. Future MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	
WBO3.2.5	Identify opportunities for new ways of working and for service delivery	GREEN	All employees who are working at home have been asked to undertake risk assessment and have a discussion with their manager to identify any adjustments or additional items of equipment needed to ensure that they can work safely.	

PERFORMANCE INDICATORS

PI Ref No	PI Description	Annual indicator target 20-21 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 Local WBO 3	The value of proposed MTFS budget savings in the Chief Executive's Directorate Higher preferred	508	0	0%	0	0%	508	100%	See WBO3.2.3

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED29(a) Local WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal Higher Preferred	35%	36%	37%	38%	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting 2020-21 - to improve on 2019-20 actual Performance: No Performance Comments
CED29(b) Local WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: b) I am satisfied with BCBC as an employer Higher Preferred	59%	60%	66%	67%	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting 2020-21 - to improve on 2019-20 actual Performance: No Performance Comments
CED29(c) Local WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: c) Working here makes me want to perform to the best of my ability Higher Preferred	69%	70%	74%	75%	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting 2020-21 - to improve on 2019-20 actual Performance: No Performance Comments

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CED29(d) Local WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: d) I feel that BCBC values its employees ideas and opinions Higher Preferred	31%	32%	39%	40%	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting 2020-21 - to improve on 2019-20 actual Performance: No Performance Comments
CED29(e) Local WBO3	The proportion of staff reporting through survey that they agree or strongly agree with the statement: e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? Higher Preferred	59%	60%	72%	73%	N/A	N/A	N/A	Annual Indicator Target Setting: Target Setting 2020-21 - to improve on 2019-20 actual Performance: No Performance Comments
CED35 CP WBO3	The percentage of staff working from home None Preferred	New 20.21	New 20.21	New 20.21	Set baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New Indicator for 2020-21 – Baseline to be established Performance: No Performance Comments

OTHER

PERFORMANCE INDICATORS

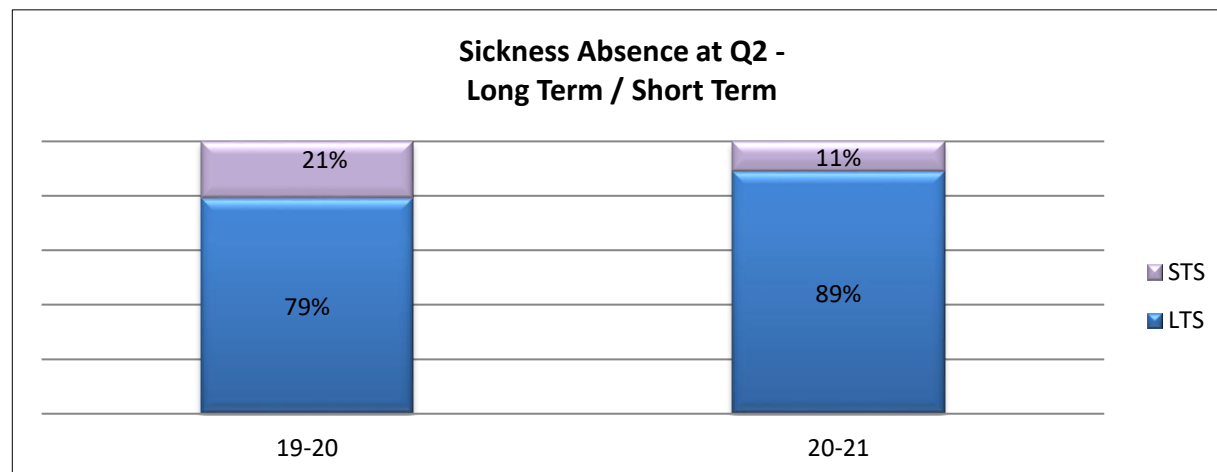
Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
CED22 Local Other priority	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate Lower Preferred	8.59 days	8.58 days	11.10 days	11.09 days	5.55 days	3.14 days	5.18 days ↑	Quarterly Indicator Target Setting: Target set to improve performance (<2019-20 actual) Performance: Significant performance improvement has been seen this year in the Directorate's sickness, in particular short term sickness. The more flexible arrangements available by working from home have been well received by the majority of staff and have resulted in other options for staff than to take a day's sick leave.
CED23 Local Other priority	Number of days lost per FTE through industrial injury Chief Executive's Directorate Lower Preferred	0 days	0 days	0 days	0 days	0 days	0 days	0 days ↔	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
CED24 Local Other priority	Number of industrial injury incidences Chief Executive's Directorate Lower Preferred	0	0	0	0	0	0	0 ↔	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
CHR002 (PAM/001) PAM Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) Lower Preferred	11.79 days	11.78 days	11.95 days	11.94 days	5.97 days	3.38 days	4.95 days ↑	Quarterly Indicator Target Setting: Target set to improve performance (to be lower than 2019-20 actual) Performance: Significant performance improvement has been seen with regard to sickness, in particular short term sickness. The more flexible arrangements available by working from home have been well received by the majority of staff and have resulted in other options for staff than to take a day's sick leave.
DOPS20 Local Other priority	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate) Higher Preferred	79%	80%	87%	80%	N/A	N/A	N/A	Annual Indicator Target Setting: To maintain performance Performance: No Performance Comments

Sickness broken down by Service Area

Unit	FTE 30.09.2020	QTR2 2019/20			QTR2 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support	31.20	96.00	6	2.46	2.00	1	0.06	3.05	0.63	N/A
Finance, Performance & Change	241.33	910.92	82	3.61	439.26	38	1.82	4.44	3.30	
Legal, HR & Regulatory Services	92.39	149.39	28	1.64	156.41	10	1.69	3.30	3.67	
Chief Executive Directorate Total	365.92	1156.31	116	3.02	597.67	49	1.63	5.18	3.14	

Sickness Absence by Reason

Absence Reason	Chief Executive Directorate			
	Q1 No of FTE days lost	Q2 No of FTE days lost	Total No of FTE Days Lost	% of Cum days lost
Cancer	0.00	0.00	0.00	0.00%
Chest & Respiratory	0.00	10.00	10.00	0.87%
Coronavirus COVID 19 - 19	0.00	3.00	3.00	0.26%
Eye/Ear/Throat/Nose/Mouth/Dental	13.18	6.00	19.18	1.66%
Genitourinary / Gynaecological	30.00	48.00	78.00	6.76%
Heart / Blood Pressure / Circulation	0.00	3.00	3.00	0.26%
Infections	0.00	15.50	15.50	1.34%
Injury	0.00	0.00	0.00	0.00%
MSD including Back & Neck	35.72	17.85	53.57	4.64%
Neurological	16.00	3.50	19.50	1.69%
Other / Medical Certificate	0.00	61.22	61.22	5.30%
Pregnancy related	0.00	0.00	0.00	0.00%
Return to Work Form Not Received	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	89.00	49.88	138.88	12.03%
Stress / Anxiety / Depression / Mental Health	372.84	379.72	752.56	65.19%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	556.74	597.67	1154.41	



KEY:

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

Appendix 2 – Education and Family Support Directorate Q2 Performance 2020-21

					All Indicators (incl. Finance and sickness performance indicators (PIs))				Corporate Plan Indicators																																	
RAG – current progress against commitment					Performance vs Target		Trend vs Q2 2018-2019		Performance vs Target		Trend vs Q2 2019-20																															
Year end 2020-2021 Directorate Commitments to delivering Wellbeing Objectives	Total	Red	Amber	Green																																						
Wellbeing Objective One – Supporting a successful economy	7	0	4	3																																						
Wellbeing Objective Two – Helping people to be more self reliant	2	0	2	0																																						
Wellbeing Objective Three – Smarter use of resources	4	0	2	2																																						
Finance					High Corporate Risks																																					
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2020-21 is £120.968m. The current projections indicate an over spend of £1.494m at the year end. Capital Budget <ul style="list-style-type: none"> The Directorate’s projected capital expenditure for the year end for 2020-21 is £7.429m with no foreseen under or over spend to planned budget. Efficiency Savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2019-2020 outstanding</th> <th>2020-2021</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>269</td> <td>239</td> <td>100%</td> </tr> <tr> <td>Likely to be achieved</td> <td>0</td> <td>139</td> <td>58%</td> </tr> <tr> <td>Variance</td> <td>269</td> <td>100</td> <td>42%</td> </tr> </tbody> </table> <p>Additional financial information is provided in the Budget Monitoring 2020-21 – Quarter 2 Revenue Forecast report presented to Cabinet on 20 October 2020.</p>					Savings (£000)	2019-2020 outstanding	2020-2021	%	Savings Target	269	239	100%	Likely to be achieved	0	139	58%	Variance	269	100	42%	<table border="1"> <thead> <tr> <th>Residual Risk</th> <th>Wellbeing Objective</th> <th>Likelihood</th> <th>Impact</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>The council is unable to make robust medium to long term decisions requiring service change</td> <td>3</td> <td>3</td> <td>5</td> <td>15</td> </tr> <tr> <td>The council is unable to identify and deliver infrastructure required in the medium to longer term</td> <td>1 and 3</td> <td>3</td> <td>5</td> <td>15</td> </tr> </tbody> </table>							Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall	The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15	The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15
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Implications of Financial Reductions on Service Performance and other Key Issues/challenges																																										
<p>It is extremely difficult to determine what the implications of financial reductions will be on service delivery. Certain areas of the directorate’s service delivery model are reflecting current and projected budget pressures (e.g. home-to-school transport, schools catering and out-of-county recoupment). Clearly, the current pandemic has had a significant effect on service delivery. The narrative contained in this report refers.</p>																																										

Head of Education and Family Support

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
DEFS105 Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from primary schools. Lower Preferred	16.80	13.80	19.60	13.80	N/A	N/A	N/A	Annual Indicator Target Setting: Target reflects the aim to improve on last year's performance. Performance: (Performance will be reported in Q3)
DEFS106 Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from secondary schools. Lower Preferred	60.70	60.70	69.80	60.70	N/A	N/A	N/A	Annual Indicator Target Setting: Targets reflects the aim to improve on last year's performance. Performance: (Performance will be reported in Q3)
DEFS139 Local WBO1	The additional number of early years Welsh-medium childcare settings. Higher Preferred	N/A	4	N/A	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Based on secured Welsh Government funding. TARGET FOR 2020-2021 IS TBC. Performance: (Performance will be reported in Q4)
EDU010a Local WBO1	The percentage of school days lost due to fixed-term exclusions during the academic year, in primary schools. Lower Preferred	0.020%	0.02%	0.021%	0.02%	N/A	N/A	N/A	Annual Indicator Target Setting: Target based on previous year's performance. Performance: (Performance will be reported in Q3)
EDU010b Local WBO1	The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools. Lower Preferred	0.077%	0.077%	0.08%	0.077%	N/A	N/A	N/A	Annual Indicator Target Setting: Target based on previous year's performance. Performance: (Performance will be reported in Q3)

Wellbeing Objective Two: Helping people and communities to be more healthy and resilient

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO2.1.2	Target the use of early intervention services to reduce demand on statutory services	AMBER	We are currently waiting for the Welsh Government (WG) indicative grant offer for 2020-21. This will inform whether we have sufficient grant to meet current early help service delivery arrangements moving forward. The percentage of completed Team Around the Family (TAF) support plans that closed in the half year to 30 September 2020 with a positive outcome was above target. The consultation with headteachers on the new graduated response to pupils with emotional, social and behavioural difficulties (ESBD) and autistic spectrum disorder (ASD) has been completed. The new graduated response for pupils with additional learning needs has been launched. Existing data collections in respect of pupils with a statement of special educational needs are continuing. An extended monitoring dashboard is planned. It was not possible to fully implement the Bridgend Youth Justice service post-inspection action plan due to a delay in the agreement of the funding to restructure the service and challenges presented by long-term sickness in the social work function. However, good governance and strong management oversight are delivering improvements. Currently, there are a number of barriers to delivering secondary school breakfast's clubs across Wales by the deadline set by WG for the new daily allowance for Year 7 pupils of January 2021. It is anticipated that senior policy officers at WG may liaise with directorate of education regarding the feasibility of achievement.	
WBO2.3.3	Work with partners to develop a mental health strategy and action plan to support children, young people and all adults particularly with the added and often acute pressures from COVID-19 and lockdown	AMBER	Cross directorate work has commenced to scope out the issues and begin to agree a strategy for Bridgend. The current pandemic has meant that the Education and Family Support Directorate has been unable to progress the joint development of this strategy as originally planned.	

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
DEFS29 CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. Higher Preferred	69.0%	72%	70%	68.0%	68%	69%	76.00% ↓	Quarterly Indicator Target Setting: There has been a marked drop in referrals during the COVID-19 pandemic period. An increase is expected in coming months with cases anticipated to be far more complex in nature, requiring longer-term interventions. Performance: The cumulative performance as at the end of Q2 is slightly above target...

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.1.2	Provide sufficient school places in the right areas by delivering 21 st Century Schools' under the council's schools' modernisation programme	AMBER	A process for the ongoing monitoring of the number of pupils on roll compared to the total capacity, for every school, is in place. A prototype admissions dashboard was developed and published but further development has been impacted by the need to resource activities associated with the COVID-19 pandemic, coupled with a significant and sustained reduction in capacity. A group restructure is in progress, which should deliver the necessary resources to enable the dashboard development and integral new data collections to be completed by March 2021. Completion of the school catchment review has also been impacted by the pandemic.	

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
DEFS144 Local WBO3	The percentage of 'in-catchment' applicants in the reception year statutory school admission round who do not achieve their first preference primary school. Lower Preferred	New 20-21	New 20-21	New 20-21	0%	N/A	1% Annual Actual	N/A	Annual Indicator Target Setting: The local authority aspires to meet all expressed preferences for a place at the local (catchment) school. Performance: For the reception year admission round for September 2020, there were 1,186 applications received before the closing date to be included in the allocation of places on national offer day. Of these, only 809 applicants (68.2%) had expressed a first preference for their local (catchment) school. On national offer day, 1,174 (99%) were offered a place at the first preference school and 12 were refused their first preference school. Of the 12 refusals, a place was offered at the second preference school for 11 (0.9%). For the remaining 1 application it was not possible to offer any school, as the applicant did not record a second preference school. These figures do not include: 1. the number of late applications received (i.e. those received after the closing date for the admission round but on or before 31 August 2020), and the outcomes for those applications; nor 2. applications submitted to the voluntary aided primary schools, for which the local authority is not the admitting body.
DEFS145 Local WBO3	The percentage of 'in-catchment' applicants in the secondary (Year 7) statutory school admission round who do not achieve their first preference secondary school. Lower Preferred	New 20-21	New 20-21	New 20-21	0%	N/A	0.9% Annual Actual	N/A	Annual Indicator Target Setting: The local authority aspires to meet all expressed preferences for a place at the local (catchment) school. Performance: For the Year 7 secondary school admission round for September 2020, there were 1,334 applications received before the closing date to be included in the allocation of places on national offer day. Of these, 1,124 applicants (84.3%) had expressed a first preference for their local (catchment) school. On national offer day, 1,322 (99.1%) were offered a place at the first preference school and 12 were refused their first preference school. Of the 12 refusals, 5 were offered a place at the second preference school. For the remaining 7 it was not possible to offer any school, as the applicant did not record a second preference school. These figures do not include: 1. the number of late applications received (i.e. those received after the closing date for the admission round but on or before 31 August 2020), and the outcomes for those applications; nor 2. applications submitted to Archbishop McGrath Catholic High School, for which the local authority is not the admitting body.
DEFS147 Local WBO3	Percentage of in-year admission/school transfer applications submitted via the online system Higher Preferred	New 20-21	New 20-21	New 20-21	80%	N/A	0% Annual Actual	N/A	Annual Indicator Target Setting: New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. Performance: A new platform for the BCBC website and My Account is to be implemented in March 2021. As the new platform will provide advanced functionality, it has been determined that the implementation of this new online facility should be deferred until the new platform is operational. Accordingly, in-year admission/transfer applications will not go online until April 2021.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
DEFS148 Local WBO3	Percentage of school admission appeal registrations submitted via the online system. Higher Preferred	New 20-21	New 20-21	New 20-21	80%	N/A	0% Annual Actual	N/A	Annual Indicator Target Setting: New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. Performance: A new platform for the BCBC website and My Account is to be implemented in March 2021. As the new platform will provide advanced functionality, it has been determined that the implementation of this new online facility should be deferred until the new platform is operational. Accordingly, school admission appeal registrations will not go online until April 2021.

CORPORATE DIRECTOR

Wellbeing Objective One: Supporting a successful sustainable economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO1.1.1	Sustain the current good pupil performance at key stage 4	AMBER	Progression of associated activities continues but has been impacted by COVID-19. Relevant measures were not applied in the 2019-2020 academic year, reflecting the national steer.	
WBO1.1.2	Raise standards of literacy in primary schools	AMBER	All schools are aware of the Central South Consortium's Professional Learning Offer with regards to literacy, and how to access the offer. The level of progress on other literacy and oracy initiatives being led by the Central South Consortium has been impacted by COVID-19. As at the end of Q2, the Inclusion Service had delivered literacy training to 32 schools and activity to capture the impact on outcomes for identified pupils will begin later in the academic year, allowing time for the strategies to be embedded. The Early Childhood Education and Care (ECEC) pilot lead has been appointed and activity is currently on track against WG targets. Data on fixed-term exclusions for the 2019-2020 academic year is being collated and will be reported in Q3. However, the data will clearly show a reduction in exclusions in consequence of the prolonged closure of schools in the year.	
WBO1.1.3	Improve outcomes for post-16 learners in school sixth forms	GREEN	The decision of Cabinet in July 2020 was to retain sixth forms in all secondary schools, which represents a maintenance of the existing structures and provision. Schools will continue to work together to deliver on a range of associated provision improvements. Measures for post-16 attainment in 2019-2020 were not applied, reflecting the national steer.	
WBO1.1.4	Assess the impact of the COVID-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic	AMBER	The Central South Consortium is undertaking the assessment of blended learning but progress has been impacted by the COVID-19 pandemic.	
WBO1.1.5	Support schools to provide safe learning environments for all learners and staff in schools	GREEN	Schools has been assisted with PPE provision and full guidance and support on protecting the health, safety and well-being of pupils and staff, reflecting all Public Health Wales guidance.	
WBO1.1.6	Identify the impact of blended learning and further its development and implementation	GREEN	The introduction of 'check-in, catch up and prepare' sessions in the 2019/20 summer term has already started our process of addressing impacts arising from the COVID-19 pandemic restrictions introduced in March. Learning and teaching will continue to be affected by the COVID-19 pandemic during the 2020/21 school year. The approaches taken by schools and settings will continue to evolve to provide learning both in school and elsewhere if the needs arises. The balance between learning in schools and settings and time spent learning elsewhere may well change at particular points in response to the pandemic. This challenge requires schools to adapt their curriculum planning to be flexible and responsive to changing circumstances.	
WBO1.1.7	Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh medium education and increase the number of Welsh speakers to support Cymraeg 2050.	AMBER	Funding via the Cymraeg 2050 capital programme has been secured from Welsh Government. Planning permission is in place for the two projects at Betws and Ogmere Vale with completion of the projects planned for September 2021. The remaining projects for Bridgend Town and Porthcawl are outlined for delivery in 2022. The percentage of Year 1 learners being taught through the medium of Welsh increased at the point of measure in January 2020, compared to January 2019. Promotional work is ongoing within Mudiad Meithrin, Flying Start and primary schools to advance the benefits of bilingualism to parents and there is ongoing work designed to recruit more pupils to Welsh-medium education and to retain them through to completion of their formal education.	

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
DEFS114 CP WBO1	The percentage of learners gaining 3 A*-C grades at Level 3. Higher Preferred	56.5%	Set baseline	55.4%	55.6%	N/A	N/A	N/A	Annual Indicator Target Setting: Target has been set to be in line with all-Wales averages. Performance: In the 2020-2021 PI year we report the performance for the 2019-2020 academic year. Due to the COVID-19 pandemic and the altered arrangements for the determination of grades, this measure has not been applied, reflecting the national steer.
DEFS136 CP WBO1	Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the expected outcome in English/Welsh first language, as determined by teacher assessment Higher Preferred	90.0%	90.0%	N/A	90.2%	N/A	N/A	N/A	Annual Indicator Target Setting: New PI for 2020-2021. Links to LA PIAP Recommendation 1 - Raise standards of literacy in primary schools. Performance: In the 2020-2021 PI year we report the performance for the 2019-2020 year. Due to the COVID-19 pandemic this measure was not applied, reflecting the national steer.
DEFS138 CP WBO1	Percentage of Year 1 learners taught through the medium of Welsh. Higher Preferred	8.7%	8.7%	7.58%	8.7%	N/A	7.61% Annual Actual	7.58% ↑	Annual Indicator Target Setting: Reflects the local authority's ability to provide places in the timescale of the plan. Performance: Given the small numbers involved, any difference year on year needs to be interpreted cautiously because a small change can impact on the proportions e.g. one family move in/out of the area; e.g. a new school opens. The figures related to year 1 pupils in Welsh-medium education show a similar pattern over the years with little variation. As part of our aspiration to meet ambitious targets set by Welsh Government, there has been a significant amount of promotion work designed to encourage more families to consider Welsh-medium education for their children. Given that these are pitched at mothers from the birth of their child/ren, we anticipate that the increase in numbers should begin to feed through to Year 1 in 3-4 years' time.
DEFS150 CP WBO1	The percentage of pupils, at end of Foundation Phase, achieving Outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language Literacy and Communication in English and Welsh). Higher Preferred	84.67%	New 20-21	New 20-21	85.1%	N/A	N/A	N/A	Annual Indicator Target Setting: This is a new PI for 2020-2021. Links to the LA PIAP Recommendation 1 - 'Raise standards of literacy in primary schools'. Performance: In the 2020-2021 PI year we report the performance for the 2019-2020 year. Due to the COVID-19 pandemic this measure was not applied, reflecting the national steer.
PAM032 CP, PAM WBO1	Average Capped 9 Score for pupils in Year 11. Higher Preferred	357.20	357.20	362	363.00	N/A	N/A	N/A	Annual Indicator Target Setting: Linked to national interim performance measures. Performance: In the 2020-2021 PI year we report the performance for the 2019-2020 academic year. Due to the COVID-19 pandemic and the altered arrangements for the determination of grades, this measure has not been applied, reflecting the national steer.

Wellbeing Objective Three: Smarter use of resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.	AMBER	The review of the directorate senior management structures has been completed and will be operational from 1 January 2021. The Independent Review for learner travel is supporting the determination of the most suitable approach to procure school transport services in the future. The outcome of the review was presented to Cabinet in September 2020 together with the outcome of the public consultation on the proposals to change the Learner Travel Policy. At Q2, we are projecting that the directorate savings target for this financial year will not be achieved. £75,000 of savings linked to the phased implementation of the Learner Transport policy are projected not to be achieved in this financial year, combined with a projected shortfall of £25,000 in relation to a review of staffing structures across the directorate.	
WBO3.2.4	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools.	GREEN	All schools are benefiting from the national HWB Education Technology (EdTech) grant with improvements to connectivity and end-user devices planned or ongoing. There have been some delays to infrastructure improvements due to the pandemic and some end-user devices have been delayed due to manufacturing difficulties brought about by the pandemic. Functional specifications have been developed for online in-year school admissions applications and admission appeal registrations. However, it has been determined that these developments should not go live until the new platform for the BCBC website and My Account is implemented around March 2021. The functional specifications will be further developed in the meantime to reflect the advanced functions that the new platform will deliver.	
WBO3.2.5	Identify opportunities for new ways of working and for service delivery	GREEN	The business case for the procurement of Capita One is in development and will be submitted to CMB for consideration in mid-December 2020.	

Performance Indicators

PI Ref No	PI Description	Annual target 20-21 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CP feeder WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	239	75	31.3%	25	10.5%	139	58.2%	At Q2, we are reporting that £139,000 of the target saving will be achieved. £75,000 of savings linked to the phased implementation of the Learner Transport policy are projected not to be achieved in this financial year, combined with a projected shortfall of £25,000 in relation to a review of staffing structures across the directorate

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCH2.1.11.1 CP WBO3	The percentage surplus capacity in primary schools. Lower Preferred	4.89%	10%	9.36%	10.0%	N/A	N/A	N/A	Annual Indicator Target Setting: National guidance indicates a minimum 5% surplus for primary schools. Performance: (Performance will be reported in Q3)
DCH2.1.11.2 CP WBO3	The percentage surplus capacity in secondary schools. Lower Preferred	22.01%	18%	20.65%	18.0%	N/A	N/A	N/A	Annual Indicator Target Setting: National guidance indicates a minimum 10% surplus for secondary schools. Performance: (Performance will be reported in Q3)
DEFS36 Local WBO3	The percentage of paperwork for formal/absence review sickness meetings not received. Lower Preferred	2.6%	3.0%	N/A	3.0%	N/A	Data unavailable	0%	Quarterly Indicator Target Setting: Reflects the significant improvement in the directorate's administrative sickness processes. Performance: Unfortunately due to the sudden resignation of the senior data officer, the directorate has been unable to analyse the sickness data in accordance with this PI and this post is yet to be filled until after the ongoing restructure of Business Support has concluded...
DEFS146 Local WBO3	Percentage of schools committed to the enhanced ICT Service Level Agreement (including Hwb element). Lower Preferred	New 20-21	New 20-21	New 20-21	100%	N/A	100% Annual Actual	N/A	Annual Indicator Target Setting: New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. Performance: No Performance Comments

Other

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
CHR002iv Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). Lower Preferred	13.40 days	13.39 days	13.13 days	13.12 days	6.56 days	3.89 Days	6 days ↑	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. Performance: The cumulative figure of the period 01.04.20 to 30.09.20 is 3.89, compared to 5.99 for the same period last year, with reductions for both long and short-term sickness. .
DCH5.6.2 Local Other priority	Number of working days lost per FTE due to industrial injury (Education and Family Support Directorate staff, excl schools) Lower Preferred	0.03 days	0 days	0.04 days	0 days	0 days	0 Days	0 days ↔	Quarterly Indicator Target Setting: Annual targets set at Corporate Steering H&S Group for all directorates. Performance: No industrial injury absences, therefore, no FTE days lost...
DEFS23 Local Other priority	The number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that result in an absence. Lower Preferred	5	0	3	0	0	0	0 ↔	Quarterly Indicator Target Setting: Annual targets set at Corporate Steering H&S Group for all directorates. Performance: No absences due to industrial injuries...
DEFS128 Local Other priority	Percentage of appraisals completed within required timescales. Higher Preferred	N/A	80.0%	N/A	80.0%	N/A	N/A	N/A	Annual Indicator Target Setting: Corporate target. Performance: (Performance will be reported at Q3)
DEFS132 Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). Lower Preferred	9.35 days	9.34 days	9.47 days	9.46 days	4.73 days	1.71 Days	3.52	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. Notification of the target for 2020-2021 is awaited. Performance: The cumulative figure for the period 1.3.20 to 30.09.20 is 1.71, compared to 3.51 for the same period last year, with reductions in the figures for both long and short-term sickness . Individual schools are responsible for

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & RAG	Trend Q2 vs 19-20	Comments
								days ↑	managing staff sickness. Each school has its own policy, based on the BCBC corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools. .
DEFS134 Local Other priority	Number of working days lost per FTE due to industrial injury (schools) Lower Preferred	0.08 days	0 days	0.18 days	0 days	0 days	0.05 Days	0.06 days ↑	Quarterly Indicator Target Setting: Annual target set at Corporate H&S Steering Group. Performance: As at the half year, there has been a reduction in the number of FTE days lost in respect of absences due to industrial injuries when compared to last year.
DEFS135 Local Other priority	The number of industrial injury incidents that result in an absence (schools). Lower Preferred	16	0	19	0	0	4	5 ↑	Quarterly Indicator Target Setting: Annual target set at Corporate H&S Steering Group. Performance: Three absences due to industrial injury in Q2 compared to one in the same period last year. The cumulative position for the half year is, therefore, four absences compared to five for the same period last year. All industrial injury accidents are investigated within the school and reported to Corporate Management Board in a monthly health and safety update. .
DEFS149 Local Other priority	The percentage of audit reports that have been subject to structured follow-up by the Corporate Health and Safety Team. Higher Preferred	New 20-21	New 20-21	New 20-21	40.0%	N/A	N/A	N/A	Annual Indicator Target Setting: New PI for 2020-2021. Target reflects the ability of the team to deliver in light of recent recruitment issues. Performance: (Performance will be reported in Q4)
DRE5.3.13ii Local Other priority	Number of individual injury incidences (Corporate) that have resulted in an absence. Lower Preferred	31	0	33	0	0	9	10 ↑	Quarterly Indicator Target Setting: Target set at Corporate Health and Safety Steering Group. Performance: There were six industrial injury absences in Q2 compared to two in the same period last year. The cumulative position for the half year shows a small reduction on the same period last year. All industrial injury accidents are investigated by the line manager and reported to Corporate Management Board in their monthly health and safety updates.
DRE5.6.8 Local Other priority	Number of days lost per FTE through industrial injury (Corporate). Lower Preferred	0.09 days	0 days	0.24 days	0 days	0 days	0.03 Days	0.11 days ↑	Quarterly Indicator Target Setting: Target set at Corporate Health and Safety Steering Group. Performance: The cumulative position for the half year represents a reduction of just under 70% when compared to the same period last year. .

Additional Sickness Information by Service Area - Education

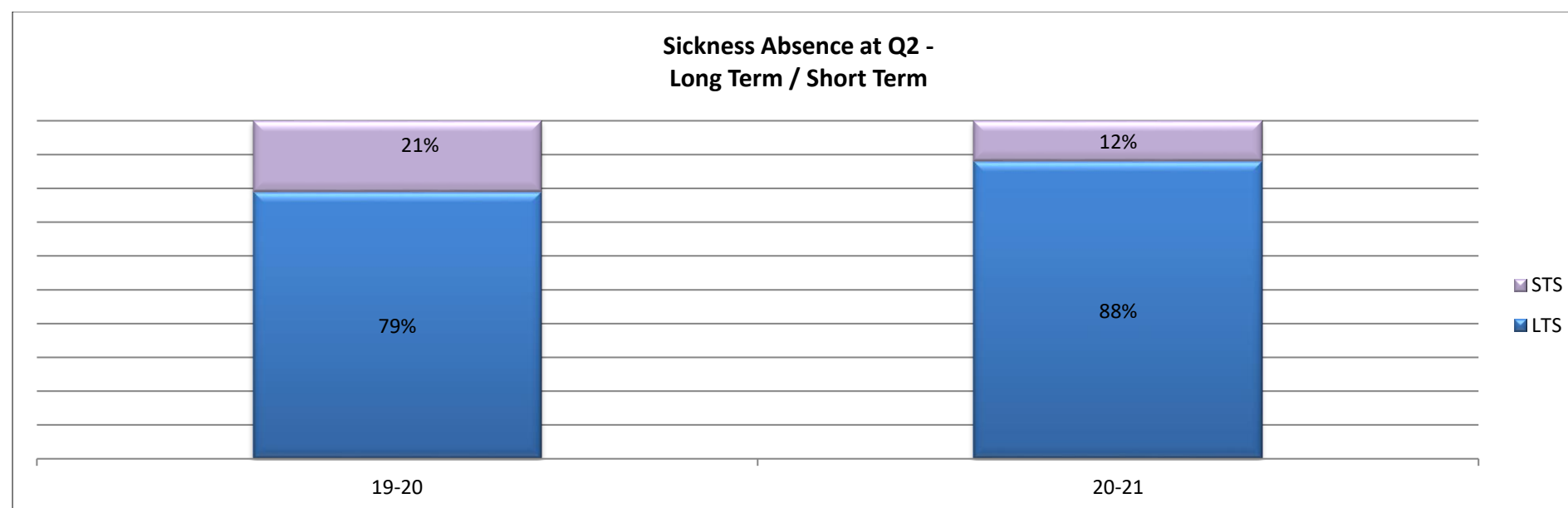
Unit	FTE 30.09.2020	QTR2 2019/20			QTR2 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21
		No of FTE days lost	No. of Absences	Days per FTE	No of FTE days lost	No. of Absences	Days per FTE			
Business Strategy and Performance (BSP)	17.68	76.00	6	3.29	2.00	1	0.11	11.55	0.60	13.12
Catering Services (CAT)	112.43	214.28	90	1.90	228.28	82	2.03	4.24	5.35	
Community Learning and Engagement	5.32	129.00	2	21.03	0.00	0	0.00	39.78	0.00	
Health and Safety (BE)	6.00	25.00	1	6.25	18.00	1	3.00	6.75	3.00	
Inclusion Service (INC)	125.62	235.45	49	1.92	133.02	24	1.06	5.11	2.51	
Integrated Working and Family Support (IWO)	167.93	426.89	56	2.81	289.91	21	1.73	5.67	3.22	
School Improvement (SCI)	16.37	20.93	2	1.41	0.00	0	0.00	7.30	0.00	
School Modernisation	4.00	10.00	1	2.00	0.00	0	0.00	2.40	0.00	
Youth Justice	14.22	134.34	9	7.29	149.24	4	10.50	9.53	10.50	
Education & Family Support Directorate Total	471.57	1323.89	223	2.68	820.45	133	1.74	5.99	3.89	

Additional Sickness Information by Service Area – Schools

Unit	FTE 30.09.2020	QTR2 2019/20			QTR2 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21
		No of FTE days lost	No. of Absences	Days per FTE	No of FTE days lost	No. of Absences	Days per FTE			
Primary Schools	1051.57	1478.53	295	1.37	982.06	168	0.93	3.88	1.93	9.46
Secondary Schools	856.38	677.30	178	0.80	550.39	107	0.64	2.40	1.26	
Special Schools	233.03	506.18	117	2.23	317.35	58	1.36	5.86	2.34	
Schools Total	2140.98	2662.00	590	1.24	1849.80	333	0.86	3.51	1.71	

Additional Sickness Absence by Reason

Absence Reason	Education & Family Support Directorate				Schools			
	Q1 No of FTE days lost	Q2 No of FTE days lost	Q3 No of FTE days lost	Total No of FTE Days Lost	Q1 No of FTE days lost	Q2 No of FTE days lost	Q3 No of FTE days lost	Total No of FTE Days Lost
Cancer	15.81	0.00	15.81	0.85%	84.05	45.14	129.19	3.50%
Chest & Respiratory	49.72	9.39	59.11	3.20%	29.68	102.39	132.07	3.58%
Coronavirus COVID- 19	0.00	11.19	11.19	0.60%	0.00	11.58	11.58	0.31%
Eye/Ear/Throat/Nose/Mouth/Dental	28.11	4.38	32.49	1.76%	96.00	60.66	156.66	4.25%
Genitourinary / Gynaecological	1.11	21.29	22.40	1.21%	19.49	17.22	36.71	1.00%
Heart / Blood Pressure / Circulation	51.79	10.68	62.47	3.38%	2.09	0.14	2.23	0.06%
Infections	91.18	45.48	136.66	7.39%	58.97	158.10	217.07	5.89%
Injury	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
MSD including Back & Neck	156.55	91.83	248.38	13.43%	287.35	352.73	640.08	17.36%
Neurological	36.38	11.22	47.60	2.57%	96.53	66.25	162.78	4.41%
Other / Medical Certificate	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
Pregnancy related	51.00	3.10	54.10	2.92%	35.91	17.14	53.05	1.44%
Return to Work Form Not Received	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	72.77	79.88	152.65	8.25%	177.19	103.69	280.88	7.62%
Stress / Anxiety / Depression / Mental Health	474.95	532.00	1006.95	54.44%	950.25	914.78	1865.03	50.58%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
TOTALS	1029.37	820.44	1849.81		1837.51	1849.82	3687.33	



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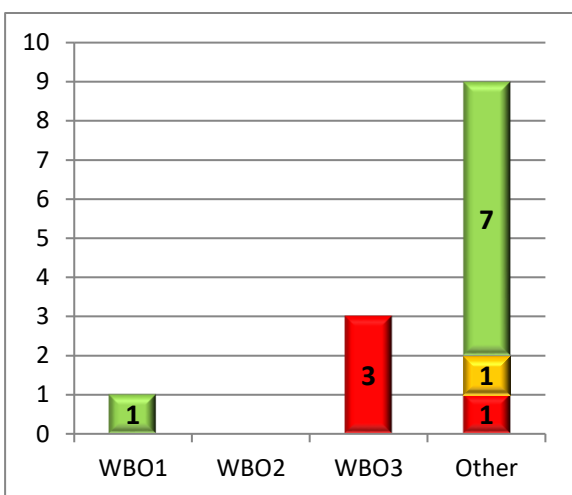
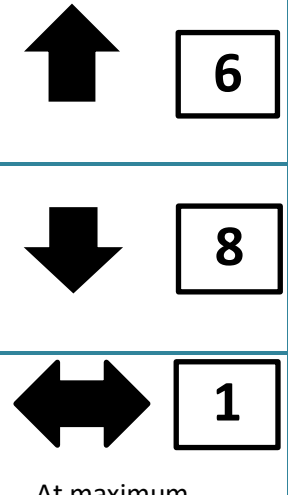
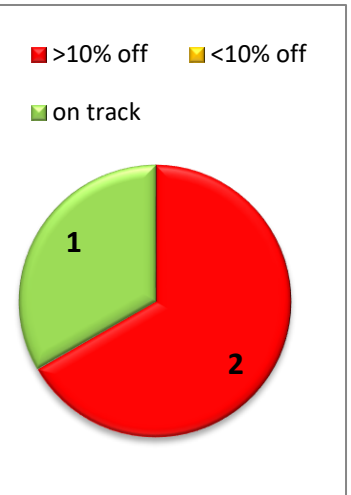
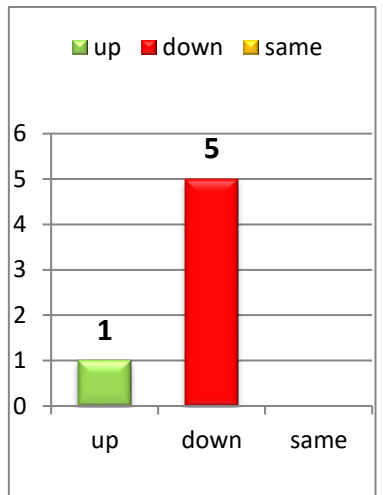
Commitments		Action	
Red	<p>A RED status usually means one or more of the following:</p> <ul style="list-style-type: none"> A significant negative variance against the budget or savings of more than 10%. Delays against key milestone/s of more than 10% of the total length of the planned action. Problems 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		

Appendix 3 – Communities Directorate Q2 Performance 2020-21

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Communities Directorate Performance

Overall the directorate continues to perform strongly largely in line with budget, despite the pressures of responding to the COVID 19 pandemic. Sickness levels have improved significantly since last year and are down nearly 40% in Q2, with some of this directly attributable to staff working from home. Key areas of focus for the teams include the delivery of the Maesteg Town Hall project, the regeneration of Porthcawl waterfront, the progression of the Bridgend Town Centre Masterplan, preparation of the replacement LDP for consultation and the progression of innovative energy schemes, including the Bridged District Heat Network and the Caerau Heat scheme. What must also be recognised is the response of the Directorate to the COVID 19 Pandemic. This included the distribution of WG grants & advice to businesses, amending charges to car parking, sports clubs & commercial units in our ownership, public health signage advice across the Borough and assisting in finding locations for both COVID 19 testing and vaccination centres for Public Health Wales.

Commitments 2020-21	RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan indicators	
	Total	Red	Amber	Green	Performance vs Target	Trend vs Q2 2019-20	Performance vs Target	Trend vs Q2 2019-20
Q2 2019-20 Directorate Commitments to delivering Wellbeing objectives								
Wellbeing Objective One – Supporting a successful economy	5	0	0	5				
Wellbeing Objective Two – Helping people to be more self reliant	1	0	1	0				
Wellbeing Objective Three – Smarter use of resources	7	0	4	3				

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2020-21 is **£27.810m**.
- The current year projected outturn is **£28.266m** meaning an **over spend of £456,000**.

Capital Budget

- The capital budget for the Directorate for 2019-20 is **£39.846m** with a projected capital underspend of **£861,000**.

Efficiency Savings

Savings (£000)	Savings carried forward	2020-21	% 2020-21
Savings Target	1,750	646	100%
Likely to be achieved	1,310	578	89.5%
Variance	440	68	10.5%

Additional financial information is provided in the Budget Monitoring 2020-21 – Quarter 2 Revenue Forecast report presented to Cabinet on 20 October 2020.

High Corporate Risks

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15

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

The directorates underlying financial performance is showing an overspend of £456k projected against the £27.810 million net budget. Some of this is attributable to the loss of income incurred during the pandemic, from areas such as car park fees, rent holidays, reduced civil enforcement income and reduced sports pitch fees. A claim for £125k was submitted to WG to cover some of this loss and if successful would improve the overall budget position to an over spend of 331K (1.19%)

HEAD OF OPERATIONS

Wellbeing Objective Two: Helping People to become more Self Reliant

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO2.2.2	Work in partnership with town and community councils, third sector and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services.	AMBER	Discussions and preparations for the transfer of playing fields and pavilions maintained by the Parks Department to Town & Community Councils (T&CCs) and sports clubs have continued throughout the Coronavirus pandemic. Ten out of twelve bowls clubs took over the self-management of eleven bowls greens on 01/10/20 under an existing Lease or a new Tenancy at Will which will assist the Council achieve significant savings included in the MTFS. Leases are in the process of being finalised for a number of assets with the playing fields and pavilions at Hermon Road / Metcalf Street (Caerau AFC), Rest Bay (Rest Bay Sports), Cwm Garw (Carn Rovers) and Woodlands Park (Pencoed Athletic BGC) planned to be completed shortly. CMB approved in October 2020 the establishment of three new fixed-term contract posts (CAT Surveyor, Parks Assistant, and CAT Assistant) so that multiple transfers can be progressed in a timely manner	

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCO16.8 CP WBO2	Number of council owned assets transferred to the community for running Higher Preferred	4	5	4	15	N/A	N/A	N/A	Annual Indicator Target Setting: Target revised due to impact of COVID-19 on sports facilities who are at financial detriment and less able to progress CAT transfers this year Performance: No Performance Comments as annual

Wellbeing Objective Three: Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber & red only)
WBO3.1.1	Fewer better buildings by: <ul style="list-style-type: none"> Disposing of or releasing surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained. Using digital transformation of services during COVID 19 to identify service re-modelling to reduce demand on office accommodation across the Councils estate. 	GREEN	A number of properties have been disposed this year including sites for redevelopment and transfer to other users. This has resulted in a number of high value capital receipts enabling focussed works on buildings retained for future service operations. Following digital transformation as part of the COVID 19 response a project board has been redeveloped to investigate further opportunities to redesign service delivery and needs, expected to lead to further reductions/changes in accommodation needs going forward.	
WBO3.3.1	Invest £1.3 million to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions	GREEN	Capital investment project is live and contractor (Ameresco have recently provided 21 potential projects to take forward) – these are being reviewed by officers pending commencement of works.	
WBO3.3.2	Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the: <ul style="list-style-type: none"> Caerau Minewater Heat Scheme, Bridgend Heat Network 	AMBER	There have been delays with the implementation of the Bridgend Heat Scheme as a result of Linc and the Health Board withdrawing. This has required a re-profiling of the scheme and is scheduled to be presented to Cabinet in January 2021. Recent indication by the Coal Authority has suggested that further testing of the mine water in Caerau may be required, so the scheme is being revaluated. This new scheme will be reported to Cabinet in January 2021.	

Code	Action Planned	Status	Comments	Next Steps (for amber & red only)
WBO3.3.3	Continue to exceed the national recycling targets and increase opportunities for reuse of materials by : <ul style="list-style-type: none"> building a new community recycling centre with a reuse centre, recycling street scene waste, raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity	AMBER	The Authority has consistently exceeded the national targets set for recycling of 65%. 2020 will be a challenging year for performance, there is a negative impact to recycling tonnages as a result of the garden waste service being suspended earlier in the year and CRC sites being closed. However this is somewhat offset by increased recycling tonnage being presented at the Kerbside as a greater number of people spend time at home during lockdown periods. A new recycling centre in Pyle is currently being constructed and this will feature a re-use facility. A new recycling street waste contract as now been let and it is anticipated that next year 20% of street waste will be recycled. That contract is not operational currently. The department continues to promote & raise public awareness of reduce, reduce, recycle via social media and regular press statements.	

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCO16.9 CP WBO3	Realisation of capital receipts targets Higher Preferred	£1,821,000	£2,800,000	£794,000	£600,000	£309,000	£0	£35,000 trend not applicable	Quarterly Indicator Target Setting: Realistic target for the year Performance: There have been no capital receipts up to the end of the second quarter, however as the sale of Ty'r Ardd has now been completed there will be a minimum of £530,000 to report for next quarter.
DCO19.02 CP WBO3	Percentage of full statutory compliance across BCBC operational buildings Higher Preferred	New 19.20	100%	54.6%	100%	100%	55.8%	47.8% ↑	Quarterly Indicator Target Setting: To maintain performance Performance: There has been significant impact on performance related to COVID-19, but full awareness and ability to progress work under new COVID 19-19 working regulations should restore the positive progress being made and improve performance over Q3 and Q4. Notable Compliance Component Statistics include Asbestos at 98.1% and Fire Risk at 88.8%. With overall compliance for the Big 5 now at 71% (Asbestos, Gas, Water, Fire and Fixed Wiring).
DCO20.01 CP WBO3	Annual Gas Consumption across the Authority - kWh Lower Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New for 20-21 - Baseline setting Performance: No Performance Comments as annual
DCO20.02 CP WBO3	Annual Electricity Consumption across the Authority - kWh Lower Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New for 20-21 - Baseline setting Performance: No Performance Comments as annual
DCO20.03 CP WBO3	Annual CO2 related to gas consumption across the Authority - kWh Lower Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New for 20-21 - Baseline setting Performance: No Performance Comments as annual
DCO20.04 CP WBO3	Annual CO2 related to electricity consumption across the Authority - kWh Lower Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	N/A	N/A	Annual Indicator Target Setting: New for 20-21 - Baseline setting Performance: No Performance Comments as annual
DCO20.05 CP WBO3	Percentage of Street cleansing waste prepared for recycling Higher Preferred	New 20.21	New 20.21	New 20.21	20%	N/A	N/A	N/A	Annual Indicator Target Setting: New for 20-21 - Baseline Setting Performance: No Performance Comments as annual
DCO20.06 CP WBO3	Undertake schemes to increase the County Borough's tree cover Higher Preferred	New 20.21	New 20.21	New 20.21	1.50	N/A	N/A	N/A	Annual Indicator Target Setting: We will have lost the best part of half the year so will need to halve the target Performance: No Performance Comments as annual
DCO20.07 CP WBO3	Deliver community biodiversity schemes Higher Preferred	New 20.21	New 20.21	New 20.21	1.50	N/A	N/A	N/A	Annual Indicator Target Setting: We will have lost the best part of half the year so will need to halve the target Performance: No Performance Comments as annual
DCO20.08 CP WBO3	Undertake Local Nature Reserve Enhancement projects Higher Preferred	New 20.21	New 20.21	New 20.21	2	N/A	N/A	N/A	Annual Indicator Target Setting: We will have lost the best part of half the year so will need to halve the target Performance: No Performance Comments as annual
PAM/030 CP, PAM WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled, including source segregated bio wastes that are composted or treated biologically in any other way Higher Preferred	69.34%	70%	67.66%	N/A	N/A	68.19%	68.74% ↓	Quarterly Indicator Target Setting: No Target - COVID-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. Performance: Despite difficulties in service provision caused by COVID-19, Q2 shows almost equivalent performance in comparison with Q2 last year. The national target is 65% so the LA is performing well against this.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
PAM/030 a) CP feeder WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse Higher Preferred	New 20.21	New 20.21	New 20.21	N/A	N/A	3.06%	N/A	Quarterly Indicator Target Setting: No Target - COVID-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. Performance: New Indicator for 20-21.
PAM/030 b) CP feeder WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled Higher Preferred	New 20.21	New 20.21	New 20.21	N/A	N/A	43.9%	N/A	Quarterly Indicator Target Setting: No Target - COVID-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. Performance: New Indicator for 20-21.
PAM/030 c) CP feeder WBO3	Percentage of municipal waste collected by local authorities as source segregated bio wastes that are composted or treated biologically in another way Higher Preferred	New 20.21	New 20.21	New 20.21	N/A	N/A	21.24%	N/A	Quarterly Indicator Target Setting: No Target - COVID-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. Performance: New Indicator for 20-21.
PAM/043 CP, PAM WBO3	Kilograms of residual waste generated per person Lower Preferred	122.95Kg	130Kg	123.83Kg	no target	N/A	63.86Kg	61.70Kg ↓	Quarterly Indicator Target Setting: COVID -19 impact makes increased outcome unpredictable Performance: Despite difficulties in service provision caused by COVID-19, Q2 shows almost equivalent performance in comparison with Q2 last year.

Other

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCO16.27 Local Other priority	Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/ inspection for their section Higher Preferred	100%	100%	100%	100%	100%	100%	100% ↔	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
DCO16.28 Local Other priority	Supervisory staff in Neighbourhood services to deliver a Safety communication (e.g. toolbox talk) to their section Higher Preferred	86.59%	100%	100%	100%	100%	56%	100% ↓	Quarterly Indicator Target Setting: Target retained Performance: Changes to working practices due to COVID-19 have had an impact on the number of toolbox talks that have taken place.
PAM/010 PAM Other priority	Percentage of highways inspected of a high or acceptable standard of cleanliness Higher Preferred	85.45%	97%	94.64%	97%	97%	99.1%	91.88% ↑	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/020 PAM Other priority	Percentage of: Principal (A) roads in overall poor condition Lower Preferred	3.98%	4.5%	4.29%	4.5%	N/A	N/A	N/A	Annual Indicator Target Setting: Target retained at previous level Performance: No Performance Comments as annual
PAM/021 PAM Other priority	Percentage of: non-principal (B) roads in overall poor condition Lower Preferred	3.91%	4.2%	3.87%	4.2%	N/A	N/A	N/A	Annual Indicator Target Setting: Target retained at previous level Performance: No Performance Comments as annual
PAM/022 PAM Other priority	Percentage of: non principal (C) roads in overall poor condition Lower Preferred	8.01%	8.6%	8.6%	8.6%	N/A	N/A	N/A	Annual Indicator Target Setting: Target retained at previous level Performance: No Performance Comments as annual
PAM/035 PAM Other priority	Average number of days taken to clear fly tipping incidents Lower Preferred	2.79 days	2.50 days	2.69 days	2.50 days	2.50 days	0.91 days	1.69 days ↑	Quarterly Indicator Target Setting: Target retained Performance: Figure is very low as some calls had to be closed without being investigated due to COVID 19.

CORPORATE DIRECTOR

Wellbeing Objective One: Supporting a Successful Economy

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO1.2.1	As part of regeneration to support the growth and prosperity of the county borough two key developments are planned: <ul style="list-style-type: none"> Redevelopment of Maesteg Town Hall providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs. Complete on the sale of Salt Lake Development for food retail as part of an ambitious regeneration scheme in Porthcawl. 	GREEN	Redevelopment of Maesteg Town Hall - The project and works are progressing well. However, there is now a delay in the completion of the project due in part to changes made to the working practices as a result of COVID 19, and due to some additional work to specific elements of the scheme. The team are now working toward project completion in April 2022. While work has been concentrated on the building interior in the new year we will start to see more significant work to the new Talbot Street extension. Sale of Salt Lake Development - Food store site on Salt Lake is being marketed and bids due on 2nd December 2020	
WBO1.2.2	Create better town centres through improving property and the environment.	GREEN	The production of Bridgend Town Centre Masterplan is nearing completion. This has been a comprehensive period of consultation and development work of a transformational and ambitious masterplan which will identify opportunities, projects and investment needs for the town centre over the next 10 years. As Part of the plan, a number of key projects have ben identified and an options appraisal for potential development of the Railway Station Area has been commissioned. This is a key project within the plan and will require a number of options to be considered as to the best way to bring this development forward. The Transforming Towns programme continues to operation in the Town Centres, and over the last few months has been broken down into different grant opportunities. There has been work completed over the last few months on vacant and new business premises. however, we have also seen a reduction in interest and an effect on investment from the current COVID 19 environment. The team are also managing a Town Centre COVID 19 recovery grant for capital work to urban premises to support social distancing measures. We have sent out 60 applications and have 12 returned.	
WBO1.2.3	Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity.	GREEN	Have been working with individuals throughout the lockdown period to improve job opportunities and have kept approximately to target.	
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID -19 situation by: <ul style="list-style-type: none"> Supporting business start ups Supporting resilience of businesses - (enterprise hubs) 	GREEN	The start-up support fund (Kickstart) is now fully subscribed and further funds are being sought to support those additional proposals coming forward from individuals wishing to start a new business. Phase 1 of the enterprise hubs development programme at Village Farm has received planning approval and work is underway to complete RIBA state 4. Phase 2 planning proposals for Village Farm are progressing as planned.	
WBO1.2.5	Improving the visitor experience to boost tourism in the wake of the COVID-19 crisis by: <ul style="list-style-type: none"> Enhancing the natural environment through Valleys Regional Park Deliver the Porthcawl Resort Investment Focus (PRIF) programme 	GREEN	The Authority continues to host the delivery team of the VRP and whilst COVID 19 has created challenges for certain elements of delivery the team have changed the way activity was carried out and enabled continued delivery to occur. The marketing aspects of the PRIF programme has been delayed due to the impact of visiting restrictions in Wales. It has been rescheduled in agreement with the funder	
WBO3.3.4	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough.	GREEN	Despite COVID 19 work has continued albeit impacted by lockdown	

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCO1.1.3i CP WBO1	Number of vacant premises in town centres: Bridgend Lower Preferred	60	66	64	no target	N/A	N/A	N/A	Annual Indicator Target Setting: Targets are null & void due to COVID-19. This year will be about monitoring the situation & setting new targets in the wake of COVID-19 next year. As part of the recovery plan, we are implementing policy changes to encourage people to visit town centres. Free car parking in council car parks is available as an incentive to encourage people to shop locally. Performance: No Performance Comments as annual
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg Lower Preferred	10	9	13	no target	N/A	N/A	N/A	Annual Indicator Target Setting: Targets are null & void due to COVID-19. This year will be about monitoring the situation & setting new targets in the wake of COVID-19 next year. As part of the recovery plan, we are implementing policy changes to encourage people to visit town centres. Free car parking in council car parks is available as an incentive to encourage people to shop locally. Performance: No Performance Comment as annual
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl Lower Preferred	11	10	19	no target	N/A	N/A	N/A	Annual Indicator Target Setting: Targets are null & void due to COVID -19. This year will be about monitoring the situation & setting new targets in the wake of COVID-19 next year. As part of the recovery plan, we are implementing policy changes to encourage people to visit town centres. Free car parking in council car parks is available as an incentive to encourage people to shop locally. Performance: No Performance Comments as annual
DCO1.1.3iv CP WBO1	The number of vacant premises in town centres: Pencoed Lower Preferred	6	6	7	no target	N/A	N/A	N/A	Annual Indicator Target Setting: Targets are null & void due to COVID-19. This year will be about monitoring the situation & setting new targets in the wake of COVID-19 next year. As part of the recovery plan, we are implementing policy changes to encourage people to visit town centres. Free car parking in council car parks is available as an incentive to encourage people to shop locally. Performance: No Performance Comments as annual
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development Higher Preferred	£20,800,000	£13,000,000	£15,000,000	£13,000,000	N/A	N/A	N/A	Annual Indicator Target Setting: Value of external grant funding is the same based on projects, which span more than 1 year of development and implementation – may be some movement toward the end of yr. Difficult to anticipate Performance: No Performance Comments as annual
DCO18.11 CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). Higher Preferred	2,160,100	2,500,000	2,761,095	no target	N/A	1,077,309	1,487,194 ↓	Quarterly Indicator Target Setting: Targets are null & void due to COVID-19. This year will be about monitoring the situation & setting new targets in the wake of COVID -19 next year. As part of the recovery plan, we are implementing policy changes to encourage people to visit town centres. Free car parking in council car parks is available as an incentive to encourage people to shop locally. Performance: At the end of June, the UK Lockdown was lifted and town centres reopened again, but with Welsh Government social distancing restrictions in place. Throughout the summer, people adapted to the new restrictions and footfall began to slowly recover, although offices were largely closed due to the Welsh Government restrictions. In Porthcawl, in the months following reopening the weekly footfall dropped by around 6,000 when compared to the corresponding week in the previous year. Welsh Government travel restrictions meant that the tourist sector did not reopen until August and this affected the town's economy, which is reliant in part on day visitors. Overall, the town adapted to the changes and was showing positive signs of recovery by the beginning of September. In September, the whole of Bridgend County Borough was placed into a Welsh Government Local Lockdown, which restricted travel and the free movement of people. This new phase of restrictions caused confusion with both consumers and businesses, after the Local Lockdown began the towns footfall fell by around 50% emphasising the importance of the day visitor spend to the local economy.
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) Higher Preferred	6,761,710	7,200,000	6,353,997	no target	N/A	1,520,195	3,372,819 ↓	Quarterly Indicator Target Setting: Targets are null & void due to COVID-19. This year will be about monitoring the situation & setting new targets in the wake of COVID-19 next year. As part of the recovery plan, we are implementing policy changes to encourage people to visit town centres. Free car parking in council car parks is available as an incentive to encourage people to shop locally. Performance: At the end of June, the UK Lockdown was lifted and town centres reopened again, but with Welsh Government social distancing restrictions in place. Throughout the summer, people adapted to the new restrictions and footfall began to slowly recover, although offices were largely closed due to the Welsh Government restrictions. In Bridgend, in the months following reopening the weekly footfall saw a dramatic drop by around 40,000 - 50,000 when compared to the corresponding week in the previous year. Bridgend was the town that performed the worst in the county borough after the reopening and never recovered from full UK lockdown. In September, the whole of Bridgend County Borough was placed into a Welsh Government Local Lockdown, which restricted travel and free movement of people. This new phase of restrictions caused confusion with both consumers and businesses, although the footfall in Bridgend town centre remain largely unchanged during this period.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCO1.2.3 Local WBO1	Total annual expenditure by tourists Higher Preferred	£347,300,000	£347,300,000	£362,690,000	no target	N/A	N/A	N/A	Annual Indicator Target Setting: COVID-19 and the impact on hospitality and tourism previous growth projects will need careful consideration for future years Performance: No Performance Comments <i>as annual</i>
DCO18.08 CP WBO1	Number of start-up business Higher Preferred	460	461	475	no target	N/A	N/A	N/A	Annual Indicator Target Setting: Given COVID-19 there is no target set. We will continue to promote and support new business start-ups, and we will also focus efforts in providing support towards the resilience of existing businesses Performance: No Performance Comments <i>as annual</i>
DEFS82 CP WBO1	The number of participants in the Employability Bridgend programme going into employment. Higher Preferred	New 19.20	180	334	200	100	161	172 ↓	Quarterly Indicator Target Setting: To improve on previous performance Performance: No Performance Comments <i>as annual</i>

Wellbeing Objective Three – Smarter Use of Resources

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.2.3	Implement the planned budget reductions identified in the MTFs, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.	AMBER	The current position for the Communities Directorate is a projected shortfall on the 2020-21 savings target of £68,000 or 10.5% of the overall reduction target. The budget reduction proposals unlikely to be achieved in full include:- o COM26 – Investigate the introduction of charging users of the Shop mobility facility in Bridgend Town Centre to reduce/remove the current level of subsidy (£18,000) – no savings likely to be achieved in 2020-21. o COM51 – Ongoing implementation of Corporate Landlord model (£350,000) – £325,000 likely to be achieved in 2020-21. o COM55 – Increase charge for Green Waste Service from £28.30 per household to £38.30 (£25,000) – no savings likely to be achieved in 2020-21.	
WBO3.2.5	Identify opportunities for new ways of working and for service delivery	AMBER	COVID 19 impact has delayed further review of available system(s) however, this is expected to resolve once restrictions are eased to enable procurement via G-Cloud CCS procurement frameworks.	

Performance Indicators

PI Ref No	PI Description	Annual target 20-21 £'000	Performance as at Q1						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCO6.1.1i CP feeder WBO3	Value of planned budget reductions achieved (Communities)	646	43	6.6%	25	3.9%	578	89.5%	See comment under WBO3.2.2.

Other

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
CHR002i Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) Lower Preferred	10.97 days	10.96 days	12.85 days	12.84 days	6.42 days	3.44 days	5.02 days ↑	Quarterly Indicator Target Setting: To improve performance Performance: No Performance Comments
DCO5.6.13 Local Other priority	Number of working days lost to industrial injury (Communities) Lower Preferred	0.24 days	0 days	0.68 days	0 days	0 days	0 days	0.19 days ↑	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
DCO5.6.14 Local Other priority	Number of industrial injury incidents (Communities) Lower Preferred	4	0	3	0	0	0	1 ↑	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/018 PAM Other priority	Percentage of all planning applications determined in time Higher Preferred	80%	80.1%	77.5%	80.1%	80.1%	74%	80.4% ↓	Quarterly Indicator Target Setting: % range falls within 'good' category of National Planning Performance Framework The performance in this period was adversely affected by the lockdown and the start of home-working where officers had to create and work to new processes and procedures. The slower IT systems also had an impact. Performance: The actual figure for Q2 is 6 percentage points below the target. This is due to staff still adapting to home working with its change in processes and procedures.
PAM/019 PAM Other priority	Percentage of planning appeals dismissed Higher Preferred	73%	66%	81%	66%	66%	66%	71.4% ↓	Quarterly Indicator Target Setting: % range falls within 'good' category of National Planning Performance Framework Performance: Performance is slightly down in comparison to Q2 last year, however as the number of appeals received is small, even one appeal being allowed during the year can have a huge impact on annual performance, so performance can appear to fluctuate both during the year and year on year. Performance is being monitored to see if this trend equates to a real fall in performance level in this area, and appropriate action will be taken if necessary.
PAM/036 PAM Other priority	Number of additional affordable housing units delivered per 10,000 households Higher Preferred	23.90	tbc	Postponed	N/A	N/A	Delayed until further notice	N/A	Annual Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments as annual

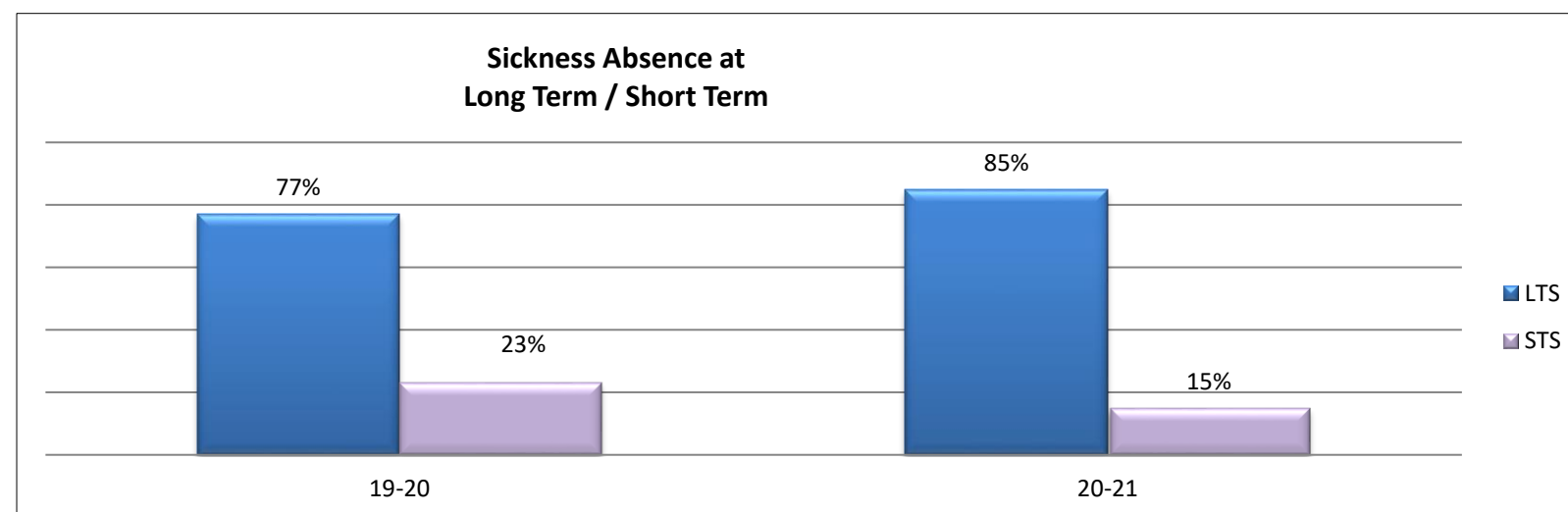
Additional Sickness Information by Service Area

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Unit	FTE 30.09.2020	QTR2 2019/20			QTR2 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21	
		No of FTE days lost	No. of Absences	Days per FTE	No of FTE days lost	No. of Absences	Days per FTE				
Operations - Communities Services	Cleaner Streets & Waste Contract Management	45.00	245.00	12	5.44	88.00	6	1.96	7.30	2.10	12.84
	Corporate Landlord	120.07	453.85	70	3.81	346.50	49	2.89	6.90	2.92	
	Economy, Natural Resources & Sustainability	63.06	7.99	5	0.45	14.00	3	0.22	0.70	0.23	
	Highways & Green Spaces	176.25	437.19	48	2.25	243.34	27	1.38	4.67	1.44	
Planning & Development Services	29.35	10.00	4	0.33	0.00	0	0.00	1.10	0.00		
Strategic Regeneration	13.72	5.53	3	0.41	1.00	1	0.07	1.11	0.21		
Communities Directorate Total	450.45	1159.55	142	2.75	746.84	87	1.66	5.02	3.44		

Sickness Absence by Reason

Absence Reason	Communities Directorate			
	Q1 No of FTE days lost	Q2 No of FTE days lost	Total No of FTE Days Lost	% of Cum days lost
Cancer	43.00	0.00	43.00	2.78%
Coronavirus COVID 19 - 19	0.00	0.00	0.00	0.00%
Eye/Ear/Throat/Nose/Mouth/Dental	5.00	20.04	25.04	1.62%
Genitourinary / Gynaecological	0.00	1.35	1.35	0.09%
Heart / Blood Pressure / Circulation	3.57	0.06	3.63	0.23%
Infections	29.37	178.59	207.96	13.43%
MSD including Back & Neck	160.58	170.97	331.55	21.42%
Neurological	5.51	12.00	17.51	1.13%
Return to Work Form Not Received	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	161.92	77.15	239.07	15.44%
Stress / Anxiety / Depression / Mental Health	392.35	286.67	679.02	43.86%
TOTALS	801.30	746.83	1548.13	



KEY:

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

Appendix 4: Social Services and Well-being Directorate Q2 PERFORMANCE

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It has been an unprecedented and challenging year for the Social Services and Wellbeing Directorate. We have responded positively to – and continue to respond to – the significant challenges presented by the global COVID-19 pandemic, but this has clearly impacted on the commitments and targets agreed at the beginning of the year. Whilst pandemic management must continue to take priority there is also a need to review the other commitments that were set, particularly those in relation to the Transformation Programme, given the need for robust sustainability plans as the fixed term investment ends in 21/22 and the implementation of the original business case has been impacted by the pandemic. Despite these challenges, positive and significant progress has been made during the last 6 months. The directorate has reported against 7 commitments – of which 1 is reported as green, and is on-track for completion by the required timescales, and 6 are reported as amber, meaning they are off-track for full completion by the planned date. There are 20 performance indicators in this Q2 report. Of the 11 indicators where targets have been set, 4 (36%) are reporting as meeting or exceeding targeted performance, 4 (36%) are off targeted performance by less than 10%, and 3 (27%) are missing targets by over 10%. There are detailed explanations within the body of this report as to why performance has not been met in these circumstances, and focussed work is taking place to ensure that performance improves by year end. There are 6 indicators that can be directly compared to Q2 2019/20; of these, for 5 (83%) indicators performance has either improved or stayed the same, and for 1 (17%) indicator performance has comparably dropped.

Commitments 2020-21					RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)				Corporate Plan Indicators			
Q2 2020-21 Directorate Commitments to delivering Wellbeing objectives					Total	Red	Amber	Green	Performance vs Target		Trend vs Q2 2019-20	Performance vs Target		Trend vs Q2 2019-20		
Wellbeing Objective One – Supporting a successful economy					0	0	0	0								
Wellbeing Objective Two – Helping people to be more self-reliant					5	0	5	0								
Wellbeing Objective Three – Smarter use of resources					2	0	1	1								

Finance

Revenue Budget

- The Directorate’s net budget for 2020-21 is **£72.111 million**.
- The current year’s projected outturn is **£72.531m**, meaning an **overspend of £420,000**.

Capital Budget

- The capital budget for the Directorate for 2020-21 is **£2.291m** with no foreseen under or over spend to planned budget.

Efficiency Savings

Savings (£000)	Savings carried forward	2020-21	% 2020-21
Savings Target	452	820	100%
Likely to be Achieved (in 2020-21)	452	537	65.5%
Variance	0	283	34.5%

Additional financial information is provided in the Budget Monitoring 2020-21 – Quarter 2 Revenue Forecast report presented to Cabinet on 20 October 2020.

High Corporate Risks

Residual Risk	Wellbeing Objective	Likelihood	Impact	Overall
The council is unable to make robust medium to long term decisions requiring service change	3	3	5	15
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 and 3	3	5	15

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

- The social services element of the Social Services and Wellbeing budget is always volatile, as it is based on individuals' care plans and can fluctuate considerably if and when an individual with significant and complex care and support needs requires services to meet those needs.
- The current forecasted overspend of £420,000 primarily links to individuals with such specific needs within adult social care
- Every year social service budgets benefit from one off grant funding from Welsh Government that becomes available in the final quarters of the financial year which cannot be included in budget setting or reporting until final amounts are confirmed.
- Whilst the budget remains a challenge, there is confidence that the right set of programmes and actions are in place to continue to meet need and meet our financial requirements

ADULT SOCIAL CARE

Wellbeing Objective Two: Helping people and communities to be more healthy and resilient

Code	Action Planned	Status	Comments	Next Steps (amber and red only)
WBO2.1.1	Expand a range of integrated community services – over an extended day	AMBER	The project plan continues but progress has been impacted by the pandemic. Sustainability plans are being developed linked to ensure a smooth transition at the end of the Transformation Fund investment.	To have sustainable, joint plans agreed with CTMUHB
WBO2.3.1	Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place.	AMBER	All staff have been recruited for the multi-disciplinary team approach in the Community Cluster Networks. However, the impact of the pandemic has delayed and changed some of the implementation progress. Work is ongoing on referral pathways, and the interface with existing services. In addition the development of the quantitative and qualitative performance measures, as well as ensuring robust stakeholder feedback, are being established.	To have sustainable, joint plans agreed with CTMUHB

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
PM19 (PAM/025) (SCA/021) PAM, SSWBPM WBO2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over Lower Preferred	4.79	4	5.45	7.00	7.00	Data not available for 2020-21	3.92	Quarterly Indicator Target Setting: Based on Public Health Wales' guidance on admissions into Care homes Performance: Welsh Government have temporarily ceased several national data collections and also temporarily stopped reporting performance statistics, which includes the release of the DTOC figure. This figure will not be available for 2020-21.
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) Higher Preferred	New 20.21	New 20.21	New 20.21	2,200	1,100	993	N/A	Quarterly Indicator Target Setting: Based on current data Performance: Referral patterns during the COVID-19 are altered, also staffing resources have been diverted to assist other areas.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support Higher Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	36.82%	N/A	Quarterly Indicator Target Setting: Establish Baseline - this is a new PI Performance: Percentages will be affected by reduced referral numbers, although performance rate still satisfactory.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support Lower Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	8.79%	N/A	Quarterly Indicator Target Setting: Establish Baseline - new PI Performance: Percentages will be affected by reduced referral numbers, although performance rate still satisfactory.
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support Higher Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	47.70	N/A	Quarterly Indicator Target Setting: Establish Baseline - new PI Performance: Percentages will be affected by reduced referral numbers, although performance rate still satisfactory.

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Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
SSWB43 CP WBO2	Proportion (%) of individuals in managed care supported in the community Higher Preferred	New 20.21	New 20.21	New 20.21	74%	74%	73.92%	N/A	Quarterly Indicator Target Setting: Based on current data Performance: This performance measures must be considered in the context of the global pandemic and the rapid flow in and out of our services. The impact of COVID-19 has changed usual patterns of commissioning within services particularly those for older adults.
SSWB44 CP WBO2	Proportion (%) of individuals in managed care supported in a care home setting Lower Preferred	New 20.21	New 20.21	New 20.21	26%	26%	26.08%	N/A	Quarterly Indicator Target Setting: Based on current data Performance: Like the performance measure SSWB43 there has been an impact on the usual commissioning placement activities in the care home sector during the global pandemic.
SSWB45 Local WBO2	Numbers of Anticipatory Care Plans (ACP) in place Higher Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	124	N/A	Quarterly Indicator Target Setting: Establish baseline Performance: It is envisaged that there will be a significant increase in this figure once the MDT modelling is fully operationalised. This should increase significantly over the next 12 months.

CHILDREN'S SOCIAL CARE

Wellbeing Objective Two: Helping People and communities to be more healthy and resilient

Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO2.2.1	Continue the safe reduction of looked after children to ensure young people are supported to live with their families and where this is not possible alternative permanence options are achieved at the earliest opportunity.	AMBER	During this quarter there has been a further increase in the number of children looked after by Bridgend CBC. Our focus remains on children and young people ceasing to be looked after and a key piece of Bridgend's CLA strategy action plan is to increase the revocation of Placement with Parent placements, the number of Care Order discharges and the use of alternative orders such as SGO's. There has been increased senior management focus on this matter, and we are currently looking at innovative ways that would support the Local Authority to increase the number of children who cease to be looked after. Much of this activity has been adversely impacted upon by the COVID-19 pandemic and competing pressures in safeguarding teams. Despite this we will continue with the initiatives and actions incorporated in our expectation plan in order to continue to focus on safely reducing the numbers in line with our corporate strategy during 2020/21.	

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
PM24 (PAM/028) PAM, SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales Higher Preferred	71.50%	85%	73.84%	85%	85%	97.5%	62.40% ↑	Quarterly Indicator Target Setting: In line with average Wales performance Performance: The majority of child assessments are carried out within the Information, Advice and Assistance Team who have proactively addressed underperformance in the previous year to the point where we are now exceeding target.
PM33 (PAM/029) PAM, SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. Lower Preferred	10.24%	12%	9.39%	11.00%	5.5%	4.29%	4.43% ↑	Quarterly Indicator Target Setting: Target moved in-line with performance in 19/20 Performance: During Q2 we have seen a slight increase in placement instability as lockdown restrictions began to relax, however, we still remain within target and we continue to work closely with our carers, providing support where necessary with the challenges they face.
SSWB24 (SCC001b) Local WBO2	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. Higher Preferred	100.0%	100%	100%	100%	100%	100%	100% ↔	Quarterly Indicator Target Setting: Every child should have a plan for permanence Performance: The Independent Reviewing Service continue to be consistent in its practice of recording the permanence plan at the second review for all children looked after.
SSWB39 (CH/039) CP, SSWBPM WBO2	The number of children and young people looked after Lower Preferred	381	378	394	375	375	396	N/A	Quarterly Indicator Target Setting: Linked to WG target Performance: During this year the number of children who have become looked after has remained steady. However, the rate of children ceasing to be looked after continues to be below what is required to safely decrease the overall CLA population. It has been a challenge for Social Workers to be able to move forward Care Order discharges and prospective Special Guardianship arrangements during this period, due to competing pressures. Focused pieces of work are being carried out in respect of increasing the number of Special Guardianship Orders and Care Order discharges. An action plan is being finalised to track this focused activity.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
SSWB40 (CH/047) SSWBPM WBO2	The number of children looked after who are placed within Wales, but outside of the responsible local authority Lower Preferred	New 19.20	83	101	87	N/A	N/A	N/A	Annual Indicator Target Setting: Linked to WG target Performance: No Performance Comments
SSWB41 (CH/048) SSWBPM WBO2	The number of children looked after who are placed outside of Wales Lower Preferred	N/A	7	10	9	N/A	N/A	N/A	Annual Indicator Target Setting: Linked to WG target Performance: No Performance Comments
SSWB42 Local WBO2	Total number of apprenticeships taken by looked after children across all employers Higher Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	3	N/A	Quarterly Indicator Target Setting: Establish Baseline Performance: We are already exceeding the Q2 figure from 2019/20 and will continue to promote and facilitate opportunities for children looked after.

CORPORATE DIRECTOR

Wellbeing Objective Two: Helping people and communities to be more healthy and resilient

Code	Action Planned	Status	Comments	Next Steps (for amber & red only)
WBO2.3.2	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and creating age friendly communities	AMBER	As a result of the pandemic, all leisure and cultural venues were closed until September and restrictions placed on outdoor activities. Despite this, opportunities were created with the Bridgend Wellbeing Hub being repurposed and creating 4,362 physical activity visits. Three Super-Ager community programmes were established; 2 outdoor programmes with 58 beneficiaries, and an active at home programme with telephone mentoring that supported 128 beneficiaries.	
WBO2.3.3	Work with partners to develop a mental health strategy and action plan to support children, young people and all adults particularly with the added and often acute pressures from Covid-19 and lockdown	AMBER	Work has been scoped-out, and a paper will be presented to PSB Chairs in January 2021 to set out the plan for developing separate but aligned strategies, with partners, for children/young people and adults.	

Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Ann Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
PAM/017 (LCS002b) PAM WBO2	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity Higher Preferred	9,223	9,150	8,788	N/A	N/A	No data available	8,870	Quarterly Indicator Target Setting: No target set as leisure centres closed due to COVID-19 Performance: As a result of the pandemic all centres and pools were closed until September. Restrictions on outdoor sports in place via Welsh Government will have prevented participation. We will continue to rebuild and develop programmes as restrictions ease.
PAM/041 PAM WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16- weeks Higher Preferred	57.04%	44%	Not yet published	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Establish Baseline Performance: No Performance Comments
PAM/042 PAM WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16- weeks Higher Preferred	Not yet published	N/A	Not yet published	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Establish Baseline Performance: No Performance Comments
SSWB46 CP WBO2	Number of individuals engaged in targeted programmes linked to leisure and cultural facilities and services Higher Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	653	N/A	Quarterly Indicator Target Setting: Establish baseline Performance: Between April and September there were 4,507 contacts made and 80 participants in Feel Good for Life (for people with dementia and carers). There were 136 NERS clients, including all pathways, and 437 individuals benefited from books at home. The Stronger Together Bridgend digital platform has been created for cultural activities/creative at home programmes.
SSWB47 CP WBO2	Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part Higher Preferred	New 20.21	New 20.21	New 20.21	Establish baseline	N/A	No data available	N/A	Quarterly Indicator Target Setting: Establish baseline Performance: As a result of the pandemic, leisure facilities remained closed until September.

Wellbeing Objective Three: Smarter Use of Resources

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Code	Action Planned	Status	Comments	Next Steps (for amber and red only)
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.	AMBER	The pandemic has highlighted the need for resilience in social care, so there is a need for the MTFS to be reviewed for future years so that they do not impact on further workforce reductions.	
WBO3.2.5	Identify opportunities for new ways of working and for service delivery	GREEN	Throughout the pandemic new ways of working have been implemented both digitally and through agile and flexible working. These need to be reviewed so as to inform strategic programmes going forward. An example here is the innovative work and approaches within Day Opportunities.	

Performance Indicators

PI Ref No	PI Description	Annual target 19-20 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12) WBO3	Value of planned budget reductions achieved (SS & Wellbeing)	820	283	34.5%	0	0%	537	65.5%	See comment on 'Implications of Financial Reductions on Service Performance'

OTHER

Performance indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Ann Target 19-20	Ann Actual 19-20 & RAG	Annual Target 20-21	Q2 Cum Target	Q2 Cum Actual & Rag	Trend Q2 vs 19-20	Comments
CHR002iii (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) Lower Preferred	19.12 days	19.11 days	17.76 days	17.75 days	8.88 days	7.37 days	7.99 days ↑	Quarterly Indicator Target Setting: Corporate target Performance: The more flexible working arrangements available to staff during the pandemic has supported an improvement in sickness levels, in particular short term sickness.
DWB5.6.8.5 (SSWB14) Local Other priority	Number of working days lost per FTE due to industrial injury (SS & Wellbeing) Lower Preferred	0.11 days	0 days	0.41 days	0 days	0 days	0.04 days	0.31 days ↑	Quarterly Indicator Target Setting: Corporate target Performance: This is monitored in line with corporate policy.
SSWB15 Local Other priority	Number of individual injury incidences (SS & Wellbeing) Lower Preferred	6	0	8	0	0	5	4 ↓	Quarterly Indicator Target Setting: No Target Setting Comments Performance: This is monitored in line with corporate policy.

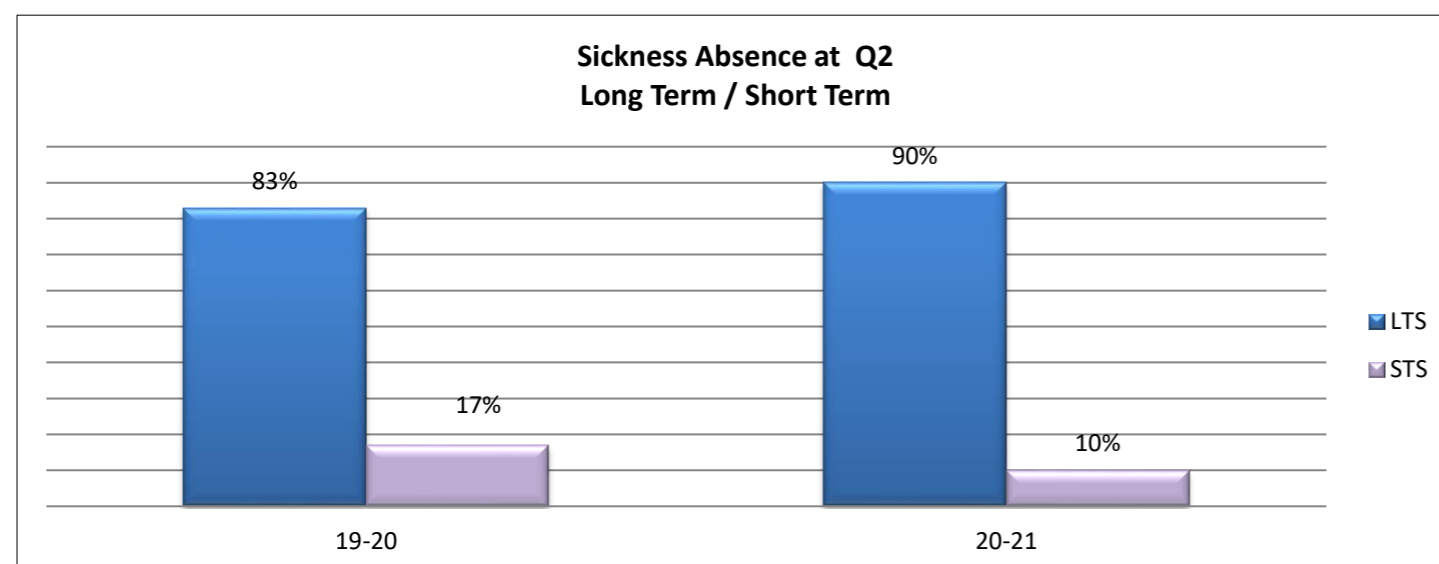
Sickness broken down by Service Area

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Unit	FTE 30.09.2020	QTR2 2019/20			QTR2 2020/21			Cum Days per FTE 2019/20	Cum Days per FTE 2020/21	Target 2020/21
		No of FTE days lost	No. of Absences	Days per FTE	No of FTE days lost	No. of Absences	Days per FTE			
Adult Social Care	605.10	2496.39	211	4.42	2160.67	197	3.57	7.92	8.15	17.75
Business Support - SS&W	35.31	226.93	11	5.83	3.00	2	0.08	12.81	0.49	
Children's Social Care	190.10	661.64	50	3.62	737.85	46	3.88	7.73	6.91	
Prevention and Wellbeing	19.53	13.57	5	0.76	0.00	0	0.00	0.76	0.00	
Social Services and Wellbeing Directorate Total	850.04	3398.52	277	4.22	2901.52	245	3.41	7.99	7.37	

Sickness broken down by absence reason

Absence Reason	Social Services & Wellbeing Directorate			
	Q1 No of FTE days lost	Q2 No of FTE days lost	Total No of FTE Days Lost	% of Cum days lost
Cancer	36.41	0.06	36.47	0.58%
Chest & Respiratory	109.65	94.79	204.44	3.23%
Coronavirus COVID - 19	0.00	35.14	35.14	0.56%
Eye/Ear/Throat/Nose/Mouth/Dental	111.77	49.11	160.88	2.54%
Genitourinary / Gynaecological	16.04	0.07	16.11	0.25%
Heart / Blood Pressure / Circulation	159.65	159.65	319.30	5.05%
Infections	123.59	207.53	331.12	5.23%
MSD including Back & Neck	654.82	494.48	1149.30	18.16%
Neurological	5.68	76.98	82.66	1.31%
Other / Medical Certificate	0.00	0.68	0.68	0.01%
Pregnancy related	73.20	80.69	153.89	2.43%
Return to Work Form Not Received	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	250.99	164.13	415.12	6.56%
Stress / Anxiety / Depression / Mental Health	1884.04	1538.22	3422.26	54.09%
TOTALS	3425.84	2901.53	6327.37	



KEY:

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

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2021

REPORT OF THE CHIEF EXECUTIVE

CORPORATE PLAN 2018-2023 REVIEWED FOR 2021-22

1. Purpose of report

- 1.1 To present the Council's Corporate Plan 2018-2023 reviewed for 2021-22 (**Appendix A**) for the Committee to consider.

2. Connection to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015:-**

1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great 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 borough.
2. **Helping people and communities to be more healthy and resilient** – taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience and enable them to develop solutions to have active, healthy and independent lives.
3. **Smarter use of resources** – ensuring that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help deliver the Council's well-being objectives.

3. Background

- 3.1 The Corporate Plan 2018-2023, describes the Council's vision for Bridgend County Borough, our 3 well-being objectives and our organisation values and principles that underpin how we will work to deliver our priorities.
- 3.2 The Plan represents our contribution to achieving the 7 national well-being goals as set out in the Well-being of Future Generations (Wales) Act 2015 (WFGA) and our improvement objectives under the Local Government (Wales) Measure 2009.
- 3.3 Under the WFGA, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. Under the Local Government Measure, the Council has to set Annual Improvement Objectives and publish these as soon as possible at the start of the financial year. Our Well-being Objectives are also our Improvement Objectives.

3.4 The Local Government & Elections (Wales) Bill is currently progressing through the Senedd and will place specific duties on Local Authorities. The latest draft guidance has been reviewed and the Corporate Plan 2018-23 revised 2021-22 has taken into consideration this guidance, as the Local Government & Elections (Wales) Bill will see the repeal of the Local Government (Wales) Measure 2009 in 2021.

4. Current situation / proposal

4.1 The Corporate Plan has been refreshed for 2021-22. This follows a corporate planning process with Corporate Directors/ Heads of Service and through each Directorates Departmental Management Team. The process was carried out between October 2020 and December 2020 to review progress, streamline the plan to focus on reviewing commitments and indicators and to further maximise our contribution to the national well-being goals, whilst recognising the current challenging environment.

4.2 As part of work undertaken to develop the Council's approach to recovery planning from Covid-19, the recommendations of the cross-party Recovery Panel set up with the aim of shaping, informing and advising Cabinet on the Council's recovery planning have been used to inform the review of the refreshed Corporate Plan for 2021-22.

4.3 Well-being objectives, aims and strategic priorities remain unchanged. Commitments have been revised and performance indicators to measure outcomes have been agreed. Where possible proposed targets for 2021-22 have been set.

4.4 In many cases, however, the targets that were set for 2020-21 have become meaningless or cannot be collected in the way anticipated, due to ongoing impact of Covid-19, for example lockdowns impacting on schools and the local economy. This has meant that setting a realistic performance indicator for 2021-22 has become more difficult and targets even more so. Therefore, some targets have been removed and we have reverted to measuring and establishing a new baseline. Where this is the case, these have been shaded in grey in **Appendix A**.

4.5 As part of the annual review, it is also proposed to extend the life span of the current Corporate Plan by one year to 2023. The rationale for this is that:

- Local elections have been pushed back by a year. They were expected to take place in May 2021 but are now being held in 2022. This enables any new administration to set its new Corporate Plan post election and ties the Corporate Plan to a 5-year cycle in line with the local election cycle.
- Public Services Board (PSB) are required to undertake an assessment of well-being 12 months prior to local elections. This assessment and the next Future Trends Report to be published in 2021-22 should be used to help inform a new Corporate Plan.

- 4.6 Financial information will be incorporated into the Plan when the Council's budgets are finalised for the Medium Term Financial Strategy (MTFS).
- 4.7 Any comments from the Committee will be considered when the reviewed Plan is finalised for Cabinet to consider at its meeting on 23 February 2021 and for Council to approve on 24 February 2021 for publication by 31 March 2021.
- 4.8 Once approved, this Plan replaces the current Corporate Plan. Delivery will be supported by the MTFS and directorate business plans. It will be monitored quarterly through the Corporate Performance Assessment process, directorate management team meetings and this Committee.

5. Effect upon policy framework & procedure rules

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

6. Equality Impact Assessment

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

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

- 7.1 The Well-being of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of Council and has major implications for the long-term planning of finances and service provision. The 7 well-being goals identified in the Act have driven the Council's three well-being objectives.
- 7.2 A well-being assessment of the impact of the Corporate Plan has been completed (**Appendix B**).

8. Financial implications

- 8.1 There are no financial implications arising from this report. The Corporate Plan is closely aligned to the Medium Term Financial Strategy which sets out the resources for delivering the Council's Corporate Plan.

9. Recommendation

- 9.1 That the Committee consider the Corporate Plan 2018-2023 reviewed for 2021-22 for onward consideration at Cabinet and Council in February 2021.

Mark Shephard
CHIEF EXECUTIVE
14 January 2021

Contact Officer: Gill Lewis

Interim Chief Officer – Finance, Performance and Change

Telephone: 01656 643224

Email: gill.lewis@bridgend.gov.uk

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

Background Documents: None

“One council
working
together to
improve lives”



CORPORATE PLAN 2018-23

reviewed for 2021-22

Introduction

Welcome to the Council's revised corporate plan for 2021-22

Introduction to be written prior to report going to Cabinet / Council.

We welcome any comments and ways of providing feedback are found at the back of this report.



Councillor Huw David
Leader of the Council



Mark Shephard
Chief Executive

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A snapshot of Bridgend County Borough



Population	147,049
Size	98.5 square miles
Households	62,814
Average House Price	£155,595 (UK HPI: April 2020)
Active Businesses	4,095
People in Employment	76.2% (June 2020)
Average (median) salary	£27,398 (Welsh average £28,168)

Representation

Wards	39
Councillors	54
Constituency Members of Senedd	2
Regional Members of Senedd	4
Members of Parliament	2

Education

Primary schools (excl Welsh & Faith)	39
Secondary schools (excl Welsh & Faith)	7
Special schools	2
Pupil referral unit	1
Faith schools	6
Welsh language schools	5

Homelessness

Homeless hostels	1
Domestic abuse refuges	2
Rough sleepers provision	3
Supported and temporary accommodation schemes	9

Leisure and Well-being

Swimming Pools	5
Life centres & sports facilities	9
Libraries	11

Social Care

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

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



Total Council Income (2021-22)



Council Tax	£XXXm
Non-Domestic Rates	£xxxm
Revenue Support Grant (Welsh Government)	£xxxm
Other funding	£xxxm
Total Gross Income	£xxxm

We have **4,303** full-time equivalent staff delivering a full range of key services to over 147,000 people, which include:

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

OUR VISION, PRINCIPLES AND VALUES

Our Vision

In formulating this corporate plan, the Council has considered the type of organisation it wants to be. Our vision is to act as

“One Council working together to improve lives”.

We will do this by delivering our well-being objectives. Achieving this will improve the quality of life of all those living and working in the county borough. This plan represents our ambitions and commitments to our citizens and sets out our contribution to Wales’ seven well-being goals as outlined in the Well-being of Future Generations (Wales) Act 2015.

This means that we will become a smaller, more flexible and innovative local authority that works with partners and local communities to create a future in which residents have access to a more responsive and tailored service. It will also mean that residents take greater responsibility for making that happen, to improve their own resilience and for that of the community as a whole.

Our Principles

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

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

These principles highlight the importance of other organisations in delivering services to meet local needs. The Council has a track record of working with the third sector, the not-for-profit sector and the private sector, each of which already provides some services for the Council. We will continue to build on this approach for the duration of this plan.

These principles, together with the Council’s values, support the principle of sustainable development defined by the Well-being of Future Generations (Wales) Act 2015. Sustainable development is about improving the way in which we can achieve our economic, social, environmental and cultural well-being by focusing on the long term, prevention, integration collaboration and involvement. It will underpin everything we do and help us make the county borough a great place for people to live, work, study and visit.

Our Values

These represent what we stand for and shape how we work:

Fair - taking into account everyone's needs and situation

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

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

Efficient - delivering services that are value for money

Our principles, together with our values, support the principle of sustainable development defined by the Well-being of Future Generations (Wales) Act 2015. Sustainable development is about improving the way in which we can achieve our economic, social, environmental and cultural well-being by focusing on the long term, prevention, integration collaboration and involvement. It will underpin everything we do and help us make the county borough a great place for people to live, work, study and visit.

WELL-BEING OBJECTIVES

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

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

This document sets out a small number of important long-term objectives we want to achieve. These are our well-being objectives under the Well-being of Future Generations (Wales) Act 2015. They are also our improvement objectives under the Local Government (Wales) Measure 2009.

In setting our well-being objectives we set out what we aim to achieve and why they are important. More detail on this can be seen in our well-being statement. [\(Insert link\)](#) Our well-being objectives are integrated, which ensures we are working together to achieve shared outcomes. This plan sets out the steps we will take and identifies the priority areas to drive improvements. Details on how we have already made progress towards these objectives can be found in our Annual Report 2019-20 (<https://www.bridgend.gov.uk/media/9651/annual-report-2019-to-2020.pdf>)

Our well-being objectives



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

Our contribution to the well-being goals

This report sets out the contribution our well-being objectives make to the seven well-being goals. These are set out below:

Well-being Goal	Well-being Objective		
	Supporting a successful sustainable economy	Helping people and communities to be more healthy and resilient	Smarter use of resources
A prosperous Wales	✓		✓
A resilient Wales			✓
A healthier Wales	✓	✓	✓
A more equal Wales	✓	✓	✓
A Wales of cohesive communities	✓	✓	✓
A Wales of vibrant culture and thriving Welsh language	✓	✓	
A globally responsible Wales	✓		✓

How we are using the five ways of working

In addition to the seven well-being goals, the Well-being of Future Generations (Wales) Act 2015 puts in place the sustainable development principle, and defines the five ways of working that public bodies must adopt to demonstrate they have applied the sustainable development principle. The five ways of working are:

Long term – The importance of balancing short-term needs with the need to safeguard the ability to also meet long term needs.






























Prevention – We are being proactive in resources into preventing problems occurring or getting worse.

Integration - Considering how our well-being objectives may impact upon each of the well-being goals, or on the objectives of other public bodies.

Collaboration - Acting in collaboration with any other person/organisation or different parts of the local authority to deliver our well-being objectives.

Involvement - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the areas which we serve.

We have embedded the five ways of working, as expressed in the Well-being of Future Generations (Wales) Act 2015 into our principles.

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

Steps and targets

We review our steps (commitments) and targets every year to ensure we continue to take steps to meet our well-being objectives. The unprecedented challenges presented by the global Covid-19 pandemic during the 2020/21 financial year have inevitably meant that many of the commitments and performance indicators originally set out in last year's plan, have been impacted as significant new challenges and priorities emerged, particularly around public health. This has meant that in many cases the targets that were set for last year have become meaningless or cannot be collected in the way anticipated. This in turn has meant that in some priority areas setting a realistic performance indicator for 2021/22 has become more difficult. Therefore some targets have been removed and we have reverted to measuring and establishing a new baseline. Where this is the case these have been shaded in grey. It is hoped that during 2021/22, we will be able to return to something approaching normality and consequently we will be able to measure and manage performance in the way that has been done historically for future years.

Well-being Objective 1

Supporting a successful sustainable economy

This means we will take steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.

Our well-being aims

1. To support local people develop skills and take advantage of opportunities to succeed
2. To create conditions for growth and enterprise
3. To create town centre and communities that improve the quality of life for citizens

Why these are important

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

Helping us to achieve our ambition of a successful sustainable economy, the Council, along with key partners, is working on a number of projects which will deliver the outcomes to help Bridgend thrive over the long term. These include:

- A Replacement Local Development Plan (LDP), which sets out our objectives for the development and use of land in the county borough up to 2033, including the need to build around 7,500 homes.
- The Cardiff Capital Region City Deal, which the local authority is part of, with the aim of creating 25,000 jobs across the entire region and bringing in £4bn of private sector investment by 2036. The City Deal includes four strategic themes, which will benefit the county borough - skills and employment, innovation, connecting the region and infrastructure.
- The Valley's task force programme, an initiative the local authority is committed to, along with other South East authorities, which includes supporting the Maesteg Town Hall project, along with grant programmes for housing and business and tourism investment across the valleys, including the £6.6m Valleys Regional Park programme.
- Developing a masterplan for the regeneration of Bridgend Town Centre. This will bring forward a number of projects in partnership with key stakeholders to increase the range and number of facilities in the town centre, which will inject vibrancy and a sense of place. It will also encourage more use of public transport and active travel, provide opportunities for education and learning and assist in the economic recovery of the town centre.

- Working in partnership with Welsh Government, Registered Social Landlords and the private sector to increase social housing opportunities throughout Bridgend, and support the effective and best use of Social Housing Grant for the development of new housing to meet housing needs.

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

We will work towards the principles of the foundation economy model – better jobs closer to home which will nurture and grow local economies by stimulating meaningful employment in communities with high levels of unemployment. We will seek to boost economic development throughout the County Borough through a range of activities including the development of enterprise hubs and direct business support packages.

We believe that education remains the most important lever for improving the life chances and resilience of young people. Our future long-term prosperity depends on the skills and knowledge of our communities. Estyn (Her Majesty's Inspectorate for Education and Training in Wales) inspected the local authority in March 2019 under the new Local Government Education Services (LGES) Inspection framework, introduced in September 2018. The inspection identified many strengths that the local authority has in providing education to its learners, but also recognised some areas that we need to improve on.

From 2017, the Welsh Government stopped publishing a standards group for schools. Instead schools now use a broader set of performance information to evaluate how they are doing which is set out in the (insert link) Welsh Government National School Categorisation system. For 2019-20 35 of our 60 schools were categorised as green. We will continue to work closely with our challenge advisors in the Central South Consortium to improve learner outcomes and improve our school categorisation.

Covid-19 pandemic saw schools closed in March 2020, a reopening of schools in September 2020, with new ways of teaching through Google classroom and parents supporting their children in continuing with education at home. Blended learning has become even more important to enable pupils to continue with their learning and Welsh Government's decision for to replace exams with teacher managed assessments, for 2021 means resources will be focussed on well-being of learners, ensuring fairness and maximising teaching and learning for students at this difficult time. We will also realise the new Curriculum for Wales, supporting the diverse needs of our young people through the medium of Welsh and English, raising standards, improve education for key groups of learners, including the most vulnerable with a relevant real world curriculum to equip them for their future lives.

Our priority areas to support this well-being objective

- **Improve learner outcomes** – To inspire and support children, adults and families to achieve better outcomes; leading to prosperous, healthy, safe and happy communities.
- **Growth and prosperity** - Promote the conditions for growth and prosperity by supporting people and business to take advantage of the opportunities to help them succeed.

Who will help us?

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

Steps we will take to support this well-being objective

To help improve learner outcomes we will

Sustain the current good pupil performance at key stage 4.

Raise standards of literacy in primary schools.

Improve outcomes for post-16 learners in school sixth forms.

Assess the impact of the COVID19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic.

Support schools to provide safe learning environments for all learners and staff in schools.

Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh medium education and increase the number of Welsh speakers to support Cymraeg 2050.

To support growth and prosperity we will

As part of regeneration to support the growth and prosperity of the county borough key developments are planned:

- The Redevelopment of town centres across the Borough; including the production of a masterplan for Bridgend Town Centre and the redevelopment of Maesteg Town Hall providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs.
- The regeneration of the Porthcawl waterfront including the development of the Salt Lake area for a mixed use sustainable development of retail, housing and leisure

Create better town centres through improving property and the environment. Including seeking opportunities to work collaboratively with key stakeholders for mixed use developments which combine, live, work and social spaces to add vibrancy and promote conditions for growth and prosperity.

Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity.

Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by:

- Supporting business start ups
- Supporting resilience of businesses - (enterprise hubs)
- Developing procurement strategies to boost the foundational economy

To support growth and prosperity we will

Improving the visitor experience to boost tourism in the wake of the COVID19 crisis by:

- Enhancing the natural environment through Valleys Regional Park
- Deliver the Porthcawl Resort Investment Focus (PRIF) programme

How will we know we are successful?

By monitoring our measures of success, we will be able to keep track of performance to help drive improvements to achieve the following outcomes:

Priority area: Improve learner outcomes

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Average capped 9 score for pupils in Year 11.	362	363.0	N/A
Percentage of pupils, at end of foundation phase, achieving Outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language Literacy and Communication in English and Welsh).	83.2%	85.1%	N/A
Percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the expected outcome in English/Welsh first language, as determined by teacher assessment.	88.6%	90.2%	N/A
Percentage of pupils at A level achieving 3 A*-C grades.	55.4%	55.6%	N/A
Percentage of Year 1 learners taught through the medium of Welsh.	7.58%	8.7%	8.7%

Priority area: Growth and prosperity

Success Indicators-	Actual 2019-20	Target 2020-21	Target 2021-22
The number of vacant premises in town centres: a) Bridgend b) Maesteg c) Porthcawl d) Pencoed	a) 65 b) 13 c) 19 d) 7	No targets	Bench marking
The number of visitors to town centres- footfall for a) Bridgend b) Porthcawl	a) 6.3m b) 2.7m	No targets	Bench marking
Financial value of externally funded town centre regeneration projects underway/in development.	£15	£13m	£13m

Success Indicators-	Actual 2019-20	Target 2020-21	Target 2021-22
Total annual expenditure by tourists.	£362.69m	N/A	Bench marking
Number of business start-ups.	475	No target	Bench marking
The number of participants in the Employability Bridgend programme going into employment.	334	200	250

Well-being Objective 2

Helping people to be more healthy and resilient

This means we will work with our partners, including the people who use our services to take steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. We will support individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.

Our well-being aims

1. To give people more choice and control over what support they receive by providing early access to advice and information.
2. To reduce demand through targeted early help and intervention programmes.
3. To develop more active, healthy and resilient communities by working in partnership with the third sector, town and community councils and community groups.

Why these are important

Local authorities have a role to play in helping individuals and communities to develop social capital. There is growing recognition that although disadvantaged social groups and communities have a range of complex and inter-related needs, they also have assets at the social and community level that can help improve health, and strengthen resilience.

The Council is committed to taking asset-based approaches to improving health and building resilience for well-being. By intervening early and focusing on preventative services we can help people and communities to be more independent, less reliant on council services and more likely to achieve better outcomes. At the service delivery level, timely and appropriate interventions help reduce costs which helps safeguard the sustainability of services ensuring the Council can effectively support those with greatest need.

The prevention and well-being focus within the Council has allowed assets such as community centres to re-design the service model so that they now offer a wider range of services that support better physical health and emotional well-being.

The positive impact of housing on standards of health and overall well-being and is recognised as a key contributor to these key outcomes. The Council will work collaboratively with external partners providing responsive, creative and innovative approaches to prevent and relieve homelessness, ensuring accessibility to suitable accommodation with the appropriate support to meet housing legislation and Welsh Government Guidelines.

Empty properties are a wasted resource and a missed opportunity to improve well-being. The Council is committed to reducing the number of empty properties across the county borough and help contribute towards increasing the availability of quality affordable housing for sale or for rent. The

additional wider benefits include improving the aesthetic of the local environment, creating training and job opportunities.

Our priority areas to support this well-being objective

- **Developing and enhancing community support and services** – Ensuring there are high quality, seamless opportunities, support and services in place for those who need our help to enable them to remain independent for as long as possible.
- **Building resilient communities** – Working with our partners and communities we will develop through co-production new and innovative alternatives to improve well-being and to support and sustain delivery. New service models will be sustainable and less reliant on the Council and will reflect a positive shift in responsibility by empowering other organisations and local people.
- **Better health and well-being** – Improve the physical, mental and emotional well-being of children and young people and vulnerable citizens, to ensure they can thrive and fulfil their potential.

Who will help us?

We will work with partners to help achieve our aims, in particular the NHS, Police, Awen, Halo and the third sector. Similarly, Registered Social Landlords (RSLs) and private sector landlords are also essential partners.

We also work collaboratively on a regional basis as members of the Cwm Taf Morgannwg Partnership Board. In addition, our key stakeholders, the people who use social care, play a vital role in helping design services that best meet need.

Steps we will take to support this well-being objective

To develop and enhance community support and services we will

Expand a range of integrated community services – over an extended day.

Target the use of early intervention services to reduce demand on statutory services.

To build resilient communities we will

Continue the safe reduction of children looked after (CLA) numbers, and support children looked after to achieve the best possible outcomes by:

- Ensuring CLA are supported to live with their families and where this is not possible identify alternative permanence options at the earliest opportunity
- Ensuring CLA enjoy the same life chances as other children

Work in partnership with town and community councils, third sector and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services.

To build resilient communities we will

Work with households and partners to prevent people from becoming homeless, and support vulnerable people including rough sleepers, by providing a range of accommodation options reacting to the changing guidance from Welsh Government as part of the COVID19 response. Aiming to support households to transition into long term solutions to prevent homelessness and escalation into statutory services.

Work with landlords to return empty properties back into use helping to increase the availability of affordable housing for sale or rent.

To support better health and well-being we will

Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place.

Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and creating age friendly communities.

Work with partners to develop a mental health strategy and action plan to support children, young people and all adults particularly with the added and often acute pressures from Covid-19 and lockdown.

How will we know we are successful?

By monitoring our measures of success, we will be able to keep track of performance to help drive improvements to achieve the following outcomes:

Priority Area: Developing and enhancing community support and services

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Number of people aged 65+ referred to Community Resource Team.	N/A	2200	TBC
Percentage of reablement packages completed that: a) Reduced the need for support b) Maintained the same level of support c) Mitigated the need for support	N/A	Establish baseline	TBC

Priority Area: Building resilient communities

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Number of council owned assets transferred to the community for running.	4	15	10
Percentage of households threatened with homelessness successfully prevented from becoming homeless.	66.2%	72%	60%
Percentage of people presenting as homeless or potentially homeless, for whom the local authority has a final legal duty to secure suitable accommodation.	10.51%	10%	30%
Number of additional dwellings created as a result of bringing empty properties back into use.	20	5	7
Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority.	N/A	6%	6%
Number of children and young people looked after.	394	378	TBC
Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 12 months since leaving care	N/A	Establish baseline	TBC
Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 13-24 months since leaving care	N/A	Establish baseline	TBC
Percentage of care leavers who experience homelessness during the year (as defined by the Housing (Wales) Act 2014) within 12 months of leaving care.	N/A	Establish baseline	TBC

Priority Area: Better health and well-being

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome.	70%	68%	69%
Percentage of individuals in managed care supported in the community.	N/A	74%	TBC

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Percentage of individuals in managed care supported in a care home setting.	N/A	26%	TBC
Number of individuals engaged/supported in targeted programmes linked to leisure and cultural facilities and services.	N/A	Establish baseline	TBC
Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part.	N/A	Establish baseline	TBC

Well-being Objective 3

Smarter use of resources

This means we will ensure that all of our resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

Our well-being aims

1. To ensure that the council is financially sustainable over the longer term.
2. To improve the efficiency of, and access to, services by redesigning our systems and processes.
3. To work collaboratively to make the most of natural and physical assets.
4. To develop the culture and skills required to meet the needs of a changing organisation.

Why these are important

We recognise we need to continue to make smarter use of our resources, looking at different ways of delivering services, embracing technology and working with partners and our communities to deliver financially sustainable services for the long term. In this way we can maximise our contribution to achieving our well-being objectives and improving well-being for our citizens while achieving those planned savings.

Over the past four years, we have made budgetary savings of more than £xx million. The Covi-d19 pandemic has not only led to unexpected costs of some £xm, but an estimated £xm loss of income, which provides us with additional financial challenges going forward. We needed in the short term to divert resources to where these were most needed. These challenges continue and we still have to make a further £xxm savings by 2025? Some big decisions will need to be made on what services the Council provides over the longer term and how it works in partnership to use and deliver resources in the most effective way.

Our staff, who mobilised to support essential services at the start of the pandemic, remain key to how we will deliver services in the future. We will need to increase the capabilities of our workforce as the organisation continues to change, making savings, whilst still improving the social, economic, cultural and environmental well-being of our citizens, at a time of ever-increasing need.

Over the longer term this well-being objective is essential for the sustainability of council services and for the local economy. The Welsh Government has set an ambitious target for public sector organisations to be net carbon zero by 2030, in 4 particular areas. These include energy use, transport, buildings and open space. Our ambitions, baselining, and road map to delivering this, will form part of a "Bridgend 2030" decarbonisation strategy, the draft of which will be consulted on in the summer of 2021. The transition to decarbonisation is one of the largest economic development opportunities Bridgend County Borough will have in the next 30 years. Working with others we also

need to better manage our natural resources, seek to maintain and enhance biodiversity as well as continuing to consider how best to dispose of waste, with an emphasis on reducing, reusing and recycling.

Through our Corporate Landlord model we are transforming the council's estate, with an on ongoing disposals programme to have fewer but better buildings, reducing maintenance backlogs and running costs, whilst also reducing our carbon footprint.

By generating capital receipts from our disposals programme, we will continue to build new schools and improve the conditions of our existing school buildings to provide better teaching and learning environments for our pupils whilst also maximising community usage of these facilities.

Our Digital Strategy ([insert link](#)) sets out our clear direction on what we have achieved so far and what we plan to achieve in relation to the Digital Citizen, Digital Council and Digital Place, including supporting new practices. This was evidenced in the rollout of equipment and software to staff at the start of the Covid-19 pandemic for staff to be able to work effectively from home. Work continues apace to increase digital inclusion for the citizen, council and place, increasing access to existing and proposed digital services. Progress will be monitored by the Digital Transformation Board and reported on annually. Having access to technology for online study can also support positive outcomes for learners. As part of the Learning in Digital Wales Programme funded by Welsh Government, £2m will be invested in our schools to provide high speed and quality broadband, together with new and replacement classroom-based, end-user devices.

Over the short and medium term this corporate plan will focus on the following priority areas to help deliver improvements:

Our priority areas to support this well-being objective

- **Transforming the council's estate** - Ensure the Council's estate is appropriately developed and utilised to improve service delivery, reduce running costs, minimise our impact on the environment and provide the best possible setting to meet the needs of all users including citizens.
- **Areas of corporate change** - We will adapt our ways of working to ensure the effective delivery of our well-being objectives. Embracing innovation and technology, developing the skills and approaches of staff and adopting alternative ways of working will ensure the Council is equipped to respond to future challenges.
- **Decarbonisation and environmental sustainability** - Programmes of work that protect and safeguard the environment for future generations by lowering the Council's carbon footprint, enhancing reduction, re-use and recycling of materials and promoting environmental awareness and responsibility with our communities.

Who will help us?

Employees; Schools; Contractors; Trade Unions

Steps we will take to achieve our well-being objective

To transform the council's estate we will

Fewer better buildings by:

- Disposing of or releasing surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained.
- Using digital transformation of services during COVID19 to identify service re-modelling to reduce demand on office accommodation across the Councils estate.

Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme.

To support areas of corporate change we will

Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend.

Provide support to facilitate organisational and cultural change. This will include workforce engagement; the development of new and existing employees; and enhancing skills capacity through investment in the corporate apprenticeship programme.

Implement the planned budget reductions identified in the MTFs, in particular for the 2020-21 financial year, set annual balanced budgets and establish long term financially sustainable solutions.

Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools.

Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID.

To support decarbonisation and environmental sustainability we will

Develop a corporate decarbonisation strategy - Bridgend 2030.

Invest £1.3 million to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions.

Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the:

- Caerau Heat Scheme,
- Bridgend Heat Network

Continue to exceed the national recycling targets and increase opportunities for reuse of materials by :

- building a new community recycling centre with a reuse centre,
- recycling street scene waste,

To support decarbonisation and environmental sustainability we will

- raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity

Maintain and enhance the natural resources and biodiversity of Bridgend County Borough.

How will we know we are successful?

By monitoring our measures of success, we will be able to keep track of performance to help drive improvements to achieve the following outcomes:

Priority Area: Transforming the councils' estate

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Percentage surplus capacity in primary schools.	4.9%	10%	10%
Percentage surplus capacity in secondary schools.	22%	18%	18%
Realisation of capital receipts targets.	£794k	£600k	£2m
Percentage of BCBC operational buildings achieve full statutory compliance.	54.6%	100%	100%

Priority Area: Areas of corporate change

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Percentage of staff participating in the staff survey.	38.3%	No survey	44.5%
Percentage of employees attending the new starter briefing, as part of the corporate induction programme, who rated it excellent or good.	N/A	N/A	80%
Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	N/A	7.75 (N=35)	N=35
Percentage budget reductions achieved (Overall BCBC budget).	89.42%	100%	100%
Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	N/A	100%	100%
Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	N/A	100%	100%

Priority Area: Decarbonisation and environmental sustainability

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Annual gas consumption across the local authority – kWh.	N/A	Establish baseline	Establish baseline
Annual electricity consumption across the local authority – kWh.	N/A	Establish baseline	Establish baseline
Annual CO ₂ emissions related to gas consumption across the local authority – kWh.	N/A	Establish baseline	Establish baseline
Annual CO ₂ emissions related to electricity consumption across the local authority – kWh.	N/A	Establish baseline	Establish baseline
Kilograms of residual waste generated per person.	123.83KG	No target	120KG
Percentage of waste reused, recycled or composted.	67.66%	No target	68%
Percentage of waste: a) reuse b) recycled c) composted	N/A	No target	a) 1% b) 45% c) 20%
Percentage of street cleansing waste prepared for recycling.	N/A	20%	20%
Undertake schemes to increase the County Borough's tree cover.	N/A	1.5 schemes	2 schemes
Deliver community biodiversity schemes.	N/A	1.5 schemes	2 schemes
Undertake Local Nature Reserve Enhancement projects.	N/A	2 projects	2 projects

Managing our Budget

The charts outline our income and spending plans for 2021-22.

Income and expenditure financial charts will be updated prior to the Corporate Plan going to Cabinet / Council in February 2021 once budget proposals and council tax has been agreed.

Democracy and Partnership

How the Council Works

Council

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

Cabinet

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

Overview and Scrutiny

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

Consultation and Involvement

Throughout the year we carry out a range of consultations to inform our decisions, including the Fit for the Future budget consultation. Building on our experience of previous consultations, we developed new ways for people to participate and get involved. Our methods included surveys, social media, radio adverts, explainer videos, town and community council meetings as well as engagement with members.

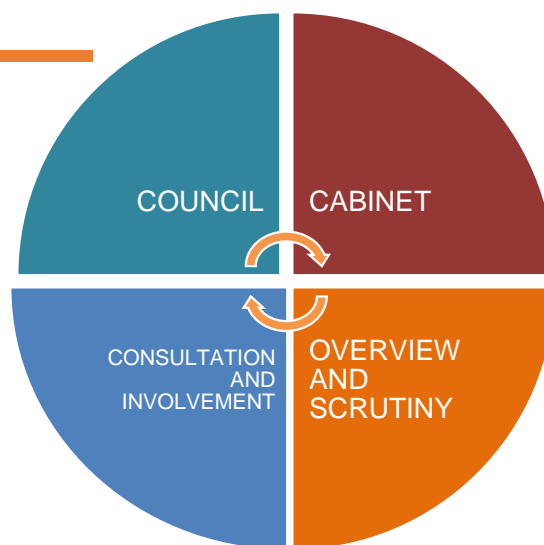
Over 18,000 engagements took place in the year 2019/2020 through a range of survey completions, face to face interactions, citizens panel events and social media engagement. We engaged with the public on a range of topics such as:

- The potential re-organisation of post-16 provision
- Public Space Protection Order consultation
- Strategic Equality Plan Objectives 2020 to 2024
- Learner travel review consultation

Members of the Citizens' Panel receive up to three surveys per year on diverse service areas. They also receive updates through our "You said we did" newsletter.

We also engage with specific groups of people, such as those who use our social care services, to ask for their views about the Draft Social Services and Wellbeing Directorate 5 year Service Delivery Plan 2020-2025

We use social media to promote engagement within the community and this year we have seen over 79,000 interactions through this method. Polls also proved an effective way of engaging with the public as well the use of videos to promote and enhance engagement.



Working with Others

- The [Bridgend Public Services Board \(PSB\)](#) was created as part of a legal requirement for each local authority under [The Well-being of Future Generations \(Wales\) Act 2015](#). The Council is one of a group of local health, education, social care and well-being organisations from the public sector and not for profit sectors who work together to create a better Bridgend County Borough. The work is based on collaboration and consultation with local people and communities.
- Following a Well-being Assessment, the Bridgend PSB has developed a [Well-being Plan](#) to address the issues that influence the long-term well-being of Bridgend.
- The [Cwm Taf Morgannwg Regional Partnership Board \(RPB\)](#) brings together health, social services, housing, the third sector and other partners to deliver strategic approaches to deliver integrated Health and Social Care services as set out in [The Social Services and Well-being Act Wales \(2014\)](#)

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

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

- [Shared Regulatory Services](#) is a partnership with the Vale of Glamorgan and Cardiff Councils to provide a more efficient services covering Trading Standards, Environmental Health, Licensing and Private Sector Housing.
- [Bridgend Community Safety Partnership](#) is a sub-board of the Bridgend PSB, which brings together public, private and voluntary agencies that work together to reduce crime, disorder and fear of crime.
- The Council's Internal Audit Service had been delivered under a formal collaborative agreement with the Vale of Glamorgan Council since 2013. From April 2019 a Regional Shared Internal Audit Service has been in existence bringing together Merthyr Tydfil CBC, Rhondda Cynon Taf CBC and the existing shared service. An efficient Internal Audit service provides independent assurance that the Council's risk management, governance and internal control processes are operating effectively.
- We have partnered with [GLL/Halo Leisure](#) to manage eight leisure centres and swimming pools. We have a long term partnership with [Awen](#) Cultural Trust to run our cultural venues and services for 20 years. This includes the Bridgend library service, Maesteg Town hall, Porthcawl Grand Pavilion, four community centres and Bryngarw House and Country Park.
- We are one of ten local authorities in South East Wales that are part of [The Cardiff Capital Region City Deal](#), which is a programme to bring about significant economic growth in the region.

Feedback

We welcome your comments on this Corporate Plan and your suggestions for improvement. You can give your feedback through



Our website: www.bridgend.gov.uk



Instagram at www.instagram.com/BridgendCBC/



Facebook at www.facebook.com/BridendCBC



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



Email to talktous@bridgend.gov.uk



Or by writing to Corporate Performance Team, Bridgend County Borough Council,
Raven's Court, Brewery Lane, Bridgend CF31 4WB

This report is available in both Welsh and English. It is also available in another language or format on request.

APPENDIX B

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

Project Description (key aims): Corporate Plan 2018-2023 reviewed for 2021-22	
Section 1 Complete the table below to assess how well you have applied the 5 ways of working.	
Long-term (The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs)	1. How does your project / activity balance short-term need with the long-term and planning for the future?
	<p>Working with our partners and communities we will develop, through co production, new and innovative alternatives to improve well-being and to support and sustain delivery over the longer term. New service models will be less reliant on the council and will reflect a positive shift in responsibility by empowering other organisations and local people.</p> <p>The plan now includes the commitment to develop a Decarbonisation Strategy 2030, which focuses on energy use, transport, buildings and open space. The strategy is the council's response to the Welsh Government ambition for public sector organisations to be net zero by 2030. The transition to decarbonisation is arguably the largest economic development opportunity for Bridgend County Borough over the next 30 years.</p> <p>There are commitments to improve learner outcomes for all children and young people which will reap substantial future benefits relating to health, equality and job creation. As part of the Learning in Digital Wales Programme, £2m will be invested in our schools to provide high-speed quality broadband that will see a single entity for Wi-Fi access across all our schools.</p> <p>The Welsh Government set an aspiration of 100,000 hectares of new woodland by 2030 to help Wales meet its carbon emission reduction targets. Bridgend Council sets out in the Corporate Plan its contribution to this ambition by collaborating with Public Services Board (PSB) partners on a tree planting project to increase the tree cover across the county borough. In addition to the long term benefits that fully matured trees provide to the environment, there are also many well-being benefits for individuals and communities.</p>
Prevention (How acting to prevent problems occurring or getting	2. How does your project / activity put resources into preventing problems occurring or getting worse?
	<p>Our strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence. As part of the Cwm Taf Morgannwg</p>

<p>worse may help public bodies meet their objectives)</p>	<p>regional transformation programme, we are committed to transforming services in order to keep people well and supported at home and in the community rather than in hospital. To this end, we are committed to extending the availability of a range of social care and support over an extended day and utilising multidisciplinary teams to provide a holistic service to meet need in the community.</p> <p>Targeted early help and support for children and their families remains a priority – we are committed to taking steps where possible to provide timely and appropriate support to improve outcomes and prevent people becoming reliant on council services.</p> <p>The Plan continues its commitment to remove barriers that prevent people from participating in cultural and leisure activities - with the impact of COVID-19 this will involve new and innovative ways to continue to deliver services. In addition to the significant social value, these activities are effective early interventions more likely to deliver better outcomes whilst also being cost effective.</p> <p>The Housing Act (2014) introduced the need to move to a preventative approach to homelessness and this is a core principle of the commitments in the Corporate Plan. The support activities to prevent homelessness are broad and diverse and include services for people suffering domestic abuse, substance misuse issues, learning disabilities, accommodation for young people and people with mental health support needs. Welsh Government implemented emergency changes to the Act by stipulating that everyone who approaches the Authority for help with being homeless should be considered priority need for temporary accommodation. Further Welsh Government guidance has since stipulated that every council in Wales should now be looking to find permanent accommodation options for all those that it has provided temporary accommodation to as a result of the pandemic.</p>
<p>Integration</p> <p>(Considering how the public body's well-being objectives may impact upon each of the wellbeing goals, on their objectives, or on the objectives of other public bodies)</p>	<p>3. How does your project / activity deliver economic, social, environmental & cultural outcomes together?</p> <p>The priority areas within well-being objective 2, are strongly aligned to Ambition 1 and 2 of the Regional Transformation programme which is been delivered with partners via the Cwm Taf Morgannwg Regional Partnership Board.</p> <p>COVID-19 has accelerated the focus on protecting rough sleepers and the homeless, which has led to significant partnership and integrated working with Registered Social Landlords (RSLs)to help the vulnerable move on from temporary accommodation into suitable social housing.</p>

	Under well-being objective 3, we retain our commitments to biodiversity and natural resources which ensures we are aligned with the PSB's well-being plan.
Collaboration (Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives)	4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?
	<p>It follows that the increased level of integrated working within the corporate plan, has led to more collaboration to deliver our well-being objectives:</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Community asset transfer to enable sustainable management of community assets • Working with landlords to help return empty properties back into use • Joint working and contract arrangements with third sector organisations to deliver housing projects for people with complex needs • Children's social care working with early help and intervention services to provide timely effective support • Tree project with Natural Resources Wales and other PSB partners including the Cwm Taf Morgannwg health board • Collaborating with Halo Leisure and the Awen Trust to transform our venues into next generation wellbeing hubs • On a regional foot print we are collaborating with other local authorities as part of the Cardiff Region City Deal, the Valleys Taskforce, and working as part of the Cwm Taf Morgannwg Regional Partnership Board that includes the Cwm Taf Morgannwg health board, and other partners, to deliver the Regional Transformation programme • As part of our efforts to create better town centres we will be seeking opportunities to work collaboratively with key stakeholders for mixed use developments which combine, live, work and social spaces to add vibrancy and promote conditions for growth and prosperity
Involvement (The importance of involving people with an interest in achieving the well-being goals, and	5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?
	<p>Consultation is carried out using a mixed method approach to ensure and promote the widest range of participation to ensure the views of people living in Bridgend County Borough are considered as part of the evidence when identifying priorities. One of the key planned consultations for 2021 will be on the new draft decarbonisation strategy.</p>

<p>ensuring that those people reflect the diversity of the area which the body serves)</p>	<p>Work continues apace to increase digital inclusion among citizens with a new commitment to build on the technological progress accelerated by COVID-19.</p> <p>Our commitment to remove the barriers that prevent people from accessing leisure services is supported by the Champions of Wales project which aims to increase the participation of girls and young women in physical activity. We invite participants to identify their own well-being needs and then develop the opportunities to help meet them. For older people, their involvement in the super-agers programme has improved the opportunities to be physically active and increased the level of engagement with the programme.</p> <p>BCBC, supported by Cwm Taf Morgannwg health board is involving stakeholders in the development of wellbeing hubs in our leisure and cultural facilities.</p>
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Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The corporate plan refreshed for 2021-22 will promote the conditions for growth and prosperity by focusing on:-</p> <ul style="list-style-type: none"> • regeneration projects to boost tourism and town centres, • skills and employability to upskill residents, • supporting business with direct support packages and enterprise hubs, • utilising procurement to boost the foundational economy, and • the opportunities of the decarbonisation agenda <p>On a regional basis we continue to contribute to projects as part of the Cardiff Capital Region City Deal to deliver investment to benefit the local economy.</p>	<p>Education is key for improving the life chances and resilience of future generations, so they can benefit from the economic opportunities available. The corporate plan is committed to improving the outcomes for all learners.</p> <p>The transition to decarbonisation not only supports the shift towards a low carbon society but is arguably the largest economic development opportunity for the county borough over the next 30 years. Our Smart Energy Plan identifies the projects and activities to support the transition agenda. The programme of work set out in the plan, when fully secured will, inject £35m into the decarbonisation.</p> <p>We are the lead authority for the Valleys Regional Park project. The aim is to unlock and maximise the potential of the natural and associated cultural heritage of the Valleys to generate social, economic and environmental benefits.</p>

<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>As part of our objective to <i>Make smarter use of resources</i> we want to retain fewer but better buildings that deliver cost efficiencies, reduce carbon footprint, and improve service delivery. The two programmes to drive this forward are the Corporate Landlord and School Modernisation programme.</p> <p><i>Making smarter use of resources</i> also contributes to a resilient Wales with commitments on our natural environment through biodiversity enhancement activities and a sustainable tree management programme. We are also committed to maximising waste recycling and reduction opportunities building on the council's performance as one of the highest recycling councils in Wales staying ahead of targets towards a Zero Waste Wales.</p>	<p>The benefits of our tree planting programme for communities will be amplified due to the collaborative working with PSB partners including Natural Resources Wales and Cwm Taf Morgannwg.</p> <p>The Valleys Regional Park programme has a strong emphasis on the involvement of local communities, recognising that the knowledge, skills and expertise of local people is critical to achieving good outcomes.</p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>There are commitments to remove the barriers that can prevent people from accessing leisure and cultural activities, and programmes such as the Valleys Regional Park will deliver health and well-being benefits by improving and enhancing our natural landscapes.</p> <p>We continue to prioritise Community Asset Transfers, a policy to boost the opportunities for communities to be active by ensuring assets (such as sports clubs) remain open and available to residents.</p>	<p>By directing resources and integrating services that offer early help and intervention programmes such as the new generation of well-being hubs.</p>

	The plan has commitments to increase the resilience and independence of people and families, by helping them achieve their own well-being outcomes through targeted early intervention and support.	
<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	Ensuring the benefits of the corporate plan are equally realised for all people living in the county borough, the corporate plan has commitments to remove barriers and improve accessibility so that more people can access the well-being benefits of our services.	Involving our key target groups, ensures we can offer services designed to meet need, which improves our chance of success. Examples include our Champions of Wales project and Super Agers programme, which have both seen an increase in participation among our target groups (girls and older people respectively).
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>	<p>The corporate plan has commitments to support communities and people to create their own solutions and reduce dependency on the Council. In addition to making services more sustainable for the future, these commitments have the potential to improve the cohesiveness of communities.</p> <p>Buildings and the physical environment can improve the vibrancy of where people live and work. The corporate plan has commitments to regenerate town centres and to work with private landlords to reduce the number of empty properties.</p> <p>There are also commitments to improve the natural environment – so that people and communities can access the well-being benefits of green and blue spaces.</p>	.

<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<p>The Welsh language has a stronger presence in the refreshed corporate plan. Under well-being objective 1 we now have a commitment to promote Welsh medium education and increase the number of Welsh speakers.</p> <p>Culture also has a more explicit reference in the plan, and is recognised as equal to leisure services when improving well-being.</p>	<p>Compliance with the Welsh Language act is embedded in council policies and procedures.</p>
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The refreshed corporate plan is more strongly aligned to the global calls for greater action to tackle climate change. There are commitments to reduce our carbon footprint and actions to support the transition to decarbonisation. We have commitments to increase opportunities to reuse and recycle, and commitments to improve our natural resources and the resilience of our biodiversity.</p>	

Section 3 Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts			
Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age:	Unknown - The impact, positive or negative, will depend on the nature of the service delivered	Unknown - The impact, positive or negative, will depend on the nature of the service delivered	This will vary according to the service provided.
Gender reassignment:	As above	As above	As above
Marriage or civil partnership:	As above	As above	As above
Pregnancy or maternity:	As above	As above	As above
Race:	As above	As above	As above
Religion or Belief:	As above	As above	As above
Race:	As above	As above	As above
Sex:	As above	As above	As above
Welsh Language:	As above	As above	As above

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers	
Corporate Overview and Scrutiny Committee, Cabinet, Council	
Compiling Officers Name:	Ann-Marie Mc Cafferty
Compiling Officers Job Title:	Corporate Improvement Officer
Date completed:	4 January 2021

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2021

REPORT OF THE INTERIM CHIEF OFFICER - FINANCE, PERFORMANCE AND CHANGE

CAPITAL STRATEGY 2021-22 TO 2030-31

1. Purpose of report

- 1.1 The purpose of this report is to present to Corporate Overview and Scrutiny Committee the draft Capital Strategy 2021-22 to 2030-31, which includes the Prudential Indicators against which the Council measures itself during the financial year (**Appendix A**).

2. Connections to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:

1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great 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 for all people in the county borough.
2. **Helping people and communities to be more healthy and resilient** – taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
3. **Smarter use of resources** – ensuring that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help deliver the Council's well-being objectives.

- 2.2 Capital investment in the Council's assets is a key factor in meeting the Council's well-being objectives as set out in the Council's Corporate Plan.

3. Background

- 3.1 Control on capital expenditure and investment is governed by legislation. The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003, as amended, provide the regulatory framework for accounting practices to be followed, and contain detailed provisions for the capital finance and accounting controls, including the rules on the use of capital receipts and what is to be treated as capital expenditure. They modify accounting practice in various ways to prevent adverse impacts on authorities' revenue resources.

- 3.2 In December 2017, CIPFA published a new edition of the Prudential Code for Capital Finance in Local Authorities. The revised Prudential Code placed a requirement on local authorities to determine a Capital Strategy, to be approved by full Council, which demonstrates that the authority takes capital expenditure and investment decisions in

line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Strategy needs to set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

- 3.3 The Strategy should demonstrate how the Council ensures that all of its capital and investment plans and borrowing are prudent and sustainable. In doing so, the Strategy will need to include the prescribed Prudential Indicators for a three year rolling period. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability.

4. Current situation / proposal

- 4.1 The principles within the Capital Strategy have been applied to the allocation of capital resources and schemes within the Capital Programme included within the Medium Term Financial Strategy (MTFS). This will be approved by Council before the start of the financial year in accordance with the Constitution. Following approval, any schemes for which external funding has been approved will be added to the capital programme once the funding has been accepted and included in the next capital programme report to Council. Urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer.

- 4.2 The draft Capital Strategy and associated schedules are contained at **Appendix A**. The financial information included within the Capital Strategy will be updated when the Council's budgets are finalised for the Medium Term Financial Strategy. Any comments from the Committee will be considered when the Capital Strategy is finalised for Cabinet to consider at its meeting on 23 February 2021, and for Council to approve on 24 February 2021.

- 4.3 It confirms the Council's compliance with the Prudential Code for Capital Finance in Local Authorities. It sets out the guiding principles for capital decisions in respect of:-
Principle 1: Focussing capital investment on delivery of the Council's well-being objectives and priorities

Principle 2: Ensuring strong governance over decision-making

Principle 3: Ensuring that capital plans are affordable, sustainable and prudent

Principle 4: Maximising and promoting the best use of available funds

- 4.4 The Capital Strategy sets out a framework for the self-management of capital finance and examines the following areas:

- Capital expenditure and investment plans
- Prudential Indicators
- External debt
- Treasury Management

It reports on the delivery, affordability and risks associated with the long-term context in which capital expenditure and investment decisions are made.

- 4.5 Whilst much of the content of the Strategy is similar to previous years, there are a number of changes which need highlighting:

4.5.1 Accounting for Leases

Changes to Accounting for Leases will have an impact on the Capital Strategy as current operating leases, where costs are currently charged to revenue, will have to be brought onto the balance sheet as a right of use asset, which will increase the Council's capital financing requirement. The implementation of these changes has been delayed to the 2022-23 financial year, and consequently the impact of these changes is still under review. The Capital Strategy will need to be amended once these impacts are known, in advance of Council formally approving the 2022-23 Strategy. This is detailed within section 2.1 of the Capital Strategy.

4.5.2 Borrowing for Commercial Activities

An important change to the strategy relates to changes to the lending terms of the PWLB in respect of borrowing by local authorities for commercial activities, as set out in section 3.4 of the Strategy. As a condition of borrowing from the PWLB, local authorities will have to confirm that there is no intention to buy investment assets primarily for yield in the current, or next two financial years, irrespective of how that purchase will be financed. This may act as a barrier to investing in commercial assets for return as other elements of the capital programme will require borrowing in order to deliver a number of schemes, and this would become prohibitive.

4.5.3 Recommendations from Internal Audit

Following an internal audit review of capital expenditure and feasibility studies, the recommendation to require a detailed feasibility assessment of capital projects has been added at Section 5.0, and the need for a post project evaluation to learn from best practice is included at section 5.3.

5. Effect on policy framework and procedure rules

- 5.1 The Council's Financial Procedure Rules reflect the duty to produce a Capital Strategy at the start of each financial year, and to report quarterly to Cabinet with an update on the Capital Strategy and the Prudential Indicators. The Strategy demonstrates that capital expenditure and investment decisions are in line with service objectives, and properly take account of stewardship, value for money, prudence, sustainability and affordability.

6. Equality Impact Assessment

- 6.1 Projects within the Capital Strategy will be subject to the preparation of separate Equality Impact Assessments before proceeding.

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

- 7.1 In terms of meeting the 5 ways of working within the Act the Capital Strategy sets out the following:

1. **Long term:** the strategy is a 10 year strategy and considers the need for capital investment over the medium to long term.

2. **Prevention:** the strategy seeks to ensure that assets and capital investment are fit for the future, to enable the Council to successfully deliver its services for the benefit of its communities.
3. **Integration:** the capital strategy is an integral element of the Council's medium term financial strategy, ensuring coherence between revenue and capital budgets to enable delivery of the Council's services
4. **Collaboration:** the strategy brings together the capital plans of the Council to ensure the delivery of the well-being objectives
5. **Involvement:** the strategy is developed through directorates identifying capital needs and schemes to meet those needs. It is subject to scrutiny by this committee and is presented to cabinet and then council for approval.

7.2 The well-being objectives are designed to complement each other and are part of an integrated way of working to improve wellbeing for the people of Bridgend. In developing the Capital Strategy, officers have considered the importance of balancing capital resources over the short-term and minimising the revenue costs of debt with longer-term objectives of managing the Council's long term capital programme. The Prudential Indicators are forward looking and are set to support future sustainability.

8. Financial implications

8.1 The financial implications are included in the report. Both the financial information and Prudential Indicators will be updated in advance of Cabinet and Council in February 2021.

9. Recommendation

9.1 That the Corporate Overview and Scrutiny Committee is recommended to:

- note the Capital Strategy 2021-22 to 2030-31 including the Prudential Indicators 2021-22 to 2023-24 and its associated Schedules (**Appendix A**)

Gill Lewis CPFA
Interim Chief Officer – Finance, Performance and Change

January 2021

Contact Officer:
Nigel Smith
Interim Group Manager – Chief Accountant
Ext.3604. E-mail: nigel.smith@bridgend.gov.uk

Background Papers:

CIPFA: The Prudential Code for Capital Finance in Local Authorities (Fully Revised 2017)



Draft Capital Strategy

2021-22 to 2030-31



1.0 INTRODUCTION

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Financing in Local Authorities (2017) placed a requirement on local authorities to determine a Capital Strategy, to be approved by full Council, which demonstrates that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. Local Authorities should have in place a Capital Strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

This Capital Strategy is the policy framework document that sets out the principles to be used to guide the allocation of capital investment across all the Council's services and informs decisions on capital spending priorities within the Council's 10 year Capital Programme. It also reports on the delivery, affordability and risks associated with this Strategy.

1.1 AIMS AND PRINCIPLES

The Capital Strategy is presented to Council as a Policy Framework document, and links with the Corporate Plan, Treasury Management Strategy (TMS), Medium Term Financial Strategy (MTFS) and the Council's Asset Management Plan (AMP). It sets out:

- what is capital expenditure/investment and why we incur it;
- the Council's overall capital objectives, priorities and plans;
- how the Council's capital expenditure/investment will be funded/resourced
- how the Council's capital expenditure/investment plans will be appraised;
- how capital plans will be approved, monitored and reported upon; and
- the skills and knowledge required to deliver the capital plans.

The Capital Strategy should be read in conjunction with the Council's TMS - which contains the Council's Investment Strategy and Borrowing Strategy - and the Minimum Revenue Provision (MRP) Statement which is attached as Schedule A to this document. The Council's borrowing and MRP are directly impacted by capital plans.

The capital programme is a key element of the MTFS. The MTFS provides a set of clear principles which drive the budget and spending decisions of the Council. There are thirteen principles in total, but the following three refer specifically to the capital programme and Strategy:

10. Capital investment decisions are in alignment with the Council's Capital Strategy, and mitigate any statutory risks taking account of return on investment and sound option appraisals.
11. Prudential borrowing is only used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
12. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.

The Capital Strategy sets out a number of guiding principles on the following:

PRINCIPLE 1 : Focus capital investment on delivery of the Council’s Well-being Objectives and Priorities
<ul style="list-style-type: none"> • Ensuring that capital investment plans are driven by the Council’s Corporate Plan • Ensuring decision-makers are clear on the positive contribution capital investment makes to our Well-being objectives • Appraising all investments in the context of objectives/priorities • Ensuring there is a corporate business planning process incorporating service transformation and the impact on property assets
PRINCIPLE 2 : Ensure strong governance over decision-making
<ul style="list-style-type: none"> • Ensuring that proposals demonstrate that a rigorous process of options appraisal has been followed, requiring evidence of need, cost, risk, outcomes and methods of financing • Schemes will only be added once an affordable business plan is in place and it demonstrates value for money • All major capital schemes have a lead Project Sponsor and follow project management principles • The approval process within the Financial Procedure Rules contained in the Constitution are strictly adhered to
PRINCIPLE 3 : Ensure capital plans are affordable, sustainable and prudent
<ul style="list-style-type: none"> • Promote capital investment which allows invest to save outcomes and which contribute to future MTFS savings • Make sure assets perform at an optimal level through effective ongoing asset management and are consistent with levels of investment • Review and challenge the Council’s assets, including the need, cost and performance of the estate • Maximise the use of Internal Borrowing and maintain an under-borrowed position compared to its Capital Financing Requirement if feasible
PRINCIPLE 4 : Maximise and promote the best use of available funds
<ul style="list-style-type: none"> • Generate funding, where possible, from the rationalisation of existing assets with a strong Disposal Strategy • Minimise the use of ring-fencing capital receipts to ensure a One-Council approach • Bidding for external funds where appropriate and ensuring that there are effective working relationships with external funders • Have clear policies for the consumption of our reserves • Ensuring that there is effective pre- and-post project appraisal including a “lessons learned” exercise. • Ensuring up to date property information relating to condition surveys, life cycle costs and maintenance back logs • An estates strategy which tracks lease covenant compliance

CAPITAL EXPENDITURE AND INVESTMENT

2.0 CAPITAL EXPENDITURE

Capital investment is technically described as:

“Expenditure on the acquisition, creation, or enhancement of ‘long term assets’”

This generally consists of land, property and plant which have a useful life of more than 1 year, but can also include funding passed on to other bodies in order for them to undertake capital works. Expenditure outside this definition will be, by definition, revenue expenditure.

Expenditure can be capitalised where it relates to the:

- Acquisition, reclamation, enhancement or laying out of land.
- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures.
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus vehicles or vessels.

Enhancement of an existing fixed asset means:

- To lengthen the useful life of the asset; or
- To increase substantially the open market value of the asset; or
- To increase substantially the extent to which the asset can be used for the purposes of, or in connection with, the functions of the Council.

Within the Accounting Policies for the Council, expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset’s potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

All expenditure on Property, Plant and Equipment is recognised irrespective of value. Capital expenditure below £40,000 with the exception of vehicles, is considered non-enhancing and is immediately impaired unless cumulatively over more than one year the expenditure would amount to more than this value.

The Council currently does not make use of any capitalisation flexibilities nor capitalise any borrowing costs associated with the capital programme.

The Council’s capital expenditure plans are linked to the Corporate Plan, Asset Management Plan, priorities and service delivery plans with the inclusion of the ‘Future Property Needs’ within the business plan template.

The Council has acquired relatively few property assets over the last few years. Its focus has been on releasing or remodelling existing assets. From time to time it has acquired property required for service developments, for example purchasing land and buildings for school modernisation projects. It has also secured £1 million capital funding for commercial property investment, which has been partially spent on acquiring an income producing leased property.

To date the remainder is unspent as no suitable options which meet the Council's criteria have been forthcoming.

In 2021-22, the Council is planning capital expenditure of £42.653 million as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Council Fund services	22.822	53.061	42.653	16.963	35.329
Capital Investments		0.480			
TOTAL	22.822	53.541	42.653	16.963	35.329

The main Council Fund services projects in this period include:

- 21st Century schools. Forecast expenditure of £12.354 million is included in the above table for 2021-22 to 2023-24. £3.4 million of this is linked to highway schemes supporting 21st Century Band B schools.
- Cardiff Capital Region City Deal - £7.951 million. This is an existing scheme which is focused on raising economic prosperity, increasing job prospects and improving digital and transport connectivity.
- Depot rationalisation – £8.144 million is included in 2021-22 for this scheme.
- Annual commitments to Disabled Facilities Grants and other housing adaptation schemes of £1.950 million per annum.
- £2.085 million in 2021-22 for the Maesteg Town Hall scheme.

2.1 CAPITAL FINANCING

The Council receives an annual 'General Capital Funding' allocation from Welsh Government, which comprises General Capital Grant and un-hypothecated Supported Borrowing. Revenue funding to repay the supporting borrowing is included within the Revenue Support Grant. Further details of funding sources are detailed in Schedule B.

All capital expenditure must be financed either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or net financing requirement (borrowing, leasing and Private Finance Initiative (PFI)). The planned financing of the expenditure outlined in Table 1 is as follows:

Table 2: Capital financing

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
External sources	16.199	25.691	15.853	10.822	25.371
Own resources	1.408	19.874	17.162	2.203	6.020
Net Financing Requirement	5.215	7.976	9.638	3.938	3.938
TOTAL	22.822	53.541	42.653	16.963	35.329

The net financing requirement or 'debt' is only a temporary source of finance, since loans and leases must be repaid, and is replaced over time by other financing, usually from revenue, which is known as Minimum Revenue Provision, or MRP. As well as MRP, the Council makes additional voluntary revenue contributions to pay off Prudential or Unsupported Borrowing. Other MRP on Long Term Liabilities relates to the provision of a school at Maesteg. The total of these are shown in Table 3 below:

Table 3: Replacement of debt finance

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Minimum Revenue Provision (MRP)	2.885	2.927	2.985	3.007	3.031
Additional Voluntary Revenue Provision	1.948	1.508	2.250	2.842	2.827
Total MRP & VRP	4.833	4.435	5.235	5.849	5.858
Other MRP on Long term Liabilities	0.690	0.743	0.801	0.863	0.929
Total Own Resources	5.523	5.178	6.036	6.712	6.787

The updated Capital Programme is approved by Council before the start of the 2021-22 financial year as part of the Medium Term Financial Strategy.

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces by the MRP amount within the year. The CFR is expected to increase by £3.602 million during 2021-22. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Capital Financing Requirement (CFR)					
Opening CFR excluding PFI & other liabilities	155.084	155.466	159.007	163.410	161.499
Opening CFI - PFI	17.000	16.310	15.567	14.766	13.903
Total opening CFR	172.084	171.776	174.574	178.176	175.402
Movement in CFR excluding PFI & other liabilities	0.382	3.541	4.403	(1.911)	(1.920)
Movement in CFR - PFI	(0.690)	(0.743)	(0.801)	(0.863)	(0.929)
Total movement in CFR	(0.308)	(2.798)	3.602	(2.774)	(2.849)
Closing CFR	171.776	174.574	178.176	175.402	172.553
Movement in CFR represented by:					
Net Financing Need for year (Table 2)	5.215	7.976	9.638	3.936	3.938
Minimum and voluntary Revenue Provisions	(4.833)	(4.435)	(5.235)	(5.849)	(5.858)
MRP on PFI and Other Long Term Liabilities (Table 3)	(0.690)	(0.743)	(0.801)	(0.863)	(0.929)
Total Movement	(0.308)	2.798	3.602	(2.774)	(2.849)

Lease accounting

A change to the accounting for leases under International Financial Reporting Standard (IFRS) 16 was anticipated to be effective from 1 April 2021, which would have resulted in the creation of Right of Use assets and an associated lease liability. The impact of this would be to increase the CFR and therefore MRP. The implementation of the new standard has been delayed to 1 April 2022. At present no adjustment has been made to the above figures to account for this.

Asset Disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be reinvested in new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council anticipates to receive around £6.69 million of capital receipts over the next couple of years as set out in Table 5.

Table 5: Forecast capital receipts receivable in £ millions

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Opening balance	17.922	18.607	12.752	4.617	4.617
Asset sales	0.925	3.190	3.500	-	-
Applied in capital programme	(0.240)	(9.045)	(11.635)	-	(0.688)
Closing balance	18.607	12.752	4.617	4.617	3.929

As can be seen from the above table, the anticipated receipts from asset sales are substantially committed in the capital programme over the 3 years 2021-2024.

THE COUNCIL'S CAPITAL PLANS

3.0 CAPITAL PROGRAMME BY WELL-BEING OBJECTIVE

Within the Corporate Plan, there are three Wellbeing Objectives namely:

- Supporting a successful sustainable economy
- Helping people and communities to be more healthy and resilient
- Smarter use of resources

In accordance with **PRINCIPLE 1** above, the majority of schemes within the existing Capital Programme link to the Council's Wellbeing Objectives, but there are also schemes that relate to Core Services and Statutory Functions.

Table 6: Capital Programme by Well-being Objective:

Wellbeing Objective	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Supporting a successful sustainable economy	3.745	22.942	17.923	6.176	6.468
Helping people and communities to be more healthy and resilient	4.048	1.926	1.950	2.050	2.050
Smarter use of resources	14.581	22.267	20.180	7.507	25.491
Core services and statutory functions	0.448	6.406	2.600	1.230	1.330
	22.822	53.541	42.653	16.963	35.329

3.1 OTHER KEY DRIVERS

As well as the Corporate Plan, there are other key drivers of the Council's capital plans. These are:

- Asset management requirements
- Health and Safety works

3.2 ASSET MANAGEMENT REQUIREMENTS

The Council's Asset Management Plan vision was re-aligned with the Corporate Plan 2018-22 and reviewed for 2021. The principles remain as follows:

“To have a lean sustainable estate that enables BCBC to live within its means and support delivery of our wellbeing objectives”

The following clear principles drive the on-going challenge and management decisions relating to our assets:

1. The AMP 2021 supports and maintains alignment with the MTFs and the Corporate Plan, linking with other resource strategies.
2. Capital investment decisions support the Council's corporate priorities and mitigate any statutory risks taking account of return on investment and sound option appraisals.
3. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget and the capital programme.
4. A balance will be maintained within the non-operational portfolio between rental income, capital receipts, economic development/ community support.
5. Capital receipts generated will support the capital programme.

The Council also has a Highways Asset Management Plan (HAMP). The HAMP needs to take in account the following:

1. Much of the infrastructure serving the northern half of the county borough was originally constructed in the early 1900's and was not designed to cope with the current demands (economic, social and environmental) placed upon it.
2. The BCBC highway network is continuously growing with no sign of abatement. The Council has seen much in the way of development over the last decade, resulting in a significant increase in the amount of asset requiring management.
3. Highway Authorities have a statutory duty to maintain highways and ensure that they are available for safe use by all.

The HAMP is an essential document that sets out how the levels of service for the infrastructure network determined by the Council will be achieved. The HAMP is therefore a “living” document that will be subject to continual review and development.

3.3 HEALTH AND SAFETY WORKS

There is an earmarked reserve for Asset Management including funding for Condition Surveys. Phase one surveys are now completed and phase two are currently on site, anticipated completion of the final phase and ongoing CAT surveys will be undertaken in 2021. The surveys include planned preventative maintenance data which will inform the Council's

budget allocation for both revenue and capital repairs, maintenance and new build. Given the limited capital and revenue funding and the currently known high level of maintenance backlog, a prioritisation matrix for budget allocation has been developed. The Matrix works to give highest priority to Health and safety works. Given the potential level of funding compared to the demand for repairs and maintenance, this may lead to the closure of buildings or the drive for further capital investment in new build projects. Once fully implemented the Corporate Landlord model will be able to effectively inform the capital funding planning and decision making as it relates to asset management.

For highway structures, the current basis for prioritisation is one of reactive safety repairs, where the asset is risk assessed using a standardised matrix. This risk assessment is then considered against the individual assets Bridge Condition Indices (BCI) rating. This allows the prioritisation of schemes and allocation of the available budget to ensure the best value is achieved. A similar approach is applied to carriageway and footway schemes, where combinations of technical survey, site inspections and reports from members of the public determine the basis for the prioritisation of works.

In 2018-19 a new Capital Asset Management Fund of £1.5 million and a Highways Asset Management Fund of £1.2 million were established. The intention of these is to fund those schemes that have been prioritised by the condition surveys as posing a Health and Safety risk either within buildings or within our Highways Infrastructure. The balances on these as at 30 November 2020 are £0.232 million and £1.011 million respectively.

3.4 COMMERCIAL ACTIVITIES

HM Treasury issued revised lending terms for PWLB borrowing by local authorities in November 2020. As a condition of accessing the PWLB, local authorities will be asked to confirm that there is no intention to buy investment assets primarily for yield in the current, **or next two** financial years. Local Authorities' section 151 Officers or equivalent will be required to confirm that capital expenditure plans are current and that the plans are within acceptable use of the PWLB.

Whilst this does not preclude the Council investing in commercial activities, investing in assets for yield would prevent the Council from accessing PWLB borrowing. The extensive 21st Century Schools Band B programme and borrowing needed to support the capital programme therefore will in practice prevent the Council investing in land or property for commercial reasons.

The Council does have an existing investment portfolio which is 100% based within the County Borough and primarily the office and industrial sectors. The income streams are generally spread between the single and multi-let office investments on Bridgend Science Park, the multi-let industrial estates and the freehold ground rent investments. The portfolio therefore does not accord with the risk balance in location and sectoral terms to the majority of investment portfolios and is also management intensive, with a large number of units relative to the overall income and value. The total value of Investment Properties was £4.635 million as at 31 March 2020. This would be expected to generate a rental income of £478,000 per annum excluding any vacant or rent-free periods.

Existing investments are not affected by this recent change. There are limited opportunities within the existing investment portfolio to release / sell properties, as the current emphasis is to enhance income return (as opposed to capital value). The majority of the investments held are high yielding and an improved income stream is unlikely on any re-investment.

The majority of the Council's investment portfolio has grown organically. In 2014 the Council approved £1 million within the capital programme and spent £520,000 on acquiring an office building, which generates a rental income of £56,000 per year or just over 9% return on the

investment. There is a further £480,000 available but as yet no suitable options have been identified within the Bridgend area, which would produce a reasonable return and at acceptable levels of risk. The Council may in the future wish to consider expanding its property investment portfolio, in which case it would need to consider the impact of the PWLB lending terms changes and review the criteria and investment strategy and consider the investment taking into account the level of associated risk.

3.5 TREASURY MANAGEMENT STRATEGY (TMS)

Treasury Management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short term as revenue income is received before it is spent, but cash poor in the long term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

3.6 BORROWING STRATEGY

The Council's major objectives when borrowing are:

- to minimise the revenue costs of debt
- to manage the Council's debt maturity profile i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing
- to effect funding in any one year at the cheapest cost commensurate with future risk
- to forecast average future interest rates and borrow accordingly
- to monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movement
- to reschedule debt if appropriate, in order to take advantage of potential savings as interest rates change
- to optimise the use of all capital resources including borrowing, both supported and unsupported, usable capital receipts, revenue contributions to capital and grants and contributions

3.7 LIMITS TO BORROWING ACTIVITY

The Council's long term borrowing at 31 December 2020 was £96.87 million at an average interest rate of 4.69%. The majority of lending is Public Works Loan Board (PWLB) with maturity dates between 2025 and 2057. £19.25 million of this relates to Lender's Option Borrower's Option (LOBO) loans that have a maturity date of 2054, however these may be rescheduled in advance of this maturity date.

External borrowing can arise as a result of both capital and revenue expenditure and timing of cash flows. As the Council has an integrated Treasury Management Strategy there is no association made between individual loans and particular types of expenditure. The Council makes use of internal borrowing and maintains an under-borrowed position in accordance with **PRINCIPLE 3** above. The capital borrowing need (Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. Projected levels of the Council's total outstanding debt, which comprises borrowing, PFI and Other Long Term Liabilities, are shown below compared with the Capital Financing Requirement:

Table 7: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2019-20 actual £m	2020-21 projection £m	2021-22 estimate £m	2022-23 estimate £m	2023-24 estimate £m
Debt (incl. PFI & leases)	116.867	114.867	119.667	124.667	124.667
Capital Financing Requirement	171.714	174.574	178.176	175.402	172.554

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen, the Council expects to comply with this in the medium term.

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. Further details of the Liability Benchmark can be found within the Treasury Management Strategy 2021-22. It is anticipated that an additional £7.2 million will need to be borrowed for the period 2021-22 to 2023-24 based on the assumptions within the Capital Programme and the use of Capital Receipts and Reserves. The actual amount will be monitored and assumptions challenged and borrowing will only be taken if there is no opportunity to use Internal Borrowing.

Table 8: Borrowing and the Liability Benchmark

	2019-20 actual £m	2020-21 projection £m	2021-22 estimate £m	2022-23 estimate £m	2023-24 estimate £m
Outstanding Borrowing	116.867	117.467	119.667	124.667	124.667
Liability Benchmark	155.405	159.008	163.411	161.499	159.580

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 9: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2020-21 limit £m	2021-22 limit £m	2022-23 limit £m	2023-24 limit £m
Authorised limit – borrowing	145.000	170.000	170.000	170.000
Authorised limit – other long term liabilities	30.000	30.000	30.000	30.000
Authorised Limit Total	175.000	200.000	200.000	200.000
Operational boundary – borrowing	115.000	120.000	130.000	120.000
Operational boundary – other long term liabilities	25.000	25.000	25.000	22.000
Operational Boundary Limit Total	140.000	145.000	155.000	142.000
Total Borrowing and Long Term Liabilities	114.867	119.667	124.667	124.667

The authorised limit and operational boundary for 2022-2023 and subsequent years will need to be reviewed in light of changes to lease accounting under IFRS16, due to be implemented from April 2022. This new Standard will require that operating leases are brought onto the balance sheet as a right of use asset and a lease liability. The impact of this is that it will increase the Council's liabilities and therefore its borrowing. The current estimate is that the borrowing requirement will increase by approximately £5 million. This has not been reflected in the above table.

Further details on borrowing are included within the Treasury Management Strategy.

3.8 INVESTMENT STRATEGY

The Council's major objectives when investing are:-

- to maintain capital **security**
- to maintain **liquidity** so funds are available when expenditure is needed
- to achieve the **yield** on investments commensurate with the proper levels of security and liquidity

Cash that is likely to be spent in the near term is invested, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 10: Treasury management investments

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Cash and Cash Equivalents	0.100	-	-	-	-
Short term Investments	31.650	39.242	16.368	7.000	7.000
Longer term Investments	12.000	3.000	3.000	3.000	3.000
TOTAL	43.750	42.242	19.368	10.000	10.000

As noted in section 3.7, the Council is currently in an under-borrowed position. In other words the Council is able to support capital investment through the short-term use of reserves and cash balances. However, as the Capital Programme accelerates, particularly with the development of Band B schools as part of the 21st Century Schools Programme, these reserves will reduce significantly and the Council will need to consider long term borrowing to underpin expenditure in the Capital Programme. The above table reflects the increased spend and associated reduction in short term investments as a result. The Council will maintain a minimum level of investments of £10 million, in line with Markets in Financial Instruments (MiFID) regulations within which the Council operates.

Loans to Other Organisations

The Council can make investments to assist local public services, including making loans to small businesses to promote economic growth. The Council will assess these opportunities and will only consider if such investments break even after all costs. Loans to such

organisations will be approved as part of the capital programme and any borrowing to support such loans will need to be within PWLB regulations.

3.9 OTHER LONG TERM LIABILITIES

Private Finance Initiative

The Council has a Private Finance Initiative (PFI) arrangement for the provision of a Secondary School in Maesteg. This forms a long-term liability for the Council (with thirteen years remaining on the term) which is £15.566 million at 31 March 2021 including the short term liability of £0.801 million included as current liabilities in the Council's balance sheet in the Statement of Accounts. This is a technical adjustment and is equivalent to the amount that is to be paid during 2021-22.

Pension Guarantees

The Council has entered into a number of long-term contracts for services that have been outsourced to service providers. These often involve the transfer of Council employees to the new service provider. Employee's rights are protected under the provision in Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). However, pension rights are not fully covered within TUPE regulations. The Council have thus given a pension guarantee to Awen Cultural Trust. This guarantee means that if an admitted body fails to pay its pension obligations then the Council will be responsible for taking on those obligations.

3.10 REVENUE BUDGET IMPLICATIONS

The financing of capital expenditure via interest on loans and MRP are charged to the revenue budget, offset by any investment income receivable. Table 11 below shows the proportion of the budget that will need to be set aside to finance capital expenditure, which is expected to increase over the life of the current capital programme, accelerating the pressure that capital expenditure, funded from debt, puts on the revenue budget.

Table 11: Prudential Indicator: Proportion of financing costs to net revenue stream

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Capital Financing Central	6.377	6.409	6.696	6.708	6.721
Other Financing costs	3.895	3.455	4.196	4.789	4.773
TOTAL FINANCING COSTS	10.272	9.864	10.892	11.497	11.494
Proportion of net revenue stream	3.79%	3.64%	4.00%	4.21%	4.19%

The central revenue budget for capital financing for 2021-22 is £6.632 million as detailed in Table 12 below. The Interest Paid budget 2021-22 reflects the need to fund increased costs of borrowing. Anticipated borrowing is set out in Table 7.

Table 12: Central Capital Financing Revenue Budget

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 projection £m	2023-24 projection £m
Interest Paid	4.532	4.532	4.769	4.769	4.769
Minimum Revenue Provision (MRP)	2.754	2.796	2.854	2.856	2.899
Other Financial Instruments	0.008	0.008	0.009	0.009	0.010
Interest Received	(1.019)	(1.000)	(1.000)	(1.000)	(1.000)
Central Capital Financing Budget	6.275	6.336	6.632	6.654	6.678

There are also Financing Budgets within the Directorates for Prudential Borrowing and for the payment of the PFI School and other Lease Liabilities. These are detailed in Table 13 below:-

Table 13: Directorate Capital Financing Revenue Budget

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Additional Voluntary MRP	1.948	1.508	2.250	2.842	2.827
PFI & Lease Liability Payments	1.947	1.947	1.947	1.947	1.947
Directorate Capital Financing Budget	3.895	3.455	4.197	4.789	4.773

Table 14 shows how there will be increased revenue pressure on the capital financing budgets over the MTFS period:

Table 14: Capital Financing Revenue Budget and Projected Costs

	2019-20 actual £m	2020-21 projection £m	2021-22 budget £m	2022-23 budget £m	2023-24 budget £m
Central Capital Financing Budget (Table 12)	6.275	6.336	6.632	6.654	6.678
Directorate Capital Financing Budget (Table 13)	3.895	3.455	4.197	4.789	4.773
Total Capital Financing Budget	10.170	9.791	10.829	11.443	11.451
Total Financing Costs (Table 11)	10.272	9.864	10.892	11.497	11.494
Under/(Over) Spend	(0.102)	(0.073)	(0.063)	(0.054)	(0.043)

This would be the worst case scenario with unsupported borrowing being used for future schemes should the Council not have available the cash resources currently held as earmarked reserves. The Council will endeavour to minimise the revenue pressure by maximising alternative capital resources such as earmarked reserves and capital receipts.

RESOURCING STRATEGY

4.0 FINANCIAL CONTEXT

Whilst the aims and priorities will shape decisions around capital expenditure, there is recognition that the financial resources available to meet priorities are constrained in the current economic and political climate. The context for capital expenditure decisions is as follows:

- The Council does have capital resources and expects to receive more resources in the future with an annual allocation from Welsh Government, potential s106 Monies or grant approvals.
- The Council does have a Disposal Strategy and has capital assets which it could sell and use receipts to reinvest
- The Council is currently servicing debt of £96.87 million of fixed interest loans, at an average interest rate of 4.69%
- The Council's MTFS shows a funding gap so any additional capital expenditure which is not funded through capital resources will increase this gap unless that expenditure delivers revenue savings or income.

The Council may see a significant reduction in its capital allocation from Welsh Government in 2021-22. This is due to additional funding provided by the Welsh Government during 2020-21 for de-carbonisation of an additional £15 million across Wales (circa £0.7 million for Bridgend) to enable local authorities to respond to the urgent need to decarbonise. Bridgend also received an increase in general capital funding in 2020-21 of £318,000. In light of the above context and reduction in capital grant, it is imperative that capital expenditure plans are affordable, prudent and sustainable.

4.1 PRINCIPLES FOR ALLOCATION OF CAPITAL ALLOCATION

The governing principles which underpin the allocation of capital resources are set out in the following diagram:

Nature of Capital Expenditure	Funding Source				
	General Capital Funding / Supported Borrowing	Capital Receipts / Uncommitted Reserves	Interest Free Loan	Unsupported Borrowing - Corporate Funding	Unsupported Borrowing - Directorate Funding
Mandatory					
Well-being Objective					
Investments which attracts Matched Funding					
Invest to Save / Income Generation - Commercial					

	Eligible for funding from this source
	Not eligible for funding from this source

In summary the main principles of capital allocation are:

General Capital Funding and Supported Borrowing from Welsh Government will be prioritised towards mandatory capital investments. This includes investment required to meet health and safety requirements. This principle also applies to uncommitted capital receipts and capital reserves.

Beyond this, any consideration will be given to capital schemes which directly support the achievement of the Council's corporate objectives.

Unsupported (Prudential) Borrowing will be prioritised as follows:

- To mandatory capital expenditure, including health and safety requirements. This will be considered to be an inescapable budget pressure and will be included in future years' budgets as part of the annual budget setting process.
- To capital expenditure which directly supports the achievement of the Council's well-being Objectives. Borrowing for such projects will be funded corporately through an increase in budget allocation, which must be approved by full Council. Such borrowing commits the Council to interest and repayments during the asset life, and therefore it must be recognised that as budgets are reduced, the financing costs must be met by budget cuts elsewhere.
- To capital expenditure which attracts a high level of matched funding. This is particularly important as the Council tries to maximise every £1 it spends on capital with schemes involving external grants or contributions from partners. The aim is for the Council to ensure that it invests in its strategic buildings and town centre infrastructure as grant funding and inward investment opportunities become available by allocating uncommitted reserves, maximising interest free loans or unsupported borrowing.
- To capital expenditure which provides a good financial return. Borrowing for such projects must be funded by the directorate, and therefore the financial benefit accruing to the directorate will be net of financing costs. This approach aligns the directorate incentives with the corporate benefit of such projects. Advantage will be taken of interest free loans where available.

CAPITAL INVESTMENT APPRAISAL

5.0 FEASIBILITY ASSESSMENT

The purpose of a feasibility assessment is to evaluate the practicality and desirability of a capital project before the Council invests time and money into the project. The Council needs to understand how successful the project will be, what will be delivered, at what cost, how funded, and what potential risks may be inherent in the project (which may also affect cost).

It would be expected that in nearly all circumstances, any proposed investment in land and buildings will require the completion of a full feasibility study in the first instance. This will determine whether the proposed scheme can proceed to a **capital expenditure bid** and, if approved, subsequent inclusion into the capital programme as a fully funded scheme.

5.1 CAPITAL EXPENDITURE BIDS

The Council will maintain a rolling ten year capital programme, to be updated on an annual basis (or more frequently as required) to take into account revised priorities, new schemes and changes in the availability of funding. The current year's programme is monitored on a quarterly basis by Cabinet and updated programmes approved by Council.

The Council's Capital Programme contains a number of recurrent annual allocations, which are the first call on its General Capital Funding. These allocations are reviewed annually with a view to determining whether they are still essential, relevant and achieving the outcomes expected, and amended accordingly.

Where capital resources allow as a result of additional general capital grant, earmarked reserves or capital receipts, as part of the MTFs process, Directorates will be requested from September each year to submit Expressions of Interest for new capital schemes, outlining:

- Proposed Project
- Timescale
- Potential Cost
- Potential Revenue Savings
- Link to Corporate Priorities
- Risk of not Undertaking

These will be ranked in order of fit to:

1. **Link to well-being objectives**
2. **High level of Risk of not progressing, based on the criteria below.**
3. **Service is able to meet any additional revenue costs arising from the scheme e.g. increased Business Rates, running costs.**
4. **Ability to attract matched funding / high leverage ratio.**
5. **An appropriate return on investment where appropriate.**

High	High risk to BCBC in terms of service delivery and/or meeting MTFs Savings e.g. Urgent/ Essential Works to prevent imminent building failure and closure. Requirement to meet approved Bridgend Change Programme Project to deliver MTFs Savings
Medium	Medium risk to BCBC in terms of service delivery and/or meeting MTFs Savings e.g. identified works required over the next 2 to 5 years. Requirement to meet Proposed Bridgend Change Programme Project to deliver MTFs Savings

Low	Low risk to BCBC in terms of service delivery and/or meeting MTFS Savings e.g. identified works desirable , Requirement to meet yet to be identified Bridgend change Programme Project to deliver MTFS Savings
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5.2 EVALUATION APPROACH

As stated, the Council only has a limited amount of resources, and needs to have regard to the overall affordability of the capital programme in future years. Each scheme, therefore, needs to be evaluated to ensure it meets the Council's objectives and in accordance with **PRINCIPLE 1** above.

The business plan put forward for a capital project will be reviewed to ensure it takes account of stewardship, value for money, prudence, sustainability and affordability, and has been subject to detailed feasibility assessments. Investment decisions will consider risk and reward and how the project contributes to the achievement of corporate objectives. The phasing of projects over more than one financial year will be assessed to ensure timetabling of plans and budgeting is realistic and funding is available over the life of the project.

The revenue implications for each capital bid are considered at the initial evaluation stage, covering both staffing /running costs associated with the bid and the financing costs over the lifetime of the asset created. One of the Chief Finance Officer's requirements when reviewing capital bids is to ensure that the revenue implications are realistic. The options appraisal exercise undertaken for larger projects seeks to ensure that the lifetime revenue implications of a capital project are fully considered and evaluated, are affordable and are included in the MTFS in accordance with **PRINCIPLE 2** above.

Successful projects will then be required to complete a full Business Case to be considered in more detail by Corporate Management Board and Cabinet for eventual inclusion in the Capital Programme to be incorporated in the MTFS, to be approved by Council.

The Council can also make Treasury investments including overnight deposits, fixed term investment, money market funds, property funds and government bonds. These investments are made in accordance with the TMS which is approved alongside the Capital Strategy.

In Year Approvals

Any bids for capital funding outside of the annual MTFS bidding round should be accompanied by a full business case and be supported by the appropriate Director, Section 151 Officer and Cabinet. All funding sources should be fully identified before the bid is taken forward for Council approval for inclusion in the capital programme.

In line with the Council's Financial Procedure Rules, schemes for which external funding has been approved (grants, S106 etc) will be added to the capital programme once the funding has been accepted and included in the next capital programme report to Council.

In addition, any urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer, subject to a maximum value of £100,000. Any such decision requires approval by either the Chief Executive Officer (or can be sub-delegated to the Section 151 Officer) under the Scheme of Delegation, Scheme B1 paragraph 2.2.

5.3 POST PROJECT EVALUATION

Once any major capital project is completed, it is good practice to look at the project in retrospect. This is an important part of any project to review lessons learned. It's a chance to reflect on what those involved with the project, both from a provider/contractor aspect and customer view, as to what their perspectives on the project were, what they may have changed, what they learned and what could be done better. This is important to learn from mistakes so as to avoid those in the future, but also crucially to gather best practice and to pass this on to other projects.

The project manager should undertake a lessons learned meeting with key personnel once the project has been completed to enable the Council to share best practice in all capital schemes.

GOVERNANCE AND RISK MANAGEMENT

6.0 STRATEGY

It is important given the risks surrounding Capital Projects that the appropriate Governance framework is in place. This is highlighted in **PRINCIPLE 2** above.

The Prudential Code sets out a clear governance procedure for the setting and revising of a capital strategy and prudential indicators i.e. this should be done by the same body that takes the decisions for the local authority's budget – i.e. Full Council.

The Chief Finance Officer will prepare a Capital Programme for consideration by Corporate Management Board (CMB) and Cabinet. It must be approved by Council in accordance with the Financial Procedure Rules of the Council's Constitution.

Variations to the capital programme, other than those permitted under Rules 3.4.7 and 3.4.9 of these Rules, shall require the approval of the Council following a report of the Chief Finance Officer after taking into consideration the recommendations of the Cabinet.

6.1 CAPITAL EXPENDITURE/INVESTMENT DECISION

A monitoring process is in place which:

- Reports on variances in expenditure and slippage on schemes and seeks explanations from project managers to report back to CMB and Cabinet to inform future planning decisions
- Quarterly capital monitoring reports will be prepared for Cabinet which should include details of any virements between projects as well as projections of likely year end spend.

A post project appraisal of all projects in accordance with the Project Management Toolkit must be completed to demonstrate how objectives have been met, how final costs compared to budget and what revenue costs / savings materialised. This information will be reported back to feed future appraisal exercises.

6.2 RISK MANAGEMENT

Major capital projects require careful management to mitigate the potential risks which can arise. The effective monitoring, management and mitigation of these risks is a key part of managing the capital strategy.

General risks are those which are faced as a consequence of the nature of the major projects being undertaken. Most of these risks are outside of the Council's control but mitigations have been developed as part of the business planning and governance process.

The effective management and control of risk are also prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

7.0 KNOWLEDGE AND SKILLS

Within Finance, the Capital Programme and TMS are managed by professionally qualified accountants or staff with extensive Local Government finance experience. They all undertake Continuous Professional Development (CPD) and attend courses on an ongoing basis to keep abreast of new developments and skills. The Council subscribes to the CIPFA Financial Advisory Network (FAN) and as a result has access to courses and documentation on developments within the capital and treasury management fields. The Council's Section 151 Officer is the officer with overall responsibility for Capital and Treasury activities and is a professionally qualified accountant and follows an ongoing CPD programme. All Treasury Management Practices (TMPs) are reviewed and updated as necessary.

Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite. Arlingclose will be the Council's Treasury Management Advisors until September 2024.

All the Council's commercial projects have project teams from all the professional disciplines from across the Council and when required external professional advice is also taken. Project management tools are used and there is a strong project management ethos within the Council. Throughout the Council is a good mix of professional qualified staff and staff with both commercial and local authority experience. There is a Corporate Landlord team consisting of skilled and professional staff covering design and management, estates and valuation, statutory compliance, strategic asset management planning, facilities management, management and commissioning of repairs and maintenance and energy management to introduce new energy efficiency measures such as upgraded heating, lighting, insulation and investigating new technological solutions that will enable staff to be fully agile and provide a better service, while an online portal is being developed that will provide information, process customer requests and enable staff to log jobs and track progress. The Regeneration Team within the Communities Directorate has been successful in applying for monies from various sources such as Welsh Government, Heritage Lottery and European monies.

Schedule A**ANNUAL MINIMUM REVENUE PROVISION STATEMENT 2021-22**

The Annual Minimum Revenue Provision Statement needs to be approved by Council before the start of each financial year. The MRP charges for 2021-22 will be on the following bases:-

- i. Capital expenditure incurred before 1 April 2008 and any capital expenditure after 1 April 2008 that is government supported expenditure and does not result in a significant asset will be based on the Capital Financing Requirement after accounting adjustments on a straight line basis over 45 years
- ii. Supported capital expenditure that results in a significant asset (based on an internal assessment) incurred on or after 1 April 2008 and all unsupported capital expenditure, exercised under the Prudential Code, the MRP charge will be based on the Asset Life Method. The minimum revenue provision will be at equal annual instalments over the life of the asset. The first charge can be delayed until the year after the asset is operational but this will be at the discretion of the Section 151 Officer
- iii. for assets reclassified as finance leases under International Financial Reporting Standards (IFRS) or resulting from a Private Finance Initiative, the MRP charge will be regarded as met by a charge equal to the element of the rent/charge that goes to write down the balance sheet liability for the year
- iv. Where loans are made to other bodies for their capital expenditure with an obligation for the bodies to repay, no MRP will be charged. The capital receipts generated by the annual repayments on those loans will be put aside to repay debt instead
- v. MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.

The MRP Charge 2021-22 based on the estimated capital financing requirement is detailed below:-

	Options	Estimated Capital Financing Requirement 31/03/21 £m	2021/22 Estimated MRP £m
Capital expenditure before 01/02/2008 and any after 01/04/2008 that does not result in a significant asset (Supported)	(i)	128.186	2.853
Supported capital expenditure that results in a significant asset, incurred on or after 1 April 2008 (Supported)	(ii)	3.025	0.132
Unsupported capital expenditure, exercised under the Prudential Code (Unsupported)		27.797	2.250
PFI, Finance Leases and other arrangements – PFI School	(iii)	15.566	0.801
TOTAL COUNCIL FUND		174.574	6.036

Sources of Capital Investment

Borrowing

The Council is able to borrow money on the money market or from the Public Works Loan Board (PWLB) to fund capital schemes or, on a short term basis, use its own internal resources (i.e. cash flow). However, for all schemes initially funded from borrowing, the Council will have to fund the repayment and interest costs and any on-going related revenue support. With the exception of the Welsh Government's allocation of Supported Borrowing, all other borrowing is unsupported i.e. where associated interest and debt repayment costs must be met from existing revenue budgets, Council Tax, savings or additional income generation.

The Council is only able to borrow for "unsupported borrowing" (also known as Prudential Borrowing) under the guidance contained in the CIPFA Prudential Code whereby, in summary, the Council is required to ensure that all borrowing is both prudent and affordable.

All schemes funded from Prudential Borrowing are approved by full Council, and in accordance with MTFS **PRINCIPLE 11** must be affordable and sustainable, with payback met from Directorate or Council revenue budgets over a period no longer than the life of the asset. Projects requiring funding through prudential borrowing should submit a robust business case to include forward predictions of affordability, with the aim that projects should be self-funding (i.e. create a revenue stream so that the cost of borrowing is cost neutral on Council Tax).

The potential for Prudential Borrowing is not unlimited and must be considered within the Council's overall borrowing limits. Whenever Prudential Borrowing is under consideration, the means of payment must be clearly identified. Typically this can be from:

- Income or savings generated by the investment;
- Budget reductions made elsewhere in the Directorate to compensate;
- Additional recurrent funding approved by Council as part of the budget setting process.

There may be the need for borrowing where there is no identifiable future revenue stream, for example, to repair or construct infrastructure assets. This may be to support Corporate Priorities. The cost of such borrowing falls on the council tax payer through payments of debt interest on the Council's revenue account and repayment of debt over a specified period of time. This is known as the Minimum Revenue Provision (MRP). There may still be a need for such borrowing but each proposal should be reviewed on a case by case basis with the project evaluation clearly stating how the borrowing is to be afforded. Given the significant ongoing financial challenges facing this Council, it is likely that such schemes will be an "exception".

External Grants

The Council receives annual capital grant funding from Welsh Government and is able to bid for grant funding directly to other government departments or from other grant awarding bodies.

The annual funding from Welsh Government is not ring-fenced so the Council has flexibility in how it allocates this funding. It is proposed that this is earmarked in the first instance to works deemed to be of a mandatory nature e.g. health and safety, or towards Wellbeing Objectives.

Any additional capital grant funding received from external sources must be managed in line with the Council's Grants Policy. Delegated authority is required to bid for and accept any external funding, and external funding applications should be supported by a strong business

case which demonstrates how the project meets the Council's Corporate Priorities and how any future revenue costs will be met.

Capital Receipts from Asset Disposals

The Council generates capital receipts from the sale of surplus assets. Maximisation of these receipts will increase the amount that can be spent on capital investment. Capital receipts cannot be spent on revenue items.

The Council has a statutory obligation to deliver best consideration under S123 of the Local Government Act 1972 and will seek to obtain market value in its disposals. However, there are exceptions and there will sometimes be a balance to strike where disposals can achieve social, economic or environmental policy objectives which contribute towards the Corporate Plan. In such instances, consideration will be given to the Value for Money that this represents.

The Council has also introduced a Community Asset Transfer (CAT) Strategy, where it considers the transfer of assets to third party groups at less than best consideration to support its objectives. The Council will consider, on a case-by-case basis, the potential transfer of assets to an alternative provider after a full assessment of the long-term (full life) risks and rewards of the transfer, including the achievement of best value including potential market value, linked to the Council's aims and objectives. Where the Council proposes to dispose of or grant a long lease at nil consideration, or at a value below market value, a valuation will be undertaken to ensure that the Council is fully aware of the receipt that it is foregoing as a result of the Community Asset Transfer.

A key principle of the Council's Capital Strategy, **PRINCIPLE 4**, is that, unless specifically agreed by Cabinet for exceptional circumstances, all capital receipts will be treated as general capital funding and allocated according to determined priorities. This supports the "One Council" approach. However, this does not negate the need for Council to approve any proposed schemes from that receipt. One example of where the Council has departed from the principle is with regards to school disposals and the ring fencing of those capital receipts to fund the School Modernisation Band A Programme. There may potentially be other schemes where the Council decides to set aside receipts in this way and these will be approved within the reporting of the Capital Programme.

The Council will aim to maximise its capital receipts, where possible, by enhancing the land prior to disposal. In relation to development sites it will produce a technical pack which will include site investigations, planning briefs, utilities and drainage information, as relevant. The Council will consider the most appropriate method of disposal by way of private treaty, tender or by public auction. Generally it will dispose of assets on the open market, in order to robustly demonstrate that it has delivered best consideration. However, there will be occasions when it will sell off market to a single bidder. In these instances it will seek an independent valuation to assess the capital receipt and to affirm that best consideration has been delivered.

S106 contributions

Section 106 (S106) Agreements are legal agreements between Local Authorities and developers; these are linked to planning permissions and can also be known as planning obligations. A section 106 agreement is designed to make a development possible that would otherwise not be possible, by obtaining concessions and financial contributions from the developer. Any contributions received from the developer are 'ring-fenced' for the purpose as set out in the relevant S106 agreement and are applied to fund schemes within the capital programme once an eligible scheme has been identified. S106 contribution agreements can be used, for example, for the provision of educational facilities, highways infrastructure, affordable housing, play areas and open spaces, in line with the Council's adopted policy on the use of section 106 agreements. Consideration of available S106 funding should be taken

when agreeing the capital programme for future years to maximise the use of the available funding and reduce the reliance on other sources of funding. Contributions can be time limited in that if they are not spent within an agreed timescale, typically 5 – 10 years, dependent on what has been agreed in the S106 agreement, any funds not spent in line with the agreement would have to be repaid to the developer.

Revenue and Reserves

The Council is able to use revenue funding and reserves for capital schemes. However, as a result of competing revenue budget pressures and the continued reduction in government funding for revenue expenditure, the Council's policy is generally not to budget to use revenue or reserves to directly fund capital projects, unless funding has already been set aside.

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2021

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

FORWARD WORK PROGRAMME UPDATE

1. Purpose of report

1.1 To present:

- a) The items due to be considered at the Committee's meeting scheduled for 1st February 2021 and seek confirmation of the information required for the subsequent meeting, scheduled for 3 March 2021.
- b) To present an update on the latest position from the Subject Overview and Scrutiny Committees held in December 2020 regarding potential items for the draft interim Forward Work Programme;
- c) To request the Committee to identify any further items for consideration on the Forward Work Programme for the remainder of the municipal calendar of meetings, having regard to the Q2 Performance Update report that will be presented to the Committee on 14th January 2021 and using the agreed Criteria Form.

2. Connection to corporate well-being objectives/other corporate priorities

2.1 This report assists in the achievement of the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015:

1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
2. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
3. **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 Under the terms of the Council's Constitution, each Overview and Scrutiny Committee must publish a Forward Work Programme (FWP) as far as it is known.
- 3.2 An effective FWP will identify the issues that the Committee wishes to focus on during the year and provide a clear rationale as to why particular issues have been selected, as well as the approach that will be adopted; i.e. will the Committee be undertaking a policy review/ development role ("Overview") or performance management approach ("Scrutiny").
- 3.3 The FWPs will remain flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee and any information gathered from FWP meetings with Corporate Directors and Cabinet.

4. Current situation / proposal

- 4.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 30th September 2020, the scheduling of standing statutory reports to Scrutiny Committees upon: the Medium Term Financial Strategy, Performance, the Corporate Plan, Budget Monitoring, Scrutiny Annual Report, etc. were mapped.
- 4.2 Forward Work Programme Update reports were submitted to Subject Overview and Scrutiny Committees held in October / November for consideration, and to be fed back to this Committee to set a focused overall Scrutiny Forward Work Programme.
- 4.3 At the time of the reports, the Council had been advised that due to the revised timing of the Local Government financial settlement from Welsh Government, scrutiny of the Medium Term Financial Strategy (MTFS) would need to be considered by Scrutiny Committees after Cabinet considers draft MTFS proposals on 19th January 2021 and not in the December cycle of meetings as originally planned. Consequently, arrangements have been made to move the date of the January meetings to facilitate this, as approved by Council on 18th November 2020.
- 4.4 At the first meeting of SOSC 1, 2 and 3 which were held in October and November, the Committees received Forward Work Programme Updates and agreed to receive updated briefings from the relevant Corporate Director upon the impact of the Covid-19 pandemic upon their Service areas and the operational response, in their meetings in December and that the MTFS would be considered in the January cycle of meetings, for the reasons stated in paragraph 4.3 above.

Identification of Further Items

- 4.5 The SOSCs were also asked whether they wished to identify any further items for consideration on the interim Scrutiny Forward Work Programme for the remainder of the municipal calendar of meetings, using the prior agreed Criteria Form. The Committee are reminded of the Criteria Form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such

as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the Authority. The SOSC's agreed it would be prudent to wait until the Corporate Directors report to their December meetings, before identifying further items for consideration for inclusion in the Forward Work Programme.

4.6 The draft interim Forward Work Programme for COSC and the SOSC's is presented below:

Next Cycle of Meetings:

Scrutiny Committee:	Date:	Report:
Combined Scrutiny Committee of all Scrutiny Members for	Wednesday 20 th January 2021 at 10am	Draft Medium Term Financial Strategy for: - Education & Family Support; - Communities.
Combined Scrutiny Committee of all Scrutiny Members for	Thursday, 21 st January 2021 at 10am	Draft Medium Term Financial Strategy for: - Social Services & Wellbeing; - Chief Executive's.
Corporate Overview and Scrutiny Committee	Monday, 1 st February 2021 at 10am	Medium Term Financial Strategy and Draft Budget Consultation Process (to present the Committee with the final report of the Budget Research and Evaluation Panel (BREP) and the responses from all the Scrutiny Committees and the final BREP Recommendations upon the Draft Budget Proposals and MTFS.

Following Cycle of Meetings:

Scrutiny Committee:	Date:	Report:
Corporate Overview and Scrutiny Committee	3 rd March 2021	Budget Monitoring 2020-21 Q3 Revenue Forecast

At the December round of Subject Overview and Scrutiny Committee meetings where Corporate Directors presented updates to the respective Committees:

SOSC 1 proposed a report upon blended / hybrid / remote learning including the safeguarding of welfare and wellbeing as an item for their Work Programme for the next meeting after the MTFS, scheduled for 15th March 2021, and the consideration of the MTFS could also identify any emerging items of concern to be proposed for the FWP for the Committee.

SOSC 2 agreed that the consideration of the MTFs could identify any emerging items of concern to be proposed for the FWP for the Committee as an item for their next meeting scheduled for 21st April.

SOSC 3 requested a further update from the Corporate Director - Communities when the vaccine programme was being delivered with a focus on taking things forward post pandemic. The Committee also agreed that the consideration of the MTFs could identify any emerging items of concern to be proposed for the FWP for the Committee as an item for their next meeting scheduled for 21st April.

Following the Q2 Performance report to this Committee, the Committee may wish to propose an emerging area of concern from any identified for allocation to the relevant Subject Overview and Scrutiny Committees' Forward Work Programmes.

Corporate Parenting

- 4.7 Corporate Parenting is the term used to describe the responsibility of a Local Authority towards looked after children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'corporate parent', therefore all Members have a level of responsibility for the children and young people looked after by Bridgend.
- 4.8 In this role, it is suggested that Members consider how each item they consider affects children in care and care leavers, and in what way can the Committee assist in these areas.
- 4.9 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

Scrutiny Member Training

- 4.10 Members may recall that following consultation with the Scrutiny Chairs, Welsh Local Government Association (WLGA) Questioning Skills Training for Scrutiny Members and Training for Scrutiny Chairs was held remotely via Microsoft Teams in November. Copies of the presentation and resources will be circulated to Scrutiny Members.

5. Effect upon policy framework and procedure rules

- 5.1 The work of the Corporate Overview and Scrutiny Committee relates to the review and development of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council constitution to be updated.

6. Equality Impact Assessment

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

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

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

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

8. Financial Implications

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

9. Recommendations

9.1 The Committee is recommended to:

- a) Confirm the draft interim Forward Work Programme in paragraph 4.6 above, having regard to the latest position from the Subject Overview and Scrutiny Committees held in December regarding potential items for the draft Interim Forward Work Programme;
- b) Identify any specific information the Committee wish to be included in the item for the 3rd March Corporate Overview and Scrutiny Committee meeting, including invitees they wish to attend;

- c) Identify any further items for consideration on the Forward Work Programme for the remainder of the municipal calendar of meetings, having regard to the Q2 Performance Update report and using the agreed Criteria Form.

K Watson
Chief Officer - Legal, HR & Regulatory Services
8 January 2021

Contact Officer: Meryl Lawrence
Senior Democratic Services Officer - Scrutiny

Telephone: (01656) 643515

E-mail: scrutiny@bridgend.gov.uk

Postal Address Bridgend County Borough Council,
Civic Offices,
Angel Street,
Bridgend,
CF31 4WB

Background documents: None