

# Public Document Pack

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

### Bridgend County Borough Council



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

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

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



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

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

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 29 June 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 **Monday, 5 July 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. Approval of Minutes 3 - 14  
To receive for approval the minutes of 01 02 2021 and 14 04 2021
4. Revenue Budget Outturn 2020-21 15 - 58  
Invitees

Councillor Huw David - Leader  
Councillor Hywel Williams - Deputy Leader  
Councillor Stuart Baldwin - Cabinet Member for Communities  
Councillor Nicole Burnett - Cabinet Member for Social Services and Early Help  
Councillor Dhanisha Patel - Cabinet Member for Future Generations and Wellbeing  
Councillor Charles Smith - Cabinet Member for Education & Regeneration

Mark Shephard - Chief Executive  
Lindsay Harvey - Corporate Director - Education and Family Support  
Gill Lewis - Interim Chief Officer Finance, Performance and Change  
Claire Marchant - Corporate Director - Social Services and Wellbeing  
Janine Nightingale - Corporate Director - Communities  
Kelly Watson - Chief Officer Legal, HR & Regulatory Services

**By receiving this Agenda Pack electronically you will save the Authority approx. £5.60 in printing costs**

5. Performance against Wellbeing Objectives for 2020-21 Invitees 59 - 124  
As above for Item 4
6. Forward Work Programme Update 125 - 140
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.

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](mailto:cabinet_committee@bridgend.gov.uk) or tel. 01656 643147 / 643148.

Yours faithfully

**K Watson**

Chief Officer, Legal, HR & Regulatory Services

Councillors:

JPD Blundell  
J Gebbie  
DG Howells  
M Jones

Councillors

RL Penhale-Thomas  
KL Rowlands  
RMI Shaw  
JC Spanswick

Councillors

T Thomas  
MC Voisey  
A Williams  
AJ Williams

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN REMOTELY VIA MICROSOFT TEAMS ON MONDAY, 1 FEBRUARY 2021 AT 10:00

Present

Councillor CA Green – Chairperson

SE Baldwin  
T Giffard  
JC Spanswick

JPD Blundell  
M Jones  
T Thomas

N Clarke  
KL Rowlands

J Gebbie  
RMI Shaw

Apologies for Absence

RL Penhale-Thomas

Officers:

Meryl Lawrence      Senior Democratic Services Officer - Scrutiny  
Tracy Watson        Scrutiny Officer

1. DECLARATIONS OF INTEREST

None.

2. MEDIUM TERM FINANCIAL STRATEGY 2021-22 TO 2024-25 AND DRAFT BUDGET CONSULTATION PROCESS

The Senior Democratic Services Officer – Scrutiny presented the report to the Committee and referred to Appendix A, the final report of the Budget Research and Evaluation Panel (BREP) and Appendix B, the response from the Subject Overview and Scrutiny Committees to Cabinet regarding the MTFs and draft budget proposals. She advised that in paragraph 9 of the report the Committee was asked to determine whether it wished to submit the recommendations outlined in Appendices A and B to Cabinet on 9 February 2021, as part of the budget consultation process, subject to any modifications and amendments that the Committee decided were appropriate.

The Chairperson asked if any Members had any questions or comments on the recommendations in Appendix A or B.

Following discussions regarding the BREP Final Report in Appendix A, the Committee strengthened the wording of the following BREP Recommendations, by agreeing the addition of the words in bold and italics below:

Recommendation 3:

The Panel recommends that all Directorates identify all Covid-19 related costs and budgetary pressures ***with clear differentiation between savings and cuts and with clear differentiation between budget pressures and the impact of Covid-19 pressures*** and in particular ensures there is full cost recovery, where appropriate, from WG.

Recommendation 5:

The Panel recommends a review of revenue costs for all new school builds, subject to the School Modernisation Programme and to establish whether there are cost savings in overall revenue costs for the new schools. ***The Panel also requested assurance that the School Modernisation Programme was compliant with the carbon neutral green policy adopted at Council.***

Following consideration of the Combined Meeting of all Scrutiny Committees' recommendations on the Medium Term Financial Strategy 2021-22 to 2024-25 in Appendix B, the Committee made the following additional recommendations:

Recommendation 13:

The Committee expressed concern about spending on consultants because of the lack of in-house capacity due to service cuts made over the years and recommended that future MTFs budget savings proposals include any such implications. (COM1)

Recommendation 14:

While the Committee acknowledged that there were huge pressures upon the authority from the impact of Covid-19, there were incredible pressures in local communities and the Committee recommended that Cabinet embrace the concept of prioritisation based upon the needs of local communities.

RESOLVED: That the Committee determined that it wished to submit the recommendations outlined in Appendices A and B to Cabinet on 9 February 2021 as part of the budget consultation process, subject to the inclusion of the above amendments and additional recommendations agreed by the Committee.

3. URGENT ITEMS

None.

**MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD IN REMOTELY VIA MICROSOFT TEAMS ON WEDNESDAY, 14 APRIL 2021 AT 09:30**

Present

Councillor CA Green – Chairperson

SE Baldwin	JPD Blundell	T Thomas	J Gebbie
T Giffard	M Jones	RL Penhale-Thomas	KL Rowlands
RMI Shaw	JC Spanswick		

Apologies for Absence

Cllr N Clarke

Officers:

Jackie Davies	Head of Adult Social Care
Lindsay Harvey	Corporate Director Education and Family Support
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Gill Lewis	Interim Chief Officer – Finance, Performance and Change
Janine Nightingale	Corporate Director - Communities
Mark Shephard	Chief Executive
Tracy Watson	Scrutiny Officer
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

10. DECLARATIONS OF INTEREST

None

11. APPROVAL OF MINUTES

RESOLVED:

That the Minutes of a meeting of the Corporate Overview and Scrutiny Committee dated 14 January 2021 be approved as a true and accurate record.

12. SICKNESS ABSENCE RELATED TO STRESS, ANXIETY, DEPRESSION AND MENTAL HEALTH

The Group Manager, Human Resources and Organisational Development presented the report on Sickness Absence related to Stress, Anxiety, Depression and Mental Health.

The Chairperson thanked the Group Manager for presenting the report and Members of the Committee asked the following:

A Member expressed caution at using the Covid-19 year for the setting of baselines as it could potentially provide false data. He recognised that the report had distinguished between mental illness and mental health and wellbeing, but expressed a need for a change to the HR absence recording system in order to ensure a further breakdown of mental illness and mental health and wellbeing categories, and further identify whether the absence was work related or personal.

The Group Manager, Human Resources and Organisational Development advised that there were challenges to changing the categorisation on the system, and that making changes to the categorisations could result in the potential for some comparative data to be lost. There were 16 categories but the number was not restricted and any change

would be dependent upon the user inputting the correct category. She explained that absences could sometimes start because of one issue but develop and fluctuate over time. Therefore, whilst a work related issue may exacerbate a situation and become a tipping point for an absence, it may not be the biggest issue. There were often multiple factors and it could be difficult to categorise into a work related or non-work related issue.

The Member acknowledged that although changing the categories may be challenging, if it created a more effective baseline, it could replace the previous baseline data. Where the introduction of additional baselines allowed for more effective targeted interventions then it was more worthwhile. Data ought to be changed if found to be ineffective in providing the information that was needed.

The Group Manager, Human Resources and Organisational Development confirmed that improvements were always being sought and movements were being made to explore Managers inputting the data. She added that there were a number of other authorities who used the same absence system and it could be useful to benchmark at what had worked successfully for them.

A Member referred to page 22 and raised a query with regard to the relatively high figures shown in graph 3 regarding absences within Schools and the Social Services and Wellbeing Directorate. He acknowledged that employees within the Directorate worked with elderly people and worked indoors throughout the pandemic, but that there had still been a problem prior to Covid-19. He felt this needed to be drilled down for this particular Directorate as to the reasons.

The Corporate Director, Education and Family Support confirmed that quarter 3 was always a challenging quarter; whether because it fell over the winter months or something else and within schools, quarter 3 had higher absence rates than other times. It had been a very difficult year for a number of front line services and for schools, it was a particularly difficult time with learners in and out of school, staff providing on-site provision, and staff providing education both physically and online. He would drill down into the data over the current and longer period in order to ensure there was no systemic or long-term trend. Within the Directorate, there were around 3,000 school-based staff and around 1,500 staff, working centrally predominantly in or with schools. He could return the further analysis to the Committee.

The Cabinet Member for Education and Regeneration confirmed that the past year had plenty of potential for stress and anxiety in the workplace and he was concerned with the effect on younger people in particular. This was not just an issue for Bridgend and his priorities were to work with colleagues in Central South Consortium (CSC) and Cabinet Member education colleagues in the Wales Local Government Association (WLGA). He referred to the Wales Online article regarding Penybont Primary School prioritising the wellbeing aspect and linking into the new curriculum in a positive way rather focussing ideas on catch up and studying for exams. This was an enlightened approach being taken that would have positive reflections on pupils, staff and other stakeholders, including parents.

The Corporate Director, Social Services and Wellbeing agreed that mental health related absences for the social care workforce was an area for concern. She advised that social care staff had been at the fore of the pandemic response with homeworking not possible for large parts of the social care workforce and particularly the direct care workforce. These employees had worked on the front line throughout the pandemic. While there had been an overall reduction in sickness absence across the Directorate, there had been an increase in mental health related absences, which was a very wide categorisation. The Director advised it was a top priority to support frontline workforce

across social work teams and the direct care workforce. Support was available via Care First, which was excellent but quite generic. The social care workforce development team had looked at the needs of the workforce, specifically in relation to the role they undertook and would run bespoke support. In care homes, the Directorate had worked with Cruse Bereavement Care to support frontline staff who had experienced loss in their personal and professional lives. The Directorate had developed training for with the Domiciliary Care Team Leaders in order to support difficult conversations during the pandemic and arranged reflective workshops across the workforce. Focus groups had been held to talk and continue to talk about the experience of working in social care during the pandemic. During March and April, workshops had been held with managers regarding the role of managers supporting front line staff. Focus groups were held every quarter and would be run for as long as needed and mindfulness sessions would also be available.

The Corporate Director, Social Services and Wellbeing acknowledged that for those working on the front line, the impact of a lot of what they had dealt with would not come out immediately. Therefore, the support of senior managers and managers supporting staff would continue to be very important.

The Cabinet Member for Social Services and Early Help advised that the topic confirmed her concern for front line workers, and acknowledged that although this had been more intense in the past year, these workers were always subject to this level of stress. The workforce was predominantly female and therefore also likely to have other caring roles. In addition, this workforce was low-paid and their stress levels and sickness levels were indicative of the lack of pay and conditions. Employees would take their own responsibilities above that of the employer and no more could be expected from them until their pay and conditions were improved drastically.

A Member queried the cost of the Care First service, the level of uptake in terms of the percentage of the workforce and what sort of feedback had been received, in order to understand whether the service gave good value for money.

The Group Manager, Human Resources and Organisational Development advised that as Care First was a confidential counselling service, the feedback and detail was therefore limited. It was sometimes received only if service was poor e.g., where someone had perhaps not been contacted when they expected, however informally feedback had been positive. There had been mixed views because the Authority moved from a more costly previous service where face to face counselling had been more universally available. Care First was a general service that could be accessed directly by telephone without the need to involve managers and offered more than just counselling with a range of other resources available. The cost was approximately £10,000 and all elected members and workforce were able to access that service. Even if Members only considered the numbers who had accessed the counselling element alone, it was unlikely that could be purchased for the price of the entire package available from Care First and the package was procured through the National Procurement Framework.

A Member queried how a non-office based staff member would access the support.

The Group Manager, Human Resources and Organisational Development confirmed that there was a telephone line, which could be used to access the service. In addition, following a point raised by trade union colleagues a flyer had been put together about the resource. When people were off with stress related absences, one of the first things to be done was to ensure that they had the information available regarding what resources could be accessed. Some might want to access in a private manner while some may want someone to make contact on their behalf.

A Member indicated that when considering the need to support schools to manage workloads in order to manage future sickness and absence, it was important to also consider all support staff including Teaching Assistants, Cleaning Staff and ICT staff.

The Corporate Director, Education and Family Support agreed. He confirmed that the non-teaching staff in schools were an integral part of the service and had done a remarkable job. He advised that pre-pandemic, a Wellbeing Charter had been put in place for all School staff which had been co-constructed with trade union colleagues and staff in schools. This Charter captured everyone who worked in schools and included non-teaching staff, learning support assistants, those such as music service, etc. A wellbeing group had been set up that received feedback from all sectors within the education workforce to ensure that the Charter was fine-tuned and listened to the voice of the workforce. Wellbeing was so pivotal that it had been built in as one of the three strategic priorities within the Directorate and had been tested recently by Estyn.

A Member asked whether when an absence was due significantly more to a work place stressor, HR undertook a corporate stress risk assessment. She queried how many assessments were available and how long they had been live for and indicated that this would help in identifying work place stressors.

The Group Manager, Human Resources and Organisational Development advised that she did not have the figures available but could report back to Members of the Committee with them. Compliance was not always achieved in completion of the risk assessment and that the work of the manager, HR partners and sometimes trade union representatives, was to work with the employee to try to help them get to a place where they could be assisted to help themselves in terms of identifying stressors.

The Member asked for confirmation that when talking about the lowest paid social care workforce, whether this would include all of the commissioned services. She sought clarification that although not having formed part of the statistics contained in the report, had Covid-19 statistics been discounted as part of the sickness absences.

The Group Manager, Human Resources and Organisational Development confirmed that absences for people who were Covid-19 symptomatic or self-isolating, etc. were not counted, but that if the absence continued then it would trip over into sickness absence. A new category had been added around Covid-19, which would show for the first time this year. The quarter 4 information was currently being run and a picture would start to be built up.

The Member asked for clarification whether the Authority was going to set up a wellbeing group (as had happened in schools) to include all the workforce and whether they were considering having wellbeing champions at all grades of the workforce.

The Group Manager, Human Resources and Organisational Development confirmed that in terms of wellbeing, she was pleased at the wellbeing approach that was being developed in schools. It was not quite the same position corporately, but a lot of things had been done around wellbeing including an external review from which part of the recommendations had been to set up a corporate wellbeing group where there would be employee representatives taking part.

A Member raised whether there had been any disaggregation via characteristic; in particular, on disability or race, to find out if there were any particular problems among certain population groups.

The Group Manager, Human Resources and Organisational Development confirmed that she did not have that information and to date data had not been analysed in that



way. It would be useful to have more data in terms of those characteristics from employees to make the data more meaningful and this was part of the Equalities Strategic Plan to try to get more responses to have a fuller picture and to have more reliable data on that front. This would then enable an analysis of those characteristic against absence levels.

A Member queried how the Authority's absence rates compared with other outside agencies.

The Group Manager, Human Resources and Organisational Development confirmed that in terms of comparison, the local authority only benchmarked across Wales with other Local Authorities on the end of year which compared the sickness level outturn per full-time equivalent across Wales, although they did sometimes informally share information per quarter.

In reference to the Authority's socio-economic duties, the Member also wanted to know how sickness recording could be disaggregated by grade to give a better understanding of the impact of the four major issues; stress, anxiety, depression and mental health, which should be disaggregated themselves to be able to drill down into the data.

The Group Manager, Human Resources and Organisational Development confirmed that these could be considered going forward as part of the work to be done around wellbeing and absence and confirmed that the information was not readily available. She advised that some caution would need to be taken to ensure that all information remained anonymised.

The Member acknowledged that there were data issues with disaggregation particularly when the lower numbers were looked at but he thought that it might be revealing to identify the hotspots. The direction of travel for full time equivalent days was in the right direction but identified that 12,500 was still over 34 years of full time equivalent days lost. The Authority provided huge amounts of support for people but the comparison could identify some other means of helping people through these issues.

A Member queried whether or not employees' voices could be enhanced by an invitation to members of the trade union movement, staff liaison groups or staff association to the Committee so that members of the scrutiny meeting could take an objective view of the situation. He wished to know whether employee representatives had been invited to the meeting, if they had not, whether consideration could be given to that in subsequent meetings. He acknowledged, that post-pandemic, the Committee would be confronted with difficult and uncertain times and that whilst it was good that external consultations were taking place, if a good relationship with employees was to continue, the three groups mentioned would be crucial.

The Group Manager, Human Resources and Organisational Development confirmed that she had shared the report with trade union colleagues and was sure that they would be forthcoming if there were any matters that they were unhappy about or they did not recognise. They would also be making a contribution to the work being undertaken moving forward around wellbeing.

A Member applauded the provision of counselling services and mindfulness sessions and asked whether provision or consideration had been given for improved access to sport and leisure as a counter-measure to reducing stress and anxiety.

The Corporate Director - Social Services and Wellbeing acknowledged that a lot of time had been spent talking about mental wellbeing and the link between mental wellbeing and physical activity was very well evidenced. The Halo at home scheme had been

promoted to the workforce throughout the pandemic and was free at the point of use. In addition, the Authority had the discounted scheme for the workforce as gyms were allowed to reopen. Looking forward, one of the things being informally encouraged was to have things like a walking supervision and other informal opportunities.

A Member asked whether levels of absences linked to different Directorates, could be attributed to ongoing austerity and whether there was a correlation between areas where there had been significant reductions in staffing and stress levels attributed to staff having to carry out additional work.

The Chief Executive advised that he did not think there was direct evidence to demonstrate this, but acknowledged this was an area where more work could be done. The headline was that overall sickness had reduced by around 15%, but the different ways in which working had taken place and the response needed to the scenario of the last year had clearly had an impact on the stress-related absences, particularly in the two Directorates identified in the report.

He reassured that this was one of his personal priorities and one of the organisational priorities to recognise the need to manage and to mitigate staff stress-related illness. He provided an example of the increased investment in programmes and training and additional counselling. He clarified that the investment referred to in Section 8 of the report of £115,000 to further support staff wellbeing was significant, but that if staff were supported to remain in work rather than reporting sick, the sum would effectively pay for itself. There were things that could be analysed and potentially reported back, but he did not think that evidence of a direct correlation existed at that point.

The Member responded that he felt that it was important to raise this as a flag as all staff were being expected to do more with less. He confirmed the need to ensure that appropriate support was put in place as while austerity continued, ongoing pressure would also continue.

A Member queried that the report had an Equality Impact Assessment at section 6 but the report did not reflect the socio-economic duties the Authority now had and that every report going forward needed to meet the related legislation and compliance.

The Chief Executive confirmed that the duty came in from 1 April 2021 and that all future reports would need to consider the socio-economic duty. He clarified that this was likely to be included within the equalities section of the report rather than having its own section but that there would need to be specific reference to the assessment that had been completed of the socio-economic impact. With regard to this particular report, he advised that it might have been drafted pre 31 March 2021 but did not condone its absence. He confirmed that a training session had already been arranged for the duty and that this should not be an issue in upcoming reports.

A Member raised concern that regard be given to Zoom/Teams fatigue moving forward and the effect that this could have on stress and anxiety as the remote working approach continued and asked whether any mitigation would need to be implemented.

The Chief Executive assured that the Authority had set up an Accommodation Board, which was looking at new ways of working and the operating model for the Council moving forward; recognising that there would likely be a hybrid model. There were some advantages for staff working from home and for that to endure for some of those staff, as there were clearly some advantages in terms of flexible working and recruitment and retention. However, he acknowledged that the balance was that while there were some advantages of working remotely, there were a number of consequences. One of those was fatigue and, more practically, the need to connect and catch up once or twice a

week with colleagues / teams in a different environment to a virtual one. He advised that some of the virtual meetings and working would continue, but acknowledged that a balance had to be struck so that no one was spending all day staring at a screen.

A member acknowledged that the rate of Covid-19 infection had come down due to the hard work of all employees, including teachers, social care workers, support staff, IT departments, etc., at the Local Authority, the NHS and across Wales. He wished to thank all of those people for their work in bringing the rate of infection down and increasing the rate of vaccination.

The Chairperson reiterated the Member's comments and commented that the pandemic had made all reflect on how vital some people's roles had been and that often these were not the top paid employees, particularly those who had worked on the front line.

A Member queried on pages 27 and 28, where in graphs there were new Care First Clients whose Directorates were unknown for 2020/21 and 2019/20. While she acknowledged the need for confidentiality, she felt that there was quite a number of staff to not know where they had originated from. She questioned whether this could have a skewing effect on how the Directorates were perceived.

The Group Manager, Human Resources and Organisational Development acknowledged that it was disappointing that people did not feel able to provide that information but clarified that it was unknown how the call had been handled. For example, had the call handler actually asked for the information or had it been a case of the person preferring not to give the information. She advised that there was little that could be done except to remind Care First that the information was welcomed and that the Authority would benefit from it, but within the confines of confidentiality around the support.

The Cabinet Member for Social Services and Early Help commented that many of the front line workers may not know which Directorate they were employed by and clarified the need to ask the right questions in order to obtain the information required.

The Cabinet Member for Communities and Mental Health Champion advised that he had listened to the contributions closely and was satisfied that the Authority was looking at this issue in the right way. He was pleased that the theme behind the report was that lessons had been learned and indicated that he would have been disappointed if that had not been the case. This had been a year where lessons could and should have been learned about how the Authority should support mental health problems and he expected those lessons to be taken forward. He was especially pleased to see the proactive view taken in how the Authority supported employees through the difficult times they experienced. Whilst the last 12 months had been very difficult, he confirmed that whatever happened within employees' lives that created stress itself; he reiterated that he was glad to see the proactive approach taken in supporting employees.

The Chairperson thanked invitees for their attendance and participation.

The Invitees left the meeting.

#### Recommendations:

Having considered the report on Sickness Absence related to Stress, Anxiety, Depression and Mental Health, and having heard Invitees' responses to Members' questions, the Committee made the following comments and recommendations:

The Committee expressed their thanks to all staff for their continued efforts throughout the pandemic.

The Committee requested that:

1. To enable more effective categorisation to identify the most appropriate interventions, the Sickness Absence category of Stress, Anxiety, Depression and Mental Health, is broken down into separate categories to differentiate between stress, mental health and mental illness, acknowledging that this would draw a line under previous baseline measures and recognising that despite difficulties it had been possible to introduce a new category in 2020/21.
2. The categories be further broken down for analysis by protected characteristic, to identify potential impacts upon these groups and provide mitigations, for example the level of stress for disabled employees and potential mitigations that could be put in place.
3. The categories be further broken down for analysis by grade of post to identify whether lower paid employees are disproportionately affected and potential mitigations.
4. That Stress Related Sickness Absence reports be added to the Forward Work Programme for the related Scrutiny Committees at the appropriate timescale to receive an update on the overall Corporate Wellbeing work and to monitor the ongoing position in Schools and Social Care.
5. The future report upon the Corporate Wellbeing Strategy should include information regarding the development of a Corporate Group with employee representatives, as Members were concerned that while there was a Schools' Wellbeing Charter in place with representatives contributing, this was not yet in place corporately.
6. Future reports to Scrutiny on this topic also provide Members of the Committee with more assurance that early intervention and prevention is being provided, that Staff feel comfortable to raise stress issues with managers and seek support before needing to report sick, thereby keeping staff healthy at work for longer.
7. Reassurance that there was a partnership approach to looking at preventative measures, with employees given every opportunity to contribute their voice in the partnership discussion, as this report had been very much centred on the employer and not the employee.
8. Future reports include the perspective on consultation with staff about what they would like to see in place to support mental health and wellbeing and where possible Staff representatives and / or Staff organisations and Trade Unions be invited to future meetings for this topic.
9. The Committee wished to flag the potential impact of staffing savings over the last 10 years upon pressures on remaining staff and that taking such decisions in future, could be actively increasing stress for employees and affecting their future mental health.

10. The data for Quarter 4 for this Sickness Absence Category as broken down in the report submitted for Quarter 3, be circulated to Members of the Committee, for information.
11. That Members of the Committee be provided with the percentage and number of return to work interviews being completed and the uptake of Absence Management Training which should be mandatory training for Managers.
12. In order to see external comparative data, the annual benchmarking report with other Welsh Local Authorities be circulated to Members of the Committee when available and consideration be given to sharing external comparative data more frequently with Members of the Committee.
13. Members of the Committee be provided with the percentages and numbers of corporate stress risk assessments completed, which can assist employees to remain in work.

The Trade Unions' views on this report be circulated to Members of the Committee.

13. URGENT ITEMS

None

This page is intentionally left blank

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

5 JULY 2021

### REPORT OF THE INTERIM CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE

#### REVENUE BUDGET OUTTURN 2020-21

#### 1. Purpose of report

- 1.1 The purpose of this report is to provide the Committee with an update on the Council's revenue financial performance for the year ended 31st March 2021.

#### 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 to deliver the Council's well-being objectives.
- 2.2 The allocation of budget determines the extent to which the Council's well-being objectives can be delivered.

#### 3. Background

- 3.1 On 26th February 2020, Council approved a net revenue budget of £286.885 million for 2020-21. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

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

### **4.1 Summary financial position at 31st March 2021**

- 4.1.1 The 2020-21 financial year has been a unique and complex year in managing the financial position of the Council primarily as a result of the Covid-19 pandemic. Significant changes have occurred throughout the year as circumstances altered and services were supported in different ways to deliver outcomes in the best way possible.

A Covid-19 Hardship fund was set up at an early stage by the Welsh Government to the tune of £188.5 million which the Council was able to draw on for financial support. The process for drawing down the money was by the submission of complex claims, covering a wide range of costs and loss of income without knowing with any certainty whether those claims would be successful.

As a consequence, it would not have been prudent to expect all the claims to be successful, but as the year progressed the Council was extremely successful at securing support for many of the additional costs incurred along with loss of income claims.

Some of the results of this success have materialised in the last quarter of the financial year giving the Council a more favourable end of year position than anticipated. Our claims against the WG Hardship fund totalled £21.5 million of which only £882,000 were disallowed.

Additional to the assistance and support from the WG Hardship fund were specific grants received to help cushion the effects of COVID on the delivery of services. These included ICT for digitally excluded learners, concessionary fare reimbursement and local authority cyber security along with specific support for schools in for school counselling services, face masks and support for additional cleaning costs.

Furthermore, significant grants were received in the last quarter of the financial year (£3.5 million directorate and council wide grants and £5.4 million for schools) resulting in a change in the financial position between quarter 3 and quarter 4. These will be spent in accordance with the conditions applied to the grants and will be closely monitored to ensure their effective use.

The other significant change between quarter 3 and quarter 4 is the £1.261 million contribution from WG in February 2021 in recognition of the reduced council tax collection rates experienced by Councils in 2020-21 as a consequence of the Covid-19 pandemic.

Given the changes that have occurred which have resulted in a better financial position at the end of 2020-21, the Council is able to apply some of this funding to investments to help accelerate the recovery of the County Borough from COVID and to support its residents. The key areas of investment are outlined below, and more detail is provided in Appendix 1.



<b>Category</b>	<b>Description</b>
Wellbeing	Social Services & Well-being schemes for adult, children, young people and leisure services
	Initiatives to support the well-being of staff
	Investment in Social Care Premises
	Accessibility works – Leisure and Cultural Services
People & Jobs	Secondment scheme for Social Workers
	Apprentice and Graduate Schemes
Environment	Decarbonisation Strategy
	Highway Revenue Maintenance Schemes
Local Economy & Tourism	Active Travel Strategy
	Grants to support local businesses with improvements
	Wider regeneration investment
	Covid recovery/Brexit
Transformation	Digital Transformation Programme
	Replacement CCTV System
Future capital schemes	Feasibility is underway on a number of capital schemes. This allocation will support the delivery of new capital projects
Revenue Maintenance	Deliver projects delayed by the Covid-19 pandemic and meet projected maintenance pressures.

A report will be taken to Cabinet and Council on 22nd and 23rd June, respectively, to seek approval for a range of schemes to be funded from this year's under spend.

4.1.2 The Council's net revenue budget and final outturn for 2020-21 is shown in Table 1 below.

**Table 1- Comparison of budget against actual outturn at 31st March 2021**

Directorate/Budget Area	Original Budget 2020-21 £'000	Current Budget 2020-21 £'000	Final Outturn Q4 2020-21 £'000	Final Over / (Under) Spend 2020-21 £'000	Projected Over / (Under) Spend Qtr 3 2020-21 £'000
<b>Directorate</b>					
Education and Family Support	120,931	123,512	122,094	(1,418)	1,327
Social Services and Wellbeing	70,894	73,263	72,289	(974)	812
Communities	27,790	28,493	26,502	(1,991)	(752)
Chief Executive's	18,228	18,774	17,678	(1,096)	(200)
<b>Total Directorate Budgets</b>	<b>237,843</b>	<b>244,042</b>	<b>238,563</b>	<b>(5,479)</b>	<b>1,187</b>
<b>Council Wide Budgets</b>					
Capital Financing	7,329	7,329	6,632	(697)	(200)
Levies	7,459	7,460	7,472	12	12
Apprenticeship Levy	650	650	654	4	5
Council Tax Reduction Scheme	15,254	15,254	14,974	(280)	0
Insurance Premiums	1,438	1,438	124	(1,314)	(62)
Repairs & Maintenance	870	615	131	(484)	0
Pension Related Costs	430	430	430	0	5
Other Council Wide Budgets	15,612	9,167	200	(8,967)	(6,937)
<b>Total Council Wide Budgets</b>	<b>49,042</b>	<b>42,343</b>	<b>30,617</b>	<b>(11,726)</b>	<b>(7,177)</b>
<b>Accrued Council Tax Income</b>			<b>(1,702)</b>	<b>(1,702)</b>	<b>0</b>
<b>Appropriation to Earmarked Reserves</b>	<b>0</b>	<b>500</b>	<b>18,975</b>	<b>18,475</b>	<b>5,299</b>
<b>Transfer to Council Fund</b>			<b>432</b>	<b>432</b>	
<b>Total</b>	<b>286,885</b>	<b>286,885</b>	<b>286,885</b>	<b>0</b>	<b>(691)</b>

4.1.3 The overall outturn at 31st March 2021 is a net under spend of £432,000 which has been transferred to the Council Fund, bringing the total Fund balance to £9.771 million in line with Principle 9 of the Medium Term Financial Strategy (MTFS). Total Directorate budgets provided a net under spend of £5.479 million, and Council Wide budgets a net under spend of £11.726 million. As a result of effective financial management across the Council through the pandemic along with ensuring that eligible monies have been claimed from the WG Hardship and Loss of Income funds, the Council is in a position to utilise the related monies for 2020-21 to fund a range of initiatives to enable the Council to mitigate current and future risks and expenditure commitments to meet specific costs (see paragraph 4.1.1 and Appendix 1). The net position also takes into account a net under spend of £1.702 million on council tax income during the financial year (see paragraph 4.1.7 for detail).

4.1.4 Table 1 highlights the changes referred to above of £6.6 million since quarter 3 on total Directorate Budgets, and a change of £4.549 million on total Council Wide budgets. Table 2 below highlights the main reasons for the change and additional funding received by the Council since quarter 3 that support the changed outturn position. A combination of the uncertainty over available funding, along with the length of time and coverage of the support that has been made available by Welsh Government throughout 2020-21, has meant that the budgetary position has been prudently reported and only upon successful payment of claims from the WG Hardship and Loss of Income fund has been brought into the financial position. Since quarter 3, the authority has successfully claimed £2.144 million of Hardship funding along with £1.066 million to support loss of income experienced by the authority as a result of the Covid-19 pandemic.

**Table 2 – Movements since quarter 3 2020-21**

Directorate/ Budget Area	Rebates from Regional Service/ Reduction in Insurance Liability £'000	WG Hardship Claims £'000	WG Loss of income claims £'000	Reallocation of existing Grants £'000	Additional Grants £'000	TOTAL £'000
Education and Family Support	0	1,109	0	454	585	2,148
Social Services and Wellbeing	250	450	72	839	0	1,611
Communities	0	132	412	0	483	1,027
Chief Executive's	0	453	582	0	0	1,035
<b>Total Directorate Budgets</b>	<b>250</b>	<b>2,144</b>	<b>1,066</b>	<b>1,293</b>	<b>1,068</b>	<b>5,821</b>
<b>Council Wide Budgets</b>	<b>1,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,393</b>	<b>3,630</b>
<b>Council Tax</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,261</b>	<b>1,261</b>

4.1.5 The outturn position has also been impacted by unexpected grant funding and maximisation of grant funding streams since quarter 3 in Directorate budgets of over £2.361 million and £2.393 million in Council Wide Budgets - £4.754 million in total. It is important to note that the Authority would not have been aware of these funding streams when setting and approving its 2020-21 budget and the majority of the additional grants are one-off as a result of the Covid-19 pandemic.

4.1.6 Further detail is provided on the movements since quarter 3 at individual directorate level and on Council wide budgets in section 4.3.

- 4.1.7 The net position also takes into account the net under spend on council tax income of £1.702 million during the financial year. The end of year position on council tax comprises £441,000 of additional council tax income along with a contribution from the WG Hardship Fund of £1.261 million in February 2021 in recognition of the reduced collection rates experienced by Councils in 2020-21 as a consequence of the Covid-19 pandemic.
- 4.1.8 The under spend on the Council budget significantly masks the underlying budget pressures in some service budgets which were reported during the year and still persist. The main financial pressures are in the service areas of Home to School Transport and Adult Social Care. These two alone have an underlying pressure of £1.864 million. It should be noted that these budget areas can be volatile and small changes in demand can result in relatively high costs being incurred.
- 4.1.9 In addition, given the potential for significant funding being required to meet pay and price costs in 2021-22, along with any ongoing budget pressures arising as a result of the Covid-19 pandemic, uncertainties around the end of the Brexit transition period and inflationary levels for 2021-22 any uncommitted funding in 2020-21 will be required to meet these pressures in the new financial year. There are also potential pressures on council tax collection and an increase in eligibility for council tax support through the Council Tax Reduction Scheme (see paragraph 4.3.5). Therefore any uncommitted funding from other council wide budgets will be carried forward to meet those pressures in the new financial year.
- 4.1.10 There have been no budget virements since the quarter 3 forecast was reported to Cabinet in January 2021. However, as part of the closing of accounts process, there have been a number of technical adjustments in respect of outstanding pay and price inflation and allocations of corporately held funding for feasibility work and revenue minor works in line with spend.
- 4.1.11 The net budget for the financial year was set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £2.413 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals. These are set out in paragraph 4.2.4.

## Covid-19

4.1.12 During 2020-21 the Covid-19 pandemic has had an inevitable impact on the Council's financial position in a number of ways:

Additional cost pressures	Some have been one-off and some recurrent. The majority of one-off cost pressures in 2020-21 have been funded by the WG Hardship Fund, e.g. PPE, social care voids etc with a 50% contribution towards additional ICT costs to support homeworking.
Lost income	Again, some have been one-off losses, and others could be permanent recurrent losses. Claims were submitted to WG covering loss of income in 2020-21 with main areas of support being car parking, school meals and a contribution to the Council's leisure service provider.
MTFS savings not met	Impact on deliverability of MTFS savings which may not be achieved (e.g. staffing restructures, remodelling of services, income generation) or which may be achieved fortuitously due to circumstances, but will require decisions going forward on whether or not to proceed or revisit. WG provided support for Local Authorities to mitigate this impact in 2020-21 – the contribution for Bridgend was £1.121m.
Unanticipated savings	For areas where service provision has reduced or stopped and subsequent savings have been made e.g. home to school transport, premises and fuel.
Council tax	WG provided £1.261 million in funding towards the impact on council tax collection and £325,469 towards the Council Tax Reduction Scheme (CTRS) in 2020-21 particularly due to the delay in starting recovery and an increase in council tax benefits.

4.1.13 As reported to Cabinet on 30th June 2020, a Covid Earmarked Reserve of £3 million was created at the end of 2019-20. Also on 30th June Cabinet agreed a proposed approach to respond to the Covid-19 pandemic to allow the Council to re-start, recover and renew its service provision. A Recovery Panel to help shape, inform and advise Cabinet on the Council's recovery planning was also established in 2020-21.

4.1.14 Cabinet and Corporate Management Board (CCMB) agreed to establish a Covid-19 Recovery Fund for 2020-21 on a 'one off' basis to provide funding for conscious and proactive decisions aimed at boosting recovery that were unlikely to be paid for by WG, with £500,000 being utilised from the 2020-21 Public Realm fund and a further £500,000 being ring-fenced from the Covid Earmarked Reserve to create a fund of £1 million. The recovery fund was utilised in 2020-21 to support the free car parking offer for town centres, a phased rental income increase for BCBC owned premises and Covid-19 awareness training for Town Centre businesses. The balance of £619,000 on the Covid-19 Recovery Fund

will be carried into 2021-22 with further proposals to boost recovery considered by CCMB.

### **Cost of the Council's response to the Covid-19 pandemic**

4.1.15 In response to the pandemic, the Council, alongside other organisations, has provided direct support to its community / residents in a number of ways. Welsh Government provided specific eligibility criteria for each of its funding streams, and all directorates were made aware of them, and captured costs accordingly. Covid-19 costs which were not reimbursed by WG have been funded from the normal service budgets. WG Hardship Expenditure claims submitted to WG in 2020-21, and the outcome of these claims are shown in Table 3.

**Table 3 – Covid-19 expenditure claims 2020-2021**

Specific Hardship Fund	2019-20	2020-21			Movement since Qtr 3 – paid claims
	Claimed and Paid	Claimed	Paid	Disallowed	
	£'000	£'000	£'000	£'000	£'000
General	263	1,979	1,345	633	568
Homelessness	0	2,082	2,082	0	517
Free School Meals	0	2,832	2,720	112	1,676
Schools (including HUB costs)	0	2,433	2,418	15	1,473
Adult Social Services	9	5,694	5,675	18	2,737
Self Isolation Payments (SIP)/ Statutory Sick Pay Enhancements (SSP)	0	501	501	0	501
<b>Total</b>	<b>271</b>	<b>15,520</b>	<b>14,742</b>	<b>778</b>	<b>7,472</b>

4.1.16 The majority of the disallowed expenditure (£476,000) related to ICT costs incurred by the Council primarily to establish home working arrangements. The WG hardship panel agreed that these costs may be additional and not within the Council's financial plans, however they also felt that having such assets in place provides longer term benefits to local authorities. A contribution of 50% was therefore agreed with the majority of the balance being funded from the annual corporate capital budget. The majority of the £112,000 disallowed expenditure under the Free School Meals category relates to the delivery costs of the food parcels which took the cost of the provision over the funding threshold set by Welsh Government.

4.1.17 The overall increase in claims paid since quarter 3 of £7.472 million does not all relate to reimbursement of expenditure incurred by the local authority, and therefore does not fully match the figures in Table 2. For example claims from schools will impact directly on the schools balances position (see section 4.3.1), and adult social services mostly represents claims made by independent and third sector providers to meet the additional costs of providing care and support for voids. In addition, unanticipated costs would also have been incurred and reimbursed in the final quarter of 2020-21, for example to cover the ongoing lock down of schools after Christmas.

4.1.18 The Council has also submitted claims for loss of income to Welsh Government in 2020-21 totalling £5.679 million as shown in Table 4. £2.016 million of the claims were paid in quarter 4.

**Table 4 – Covid-19 loss of income claims 2020-21**

Directorate	Claims 2020-21	Paid	Disallowed	Main areas funded
	£'000	£'000	£'000	
Education and Family Support	1,493	1,493	0	£1.445m - School meal income, £45k - Child and Adolescent Mental Health Services (CAMHS)
Schools	635	635	0	£239k - school meal income, £395k - loss of income from hire of school premises
Social Services & Wellbeing	1,429	1,429	0	£1.175m - contribution to Council's leisure service provider, £130k - Residential and non-residential client contribution income, £124k - dual use sites where facilities are managed for community use outside of school hours
Communities	1,476	1,371	104	£521k - Car Park Income, £264k - rental income from properties due to 3 month rent holiday, £81k – reduced occupancy of properties, £173k – civil enforcement income, £156k Green/Bulky/Trade waste income, £107k -Pitch and Pavilion hire, £65k - Fleet Services, £27k - Bus station
Chief Executives	646	646	0	£107k – legal, democratic and regulatory services, £136k - registration fees, £98k housing, £299K finance (includes £284k court income)
<b>Total</b>	<b>5,679</b>	<b>5,574</b>	<b>104</b>	

4.1.19 Of the £5.679 million claimed, only £104,000 was disallowed. This related to loss of rental income from properties in quarter 2 due to the continuing rental holiday agreed in quarter 1. WG disallowed this claim on the basis that this was a local authority and not a national decision. This was subsequently agreed by Cabinet to be funded from the Covid-19 Recovery Fund. (See paragraph 4.1.14).

**Ongoing impact of Covid-19 pandemic in 2021-22**

4.1.20 Going forward, the Welsh Government has allocated £206.6m in its budget to the Hardship Fund to support local government for the first six months of 2021-22. No commitment for support from WG beyond this period has been given at present.

4.1.21 A reduced collection rate for council tax and additional calls on the CTRS are both likely in 2021-22 reflecting the current economic circumstances surrounding the Covid-19 pandemic and the higher number of citizens facing economic hardship.

4.1.22 The Authority will continue to claim from the Hardship fund against the eligible criteria and directorates will continue to capture costs incurred as a result of the ongoing impact of the Covid-19 pandemic. Any Covid-19 costs which are not

identified and claimed will need to be funded from the normal service budgets or established earmarked reserves. Updates will continue to be provided to Cabinet through the quarterly revenue budget monitoring reports throughout 2021-22.

## 4.2 Monitoring of Budget Reduction Proposals

### Prior Year Budget Reductions

4.2.1 As outlined in previous monitoring reports during the year there were still £2.501 million of outstanding prior year budget reduction proposals that had not been met in full. Directors have been working to realise these savings during the 2020-21 financial year. A summary of the latest position is attached as Appendix 2 with a summary per directorate provided in Table 5. Of the £2.501 million of prior year budget proposals outstanding, £1.792 million has been realised, leaving a balance of £709,000.

**Table 5 – Outstanding Prior Year Budget Reductions**

	<b>Total Budget Reductions Required</b>	<b>Total Budget Reductions Achieved</b>	<b>Shortfall</b>
<b>DIRECTORATE /BUDGET REDUCTION AREA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Education and Family Support	269	0	269
Social Services and Wellbeing	452	452	0
Communities	1,750	1,310	440
Chief Executive's	30	30	0
<b>TOTAL</b>	<b>2,501</b>	<b>1,792</b>	<b>709</b>

4.2.2 Proposals still not achieved include:

- Learner Transport Policy and Transport Route efficiencies (£194,000) and Review of Special Schools Home to School Transport (£75,000). As reported to Cabinet on 21st July 2020 the shortfall has been funded from the Council's contingency budget in 2020-21. A Budget Pressure was approved by Council as part of the MTFS 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review of Home to School Transport is undertaken.
- Permitting Scheme for Road Works (£100,000). The Streetworks review is reaching completion and will then be submitted to Welsh Government for final consideration.
- Reductions to the budget for the MREC (£1.3 million). As reported to Cabinet on 21st July 2020 the shortfall has been funded from the Council's contingency budget in 2020-21. A recurrent Budget Pressure of £300,000 was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021.

All outstanding proposals will continue to be monitored during 2021-22.



4.2.3 As outlined in the MTFs reports to Cabinet and Council, MTFs Principle 7 states that *“Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFs Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”*. An MTFs Budget Reduction Contingency reserve was established in 2016-17. This reserve has been used to meet specific budget reduction proposals in previous years on a one-off basis pending alternative measures. It has not been used in 2020-21 to mitigate on-going shortfalls as WG provided a Hardship Grant of £1.121 million to address the Covid impact on plans for service savings and changes when budgets for 2020-21 were originally set.

### **Budget Reductions 2020-21**

4.2.4 The budget approved for 2020-21 included budget reduction proposals totalling £2.413 million, which is broken down in Appendix 3 and summarised in Table 6 below. The end of year position is a shortfall on the savings target of £342,000, or 14.2% of the overall reduction target. This figure is an improvement of £148,000 on the shortfall reported at quarter 3.

**Table 6 – Monitoring of Budget Reductions 2020-21**

	<b>Total Budget Reductions Required</b>	<b>Total Budget Reductions Achieved</b>	<b>Shortfall</b>
<b>DIRECTORATE /BUDGET REDUCTION AREA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Education and Family Support	239	164	75
Schools	0	0	0
Social Services and Wellbeing	820	635	185
Communities	646	564	82
Chief Executive's	508	508	0
Council Wide Budgets	200	200	0
<b>TOTAL</b>	<b>2,413</b>	<b>2,071</b>	<b>342</b>

4.2.4 The most significant budget reduction proposals not achieved in full, and the action required to achieve them in 2021-22 are outlined in Table 7 below. In the 2021-22 financial year these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position.

**Table 7 – Outstanding Budget Reductions 2020-21**

<b>MTFS Ref</b>	<b>Budget Reduction Proposal</b>	<b>Shortfall £'000</b>	<b>Mitigating Action 2021-22</b>
EFS 1	Phased Implementation of Learner Transport Policy	75	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken
SSW20	Further savings from leisure centres and swimming pools	70	Close monitoring of the Leisure Services budgets will be required in 2021-22 to determine the potential for the Covid-19 pandemic to continue to impact on income levels achieved. Under spends will be held across service areas to mitigate any shortfalls in the short term.
SSW27	Increase income generation from mobile response and telecare charging	75	Service area will continue to identify efficiencies to meet the shortfall in 2021-22.

### 4.3 Commentary on the Financial Position at 31st March 2021

A summary of the financial position for each main service area is attached as Appendix 4 to this report and comments on the most significant variances are provided below.

#### 4.3.1 Education and Family Support Directorate

The net budget for the Directorate for 2020-21 was £123.512 million and the actual outturn was £122.094 million, following draw down of £475,000 from earmarked reserves resulting in an under spend of £1.418 million. The outturn has improved since the projected over spend at quarter 3 of £1.327 million due primarily to:-

- Successful WG Hardship Fund claims - (FSM - £1.109 million)
- New grant funding - £481,102
- Top-ups to established grant funding streams - £104,074
- Reallocation of existing grants – £454,066

The most significant variances were:

<b>EDUCATION &amp; FAMILY SUPPORT DIRECTORATE</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Inclusion	1,949	2,338	389	20.0%
Pre School Provision	999	796	(203)	-20.3%
Youth Service	465	260	(205)	-44.1%
Emotional Health & Behaviour	2,281	2,111	(170)	-7.5%
Educational Psychology Service	374	297	(77)	-20.6%
Adult Learning	158	-16	(174)	-110.1%
Home to School Transport	5,856	6,021	165	2.8%
Pupil Support	253	180	(73)	-28.9%
Catering Services	1,033	854	(179)	-17.3%
Integrated Working	1,478	1,288	(190)	-12.9%
Youth Offending Service	346	274	(72)	-20.8%
Health & Safety	388	293	(95)	-24.5%

#### Schools' Delegated Budgets

Total funding allocated to schools in 2020-21 was £107.322 million (including post-16 funding).

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

The year-end position for 2020-21 was:-

- Net overall school balances totalled £108,000 at the start of the financial year. During 2020-21 school balances increased by £8.382 million to £8.490 million at the end of the financial year, representing 7.9% of the total funding allocated in 2020-21
- Out of a total of 59 schools, there are 4 primary schools with deficit budgets and 46 schools (35 primary, 9 secondary, 2 special) with balances in excess of the statutory limits (£50,000 primary, £100,000 secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed in line with the agreed 'Guidance and Procedures on Managing Surplus School Balances'.
- A summary of the position for each sector and overall is provided below:-

	<b>Balance brought forward</b>	<b>Funding allocated in 2020-21</b>	<b>Total Funding available</b>	<b>Actual Spend</b>	<b>Balance at year end</b>
	£'000	£'000	£'000	£'000	£'000
Primary	(543)	49,445	48,902	44,352	4,550
Secondary	92	47,981	48,073	45,095	2,978
Special	559	9,896	10,455	9,493	962
<b>Total</b>	<b>108</b>	<b>107,322</b>	<b>107,430</b>	<b>98,940</b>	<b>8,490</b>

It must be noted that there has been a significant improvement from the projected deficit position for schools of £82,945 at quarter 3. The main reason for this is additional schools revenue funding announced late in 2020-21 through the following grants:-

<b><u>Name of grant</u></b>	<b><u>Additional Value</u></b> <b><u>£'000</u></b>
Accelerated Learning Programme – recruit and deploy additional capacity to support learners in addressing their needs following the initial Covid-19 crisis and period of school closure and further support for learners in exam years	924
Recruit, Recover, Raise Standards – to further support learning recovery and progression in schools	1,390
School Revenue Maintenance Grant - purpose of this funding is to cover school revenue maintenance costs	2,151
WLGA grant – help ensure mitigations are in place to ensure the school learning environment remains as Covid-safe as possible	246
Transition support for learners in Year 11, and Learners in Years 12 and 13 studying AS /A2 level qualifications who are transitioning to the next steps in their educational journey	290
Allocation of funding to schools from the Central South Consortium (CSC) for claims paid in quarter 4 - e.g cluster funding and professional learning	416
<b>Total</b>	<b>5,417</b>

The year-end balances have also improved due to the following:-

<b><u>Other Movements</u></b>	<b><u>£'000</u></b>
Additional funding distributed to schools to cover costs of increased numbers of free school meals during 2020-21	228
Successful claims from Covid Loss of Income Fund since Qtr 3 (Table 4)	337
Successful claims from the Covid Hardship Expenditure Fund since Qtr 3 - staff costs (£487K), non-staffing costs (£232K) to ensure social distancing and support learning, and ICT costs (£256K) (Table 3)	975
<b>Total</b>	<b>1,540</b>

In March 2021 Welsh Government advised the Corporate Director of Education and Family Support that many schools were predicting an increase in school reserves at the end of 2020-21 as many of the resources and activities schools had planned into their budgets in 2020-21 had changed, or been put on hold. It is understood that many of these activities will need to be progressed or even increased in the year ahead and the Corporate Director of Education and Family Support will be working closely with the schools to manage their surplus balances in accordance with the 'Guidance and Procedures on Managing Surplus School Balances'.

### **Central Education and Family Support budgets**

#### Inclusion

- The over spend of £389,000 is mainly due to the fact that there are currently only 14 out-of-county placements at Heronsbridge School and Ysgol Bryn Castell compared with 20 in the Summer Term 2020, impacting on the level of income received. It should be noted that some places can result in income in excess of £100,000. The position has improved from the £593,000 over spend projected at quarter 3 due to receipt of additional ALN Covid Grant of £379,612 and ALN Grant of £51,226. Without these, the underlying pressure on the Recoupment budget would have been £819,838. A Budget Pressure of £500,000 was approved by Council as part of the MTFs to address the underlying recoupment income shortfall therefore the budget will require close monitoring in 2021-22.

#### Pre-school provision

- The under spend of £203,000 relates primarily to reduced costs during the period when non-LA nurseries were closed during the first Covid-19 lockdown period in 2020-21. The position has improved since the £103,000 under spend projected at quarter 3 primarily due to additional Early Childhood Education and Care grant income - £40,321, and reduced staffing costs due to a secondment of a member of staff to WG - £25,615. It is anticipated that the budget will be fully allocated in 2021-22.

### Youth Service

- The under spend of £205,000 relates primarily to maximisation of Families First grant funding - £231,138 and is therefore not a recurring under spend for 2021-22.

### Emotional Health & Behaviour

- The under spend of £170,000 is primarily due to staff vacancy management (£92,000) and maximisation of grant funding - PDG £112,623, and ALN Covid £36,581. The position also improved from the projected £28,000 under spend at quarter 3 due to successful claims of £53,380 from the WG Hardship fund. The service area are looking to recruit and fill the vacancies in 2021-22 therefore this saving will not be recurring in 2021-22.

### Educational Psychology Service

- The under spend of £77,000 is primarily due to maximisation of Flying Start grant funding - £110,305 and is therefore not a recurring under spend for 2021-22.

### Adult Learning

- The £174,000 under spend against Adult Learning is primarily due to staff vacancies within the service (£121,000). The position has improved from the projected under spend at quarter 3 of £78,000 due to ongoing restrictions increasing the staff vacancy savings along with additional grant funding received – Adult Community Learning Grant (£35,598) and Legacy Funding (£16,321). Recruitment exercises are planned for 2021-22 in order to fill vacant posts, therefore the saving will not recur in 2021-22.

### Home to School Transport (HTST)

- There is an over spend on Home to School Transport of £165,000 in 2020-21. The position has improved since the projected over spend of £548,000 at quarter 3. A further saving of £78,000 was achieved due to paying 75% of the contract value for school and other contracted local passenger services in order for them to remain viable as school closures continued in the final quarter of 2020-21. This was in addition to the £337,000 reported as being saved in the first quarter of 2020-21. £100,000 was also successfully claimed from the WG Hardship Fund to support costs of delivery of FSMs. In addition, as college learners continued to be taught remotely for the final quarter, the HTST budget saw a further reduction in costs of £234,000.
- In September 2015, Cabinet agreed changes to the local authority's Home to School/College Transport Policy in order to meet MTFs savings identified from 2016-17 to 2019-20. The policy change was implemented in September 2016 and Cabinet resolved to protect the entitlement of all pupils currently benefitting from home to school transport at the former distances until they moved schools or moved from one phase of education to another. Furthermore protection was provided for siblings of children already in receipt at the former distances, where they too would benefit from free transport at the same distance. Parents who were aggrieved that their child was at detriment in comparison with their peers challenged the safety of walked routes to schools. Therefore, the local authority agreed in August 2017 to progress the formal assessments of walking routes to schools. It was then proposed to seek the views of the public on a number of policy proposals, not least the implementation of available walked route assessments. In July 2019, Cabinet agreed to undertake a full 12-week public consultation on a new set of proposals that would provide sufficient savings to support the MTFs.

- On 15 September 2020 Cabinet were updated on the outcomes of the consultation exercise and resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022-23 at the earliest.
- In the meantime there are ongoing historic pressures associated with budget reductions that have not been supported by a policy change of £269,000 and an in year MTFs savings target of £75,000 which remains undeliverable. For 2020-21 the overall shortfall of £344,000 on the HTST savings was funded from the Council's contingency budget.
- In addition, there is a significant additional costs associated with the provision of some specialist transport, for example, for looked-after children. The individual needs of these children, particularly those who are placed out-of-county, means that dedicated school transport is increasingly costly as options for their transport are limited.
- By combining the £415,000 in-year saving from paying 75% of the contract value, the one-off £234,000 saving on home to college transport, the £344,000 funding from the Council's contingency budget, with the final over spend of £165,000, the underlying budget pressure on the HTST budget amounts to £1.158 million. An MTFs Budget pressure of £1.210 million was approved by Council in February 2021 to support the increased costs of HTST and the increased provision of taxis and minibuses for those pupils with additional learning needs. This is a one-off pressure for 2021-22 while a review of HTST is undertaken.

#### Pupil Support

- The under spend of £73,000 is primarily due to staff vacancy management due to a delay in the implementation of a restructure. The restructure has now been undertaken hence the saving will not be recurring in 2021-22.

#### Catering Services

- The under spend of £179,000 in Catering Services has primarily arisen as a result of a £123,000 under spend on the Free Breakfast Club core budget due directly to Covid-19 restrictions and school lockdowns limiting the ability to provide the service at full capacity in 2020-21.
- The position has improved from the projected over spend of £777,000 at quarter 3 primarily due to successful WG Hardship Fund claims of £956,000. As noted in Table 3, whilst the authority received an additional £1.676 million from the WG Hardship Fund claims since quarter 3, the movement since quarter 3 has not improved to this level as additional FSM costs were incurred over and above that anticipated at quarter 3 due to continued lockdown of schools after Christmas.
- WG have confirmed that funding is available in the WG Hardship Fund to cover free school meal provision within school holidays up to Easter 2022.
- Close monitoring of the Catering Services budget will be required in 2021-22 to assess whether there is a continuing impact that the pandemic on the take up of school meals - a reduction was seen upon the return to school in September 2020.

#### Integrated Working and Family Support

- The £190,000 under spend within the Integrated Working and Family Support service is primarily due to maximisation of grant funding and is therefore not a recurring under spend for 2021-22.

#### Youth Offending Service

- The under spend of £72,000 within the Youth Offending Service is primarily due to staff vacancies experienced within the service. A planned re-structure this calendar year will result in the full budget being committed moving forward, therefore this saving will not be recurring in 2021-22.

#### Corporate Health & Safety

- The £95,000 under spend within the Corporate Health and Safety Unit is due to staff vacancy management. The vacant posts are expected to be filled in 2021-22 therefore this saving will not be recurring in 2021-22.

### 4.3.2 Social Services and Wellbeing Directorate

The net budget for the Directorate for 2020-21 was £73.263 million and the actual outturn was £72.289 million following draw down of £95,000 from earmarked reserves, resulting in an under spend of £974,000. The outturn has improved since the projected over spend at quarter 3 of £812,000 due primarily to:-

- Reallocation of existing grants - £839,000
- Additional contributions from Cwm Taf Morgannwg UHB towards placements - £38,000
- Successful WG Covid Loss of income claims - £72,000
- Successful WG Hardship claims - £450,000
- Rebate from the Regional Adoption Service - £249,000
- Reduced placement costs - £158,000

The most significant variances are:

<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Adult Social Care	48,838	48,190	(648)	-1.3%
Prevention and Wellbeing	5,200	5,038	(162)	-3.1%
Childrens Social Care	19,225	19,061	(164)	-0.9%

#### Adult Social Care

There is a net under spend of £648,000 on the Adult Social Care budget. The most significant variances contributing to this under spend were:-

- Older People Residential Care – the over spend of £458,000 is due to increased placement costs and a reduction in personal contributions. The position has improved by £412,000 since quarter 3 primarily due to successful Covid Hardship claims of £301,000, and Winter Pressure income of £140,000.
- Care at Home for Older People - this includes domiciliary care services, local authority homecare services and the provision of direct payments. The under spend of £1.021 million is a combination of an over spend on the Direct Payments budget (£204,000) due to an increase in the number of cases, offset by an under



spend on the homecare budget primarily due to staffing vacancies and delays in implementing a restructure due to Covid-19. The restructure is progressing in 2021-22. The position improved since quarter 3 due to additional ICF funding of £53,000, COVID Hardship claims of £40,000, Winter Pressure funding of £119,000, Supporting People grant of £12,000, reduced placement costs of £121,000 and an overall reduction in staffing costs of £106,000.

- Assessment and Care Management – there is an under spend of £188,000 due to a challenging recruitment environment and maximisation of grant income to offset staffing costs. The position improved from quarter 3 due to additional ICF funding of £32,000, Winter Pressures funding of £156,000 and successful WG Hardship claims of £9,000.
- Physical Disability/Sensory Impairment – there is a net over spend of £68,000 within this service area. There is an under spend on the Residential Care budget due to reduction in placements (£122,000) and on Assessment & Care Management due to staff vacancy management (£114,000). Care at Home has over spent mainly due to an increase in demand in both Direct Payments (£33,000) and on equipment and adaptations (£222,000), despite ICF funding of £50,000 being secured in the final quarter of 2020-21. Covid-19 led to a marked and measurable increase in demand on the equipment and adaptations budget with more service users receiving care at home rather than in a hospital setting, individuals requiring support after having contracted Covid-19 and people expressing the wish to be more independent to reduce the number of carers visiting to minimise risking infection.
- Adult Learning Disabilities – there is an over spend of £65,000 which is mainly due to increased external homecare costs due to a high cost transition placement from Children’s Social Care. Maximisation of the Supporting People grant in quarter 4 offset this over spend by £17,000.
- Mental Health – there is an over spend of £34,000 which is mainly due to increased homecare costs due to additional placements relating to independent domiciliary care and high cost supported living placements. The position improved by £293,000 from quarter 3 due to additional grant funding of £109,000 (Supporting people - £42,000 and Winter Pressure - £67,000), along with additional contributions from Health (£38,000) with the balance from staff vacancy management.
- Management and Central Services – there is an under spend of £139,000 primarily due to staff vacancy management and under spends on training costs. This position improved from quarter 3 due to receipt of an additional DOLS grant - £45,000.

#### Prevention and Wellbeing

- The Council received WG funding of £1.175 million in 2020-21 to compensate for the loss of income to contribute to the net loss of running the leisure services due to Covid-19. Since 3rd May 2021, there has been a phased reopening for leisure centres and swimming pools across the authority. The financial impact of this will have to be closely monitored in the first quarter of 2021-22.

- There is an under spend of £162,000 in 2020-21 which has improved by £101,000 since quarter 3. This is primarily due to £72,000 being successfully claimed from the Covid loss of income fund since quarter 3 for dual use sites where facilities are managed for community use outside of school hours along with £43,000 from various grants (Discovery Days £21,000, Young Carers ID £12,000 and Big Lottery £10,000).

### Childrens Social Care

There is a net under spend of £164,000 on Children's Social Care. The most significant variances contributing to this under spend were:-

- An over spend on the Care Experienced Children budget of £363,000. There is an under spend of £373,000 on the Out of County budget largely due to high cost packages of care ending or more cost effective alternatives being found. This was offset by an over spend of £525,000 on Independent fostering due to a combination of an increase in demand and complexity of cases. Average Care Experienced Children numbers were 376 in 2018-19, 384 in 2019-20 and 393 in 2020-21. A key piece of Bridgend's Care Experienced Children's strategy action plan is to increase the revocation of care orders for children placed with relatives/ friends or parents, increase the number of care order discharges, and increase the use of alternative orders such as Special Guardianship Orders. The service will continue with the initiatives and actions incorporated in the Care Experienced Children expectation plan in order to reduce the number of children placed in line with BCBC's corporate strategy during 2021-22. Successful claims of £100,000 from the WG Covid-19 Hardship fund have been made since quarter 3 along with additional Supporting People Grant of £62,000.
- Family Support Services – an over spend of £80,000 primarily due to Direct Payments. Whilst there were 114 Direct Payment clients at the end of both 2019-20 and 2020-21 the over spend is primarily because of increased costs due to complexity of cases.
- Other Child & Family Support Services – there is an under spend of £236,000 which is primarily due to a refund received in quarter 4 of £249,000 from the Regional Adoption service due to their overall budget being under spent and the number of children from Bridgend continuing to be proportionately lower than the previous years.
- Commissioning and Social Work – there is an under spend of £377,000 mainly due to staffing vacancies due to a challenging recruitment environment and maximisation of grant income to offset staffing costs. The Directorate is actively recruiting to vacancies, however challenges still remain, therefore an element of the under spend may continue short-term into 2021-22.
- An overall Budget Pressure of £479,000 was approved by Council as part of the MTFs to mitigate the increase in number of families accessing Direct Payments along with the complexity of cases across all areas, including Children's Services.

### 4.3.3 Communities Directorate

The net budget for the Directorate for 2020-21 was £28.493 million and the actual outturn was £26.502 million following draw down of £2.057 million from earmarked reserves, resulting in an under spend of £1.991 million. The outturn has improved since the projected under spend at quarter 3 of £752,000 due primarily to:-

- Successful WG Covid Loss of income claims - £412,000
- Successful WG Hardship claims - £132,000
- Additional WG - Local Government Roads Maintenance Revenue Grant in quarter 4 of £483K

The main variances are:

<b>COMMUNITIES DIRECTORATE</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Highways Maintenance	2,802	2,448	(354)	-12.6%
Highways Services (DSO)	2,786	2,542	(244)	-8.8%
Street Lighting	1,691	1,458	(233)	-13.8%
Fleet Services	14	252	238	1700.0%
Traffic & Transport	722	459	(263)	-36.4%
Engineering	84	-53	(137)	-163.1%
Bereavement Services	43	-111	(154)	-358.1%
Grounds Maintenance	1,683	1,266	(417)	-24.8%
Public Realm	2,000	1,759	(241)	-12.1%

#### Highways Maintenance

- The under spend in Highways Maintenance of £354,000 is primarily due to an additional Local Government Roads Maintenance Revenue Grant of £483,000 received from WG in quarter 4. An earmarked reserve has been created (see Appendix 1) to enable Highways Maintenance projects to be delivered in 2021-22.

#### Highways Services (DSO)

- The under spend of £244,000 within the Highways Services (DSO) is primarily due to members of staff working on, and hence charging their time to, the ongoing SALIX capital scheme to enable the replacement of street lighting with new energy efficient LED units. This is not a recurring saving as it is limited to the timeframe of the capital programme.

#### Street Lighting

- The LED replacement programme has generated an under spend on energy consumption of £233,000 in 2020-21. £48,000 of this is a one-off under spend due to the financial profiling of the annual loan repayments. £75,000 will be utilised towards the 2021-22 MTFs Budget Reduction Proposal – COM8 – ‘Reduction to energy budget for Street Lighting’.

### Fleet Services

- There is a £238,000 over spend on Fleet services. Whilst the service underwent a review in 2019-20 which resulted in an increase to charge out rates to recover fixed costs, the pandemic impacted on productivity rates, primarily due to social distancing requirements in the workplace. Whilst the outturn for Fleet Services includes £65,000 claimed for Fleet Services from the WG Loss of Income fund due to loss of external income, internal re-charges impacted by Covid were not eligible to be claimed from the WG Hardship fund. Reduced spend will have been incurred on Hire and Servicing budgets across the service departments and included in the year end positions for service areas.

### Traffic and Transport

- There is an under spend of £263,000 within Traffic and Transport Services. Parking Services is showing an under spend of £155,000. This is primarily due to better than forecast levels of income received in some car parks. This additional income is contributing to running parking services and pressures within the overall transport budget, e.g. Fleet services, shop mobility, and School Crossing Patrols.
- In addition, a successful claim was made in quarter 3 to the Covid Hardship fund of £24,332 for additional costs incurred for maintaining social distancing at Bridgend Bus Station.

### Engineering Services

- The under spend of £137,000 within Engineering Services is primarily due to an increase in the level of fee earning jobs (balance of EU/non EU funded projects) and the differing chargeable rates allowed.

### Bereavement Services

- The under spend of £154,000 within bereavement services is primarily due to an increase in income compared with both historic income levels and budgeted income levels. 2020-21 saw an increase in burials of 34%, largely driven by the pandemic. It is anticipated that income levels will return to normal levels in 2021-22.

### Grounds Maintenance

- The under spend of £417,000 on the grounds maintenance budget is primarily due to a reduction in the use of seasonal staff due directly to Covid-19 along with a corresponding lower re-charge on non-staffing budgets – e.g hire of vehicles, equipment and machinery.

### Public Realm Infrastructure

- Council approved a £2 million public realm budget as part of the MTFs in February 2020. CCMB agreed to use £500,000 of this in 2020-21 towards the Covid-19 Recovery Fund, leaving a balance of £1.5 million for public realm works. CCMB approved a list of schemes to be funded from this budget in 2020-21, with the majority of schemes being completed. A small number of schemes were impacted by the pandemic, either through an unanticipated delay to the commencement date or having to go to out to re-tender. These projects have been re-profiled to be completed in 2021-22.

#### 4.3.4 Chief Executive's

The net budget for the Directorate for 2020-21 was £18.774 million and the actual outturn was £17.678 million following draw down of £950,000 from earmarked reserves, resulting in an under spend of £1.096 million. The projected under spend at quarter 3 was an under spend of £200,000, however as indicated in Table 2 the Directorate has been successful in claiming £582,000 from the WG Covid loss of income claim and £453,000 from the WG Hardship Fund since quarter 3, improving the year end position by £1.035 million.

The most significant variances are:

CHIEF EXECUTIVE'S	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Housing & Homelessness	1,162	990	(172)	-14.8%
Finance	3,700	3,181	(519)	-14.0%
HR and Organisational Development	1,836	1,588	(248)	-13.5%
ICT	3,472	3,778	306	8.8%
Legal, Democratic & Regulatory	4,929	4,705	(224)	-4.5%
Customer Services & Engagement	1,625	1,457	(168)	-10.3%

##### Housing & Homelessness

- The under spend of £172,000 is primarily due to staffing vacancies in respect of the core funded housing team. The service are actively recruiting to fill the vacant posts therefore this saving will not be recurring in 2021-22.
- Successful claims to the WG Hardship fund of £2.082 million significantly supported these services throughout 2020-21. Budget growth of £2.192 million was approved by Council as part of the MTFs Budget setting process in February 2021 to continue the commitment to focus support for homeless individuals providing them with accommodation.

##### Finance

- The improvement from the quarter 3 projected year-end position of an under spend of £89,000 is due to a contribution from WG in March 2021 of £363,000 towards loss of court cost and debt recovery income in quarter 4. £240,000 of the under spend mainly relates to staffing vacancies across the service. Part of this under spend will be utilised towards the MTFs staffing budget saving proposal for finance of £65,000 in 2021-22 with other vacancies being populated further to the Finance restructure being implemented in 2021-22.
- In addition to the under spend on staffing, there was a rebate of £86,167 from the Regional Internal Audit Service (RIAS) in respect of a reduced number of audit days received in the 2020-21 financial year as a result of staff vacancies within the service. The proposed restructure is almost ready for consultation with Trade Unions and staff, so it is anticipated that this saving will not be recurring in 2021-22.

#### HR and Organisational Development

- The under spend of £248,000 mainly relates to staffing vacancies (£166,000) across the service. Part of this under spend will be utilised towards the MTFs staffing budget saving proposal for HR of £24,000 in 2021-22. HR are either actively recruiting to fill, or have already filled, the remaining vacancies therefore the remaining under spend will not be recurring in 2021-22. In addition, whilst Council approved a £200,000 Council Wide Apprenticeship Programme budget pressure for 2020-21 as part of the MTFs in February 2020, the pandemic impacted on the ability to appoint to the apprenticeship posts resulting in a £133,000 under spend. All apprenticeship posts are anticipated to be filled shortly.

#### ICT

- There is a net over spend of £306,000 across ICT budgets. Due to reduced printing activity ICT have been unable to cover the fixed costs of printers and photocopiers through the recharge to service departments, resulting in an over spend of £144,000 against the ICT print budget. Consequently, reduced spend will have been incurred on printing budgets across the service departments and included in the year end positions for service areas.
- In addition to the shortfall in the print budget, additional costs of £30,000 were incurred on postage budgets and £86,000 on software budgets, both of which are as a consequence of providing support for staff working from home during the pandemic (net of WG Hardship claim contributions).
- A budget pressure of £418,000 was approved by Council in February 2021 to mitigate further increased costs in relation to ICT Digital Strategy Licences, in particular migration to Cloud based delivery model to support faster and more secure ICT services.

#### Legal, Democratic & Regulatory

- The under spend of £224,000 has mainly arisen from staffing vacancies in legal, Member Services and procurement. These departments are looking to recruit and fill these vacancies in 2021-22 therefore this saving will not be recurring in 2021-22.
- The position has improved from the projected under spend of £93,000 at quarter 3 due to successful Covid-19 loss of income claims of £73,000 and a rebate of £72,000 relating to Shared Regulatory Services as anticipated service level delivery was impacted by the pandemic resulting in an under spend. This arose due to a refund of charges relating to the previous years which remained unspent.

#### Customer Services & Engagement

- The under spend of £168,000 mainly relates to staffing vacancies. Various recruitment activities were actioned throughout 2020-21 in order to fill vacant posts but appointments were delayed due to the impact of Covid-19. Recruitment is planned to continue in 2021-22 therefore this saving will not be recurring in 2021-22.

#### 4.3.5 Council Wide budgets

This section includes budgets, provisions and services which are Council wide, and not managed by an individual directorate. The budget for 2020-21 was £42.343 million and the actual outturn was £30.617 million, resulting in an under spend of £11.726 million. As explained in detail earlier in the report, the outturn has changed since the projected under spend at quarter 3 of £7.177 million due primarily to:-

- WG Hardship Grant of £1.121 million to address the Covid impact on plans for service savings and changes when budgets for 2020-21 were originally set
- WG Hardship Grant of £1.121 million to support costs in modern ways of working and digital transformation
- WG Hardship Grant of £151,178 in quarter 4 towards council tax support under the Council Tax Reduction Scheme
- A £1.252 million improvement on Insurance Premium costs

The most significant variances were:

COUNCIL WIDE BUDGETS	Net Budget	Actual Outturn	Actual Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	7,329	6,632	(697)	-9.5%
Council Tax Reduction Scheme	15,254	14,975	(279)	-1.8%
Insurance Premiums	1,438	124	(1,314)	-91.4%
Repairs and Maintenance	615	131	(484)	-78.7%
Other Council Wide Budgets	9,167	200	(8,967)	-97.8%

##### Capital Financing

- The under spend of £697,000 arose on interest paid/received due to a combination of lower borrowing than anticipated as capital schemes have delayed and the Council uses its own internal resources to finance schemes, and additional interest from current investments.

##### Council Tax Reduction Scheme

- There is an under spend of £279,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. Support of £325,469 from WG was provided in 2020-21 towards the increased demand due to the impact of Covid-19 on personal financial circumstances. It is likely that there will be an additional call on the council tax reduction scheme in view of the inevitable economic impact of the pandemic as we see the impact of the cessation of the furlough scheme/newly unemployed and a likely increase in the number of benefits claimants.

##### Insurance Premiums

- There is an under spend of £1.314 million on the insurance premium budget. This primarily relates to a £1.039 million reduction in the overall fund liability following successful claims repudiated and settled at a lower amount or claims won. In addition, as part of the Maesteg School Partnership PFI, the annual Insurance Review has resulted in a one-off exceptional saving of £198,000 which has been refunded to the Council. The outturn for 2020-21 is considered to be a one-off under spend, however there is a £75,000 reduction to the Insurance budget in 2021-22 as part of the MTFs

approved by Council in February 2021. The budget will continue to be reviewed going forward to determine if there are any further permanent budget reduction opportunities.

#### Repairs and Maintenance

- There is an under spend of £484,000 is as a result of slippage on some minor works schemes and feasibility studies, which will now be completed in 2021-22. An earmarked reserve has been established to meet these costs.

#### Other Council Wide Budgets

- Other Council Wide budgets includes funding for pay, price and pension increases along with funding to deal with unexpected costs unforeseen when the budget was set. There is a net under spend of £8.967 million on other council wide budgets. The main areas contributing to this under spend are:-
  - When the MTFS was approved in February 2020, the pay increases for NJC employees and teachers had not been finalised, but a claim for NJC staff had been submitted for an increase of 10%. Provision was made in the budget based on previous years' increases with an element of contingency built in. The agreed NJC pay award was 2.75%. Even a variance of 1% on the pay settlement for NJC staff alone can result in a swing of required funding of over £1 million per annum.
  - Inflation rates have fluctuated since the budget was set (CPI was 1.7% in February 2020 reducing to a low of 0.3% by November 2020). The majority of the budget estimated for price inflation is retained centrally within Council wide budgets and allocated to directorates/schools as further information is known about specific contractual price increases e.g. for energy. Therefore, a significant part of the projected under spend (£1.5 million) relates to the movement on inflation rates since budget setting, and the reduced requirement to allocate budget to service areas in-year.
  - Welsh Government advised local authorities during quarter 3 of additional grant funding being made available during 2020-21 to contribute towards the increased cost of teachers' pay increases which were originally funded in full through the MTFS (£291,980). WG also provided additional funding during quarter 4 of £1.121 million to address the Covid impact on plans for service savings and changes when budgets for 2020-21 were originally set and £1.121 million to support costs in modern ways of working and digital transformation. Given the late notification of this additional funding, earmarked reserves have been established to meet one-off pressures that have been identified for the 2021-22 financial year along with an earmarked reserve to support the corporate and digital transformation programme.



#### 4.4 Review of Earmarked Reserves

4.4.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFs includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and earmarked reserves. During 2020-21 Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the quarterly monitoring reports. The final draw down from reserves was £4.104 million and is summarised in Table 8 below. A more detailed review of draw-down of reserves is outlined in Appendix 5.

**Table 8 – Draw Down from Earmarked Reserves during 2020-21**

	<b>Draw down from Earmarked Reserves 2020-21</b> <b>£'000</b>
<b>Education &amp; Family Support</b>	475
<b>Social Services &amp; Wellbeing</b>	95
<b>Communities</b>	2,057
<b>Chief Executives</b>	950
<b>Corporate/Equalisation</b>	527
<b>Total</b>	<b>4,104</b>

4.4.2 The year end review also examined:-

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

Table 9 below details the creation of new earmarked reserves, increases to existing earmarked reserves and amounts that have been unwound from reserves. The net additions to reserves for the whole of 2020-21 is £32 million which includes the £8.382 million increase to School Balances set out in paragraph 4.3.1, along with £8.7 million to fund new capital projects. The final column shows that there have been net additions of £25.632 million in the last quarter of the financial year. Appendix 1 outlines the main additions in the final quarter.

**Table 9 – Net appropriation to/from Earmarked Reserves 2020-21**

	Unwound 2020-21	New/ Additions to Reserves 2020-21	Total	Increase/ (Decrease) Qtr 4 Only
	£'000	£'000	£'000	£'000
<b>Corporate Reserves:-</b>				
Capital Programme Reserve	0	8,530	8,530	5,880
Digital Transformation, ICT & Finance Systems	0	675	675	674
Asset Management Reserve	-90	295	205	245
Building Maintenance Reserve	0	820	820	320
Central feasibility	0	224	224	224
Property Disposal Strategy	0	0	0	0
Capital Asset Management Fund	0	173	173	173
Major Claims Reserve	0	500	500	0
Change Management Fund	0	0	0	0
<b>Total Corporate Reserves</b>	<b>-90</b>	<b>11,217</b>	<b>11,127</b>	<b>7,516</b>
<b>Directorate Reserves:-</b>				
Directorate Issues	-462	6,069	5,607	4,403
City Deal Financing Reserve	0	2,899	2,899	1,899
<b>Total Directorate Reserves</b>	<b>-462</b>	<b>8,968</b>	<b>8,506</b>	<b>6,301</b>
<b>Equalisation &amp; Grant Reserves:-</b>				
ED&FSS Grants	0	1,272	1,272	1,272
Civil Parking Enforcement	0	17	17	17
LDP	0	20	20	20
Building Control	0	3	3	3
Communities Grants	-14	753	739	753
SRF	0	169	169	169
Chief Execs Grant		680	680	680
SSWB Grants	0	519	519	519
<b>Total Equalisation &amp; Grant Reserves</b>	<b>-14</b>	<b>3,433</b>	<b>3,419</b>	<b>3,433</b>
<b>School Balances</b>	<b>0</b>	<b>8,382</b>	<b>8,382</b>	<b>8,382</b>
<b>TOTAL RESERVES</b>	<b>-566</b>	<b>32,000</b>	<b>31,434</b>	<b>25,632</b>

4.4.3 A full breakdown of the total movement on earmarked reserves at 31st March 2021 is provided in Appendix 5. Table 10 below summarises the final position on all useable reserves for the year.

**Table 10 – Summary of Movement on Earmarked Reserves 2020-21**

Opening Balance 01-Apr-20 £'000	Reserve	Movement at Quarter 4		Closing Balance 31-Mar-21 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
9,340	<b>Council Fund Balance</b>	432	0	9,772
43,488	Corporate Reserves	11,217	-2,085	52,620
7,930	Directorate Reserves	8,968	-1,475	15,423
3,696	Equalisation & Grant Reserves	3,433	-1,110	6,019
108	School Balances	8,382	0	8,490
<b>55,222</b>	<b>Total Earmarked Reserve</b>	<b>32,000</b>	<b>-4,670</b>	<b>82,552</b>
<b>64,562</b>	<b>Total Useable Reserves</b>	<b>32,432</b>	<b>-4,670</b>	<b>92,324</b>

4.4.4 In terms of financial reserves, the Council Fund balance represents 3.41% of the net revenue budget for 2020-21, or 5.27% of the net revenue budget, excluding schools. This aligns with MTFS Principle 9 which states that:-

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

## 5. Effect upon policy framework & procedure rules

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

## 6. Equalities Impact Assessment

6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an Equality Impact assessment in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

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

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

## **8. Financial implications**

8.1 These are reflected in the body of the report.

## **9. Recommendation**

9.1 The Committee is requested to:

- note the revenue outturn position for 2020-21

**Gill Lewis**  
**Interim Chief Officer – Finance, Performance and Change**  
**June 2021**

**Contact Officer:** Joanne Norman  
Interim Group Manager – Financial Planning and Budget Management

**Telephone:** 01656 643645

**Email:** [joanne.norman@bridgend.gov.uk](mailto:joanne.norman@bridgend.gov.uk)

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

**Background documents:** Individual Directorate Monitoring Reports  
MTFS Report to Council – 24 February 2021

Category	Description	Budget		Period Covered
		Revenue £000	Capital £000	
<b>Wellbeing</b>	Coordinate, develop and oversee implementation of service development priorities in adult, children and young people's and leisure services	210		2021-22 to 2022-23
	Initiatives to support Well-being of staff	115		2021-22
	Accessibility Works - Leisure and Cultural Services		150	2021-22 to 2022-23
	Children's Residential Accommodation Hub		350	2021-22
	Redecoration and upgrade works in social care premises	250		2021-22 to 2022-23
<b>People &amp; Jobs</b>	Social Work - 3 year secondment scheme for trainee social workers	360		2021-22 to 2023-24
	Apprentice and Graduate Scheme	330		2021-22 to 2023-24
<b>Environment</b>	Implementing Bridgend 2030 Decarbonisation Strategy	220		2021-22 to 2022-23
	Highways Revenue Maintenance Schemes	483		2021-22
<b>Local Economy &amp; Tourism</b>	Targeted transport initiatives - Active Travel Strategy, Charging Infrastructure, Feasibility on Transport Interchanges, WG 20MPH Speed limit	520		2021-22
	Development of Cosy Corner, Porthcawl		500	2021-22 to 2022-23
	Commercial Property Enhancement Fund		150	2021-22
	Wider regeneration investment		2,300	2021-22 to 2023-24
	COVID-19 Recovery Fund	500		2021-22
	Contribution to Brexit Reserve	800		2021-22 to 2022-23
<b>Transformation</b>	Corporate and Digital Transformation Programme	800		2021-22 to 2022-23
	ICT Equipment for School Kitchens		40	2021-22
	Depot rationalisation		300	2021-22
	Replacement CCTV System		595	2021-22
<b>Capital Projects</b>	Feasibility is underway on a number of capital schemes. These will be brought back to Cabinet and Council at a future date once the full scheme costs are known with more certainty. As the potential to generate capital receipts from the sale of assets diminishes, this has become an important source of funding for the capital programme and enables major capital schemes to progress without the need for borrowing which would put additional pressure on the revenue budget.		6,500	
<b>Revenue Maintenance Projects</b>	To enable Minor Works schemes and Feasibility Schemes delayed due to COVID-19 to be completed in future years along with a £500,000 allocation to be utilised against projected maintenance pressures.	1,045		2021-22
	<b>TOTAL</b>	<b>5,633</b>	<b>10,885</b>	

This page is intentionally left blank

## PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2020-21

Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving achieved in 2020-21 £000	Reason why not achieved	Proposed Action in 2021-22 to achieve
------	---------------------------	--	---------------------------------	------------------	---	-------------------------	---------------------------------------

## RAG STATUS KEY

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

## EDUCATION &amp; FAMILY SUPPORT

EFS1 (2017-18)	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.		20		0	On 15 September 2020 Cabinet resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022/23 at the earliest. The shortfall in savings identified were funded from corporate contingency in 2020-21.	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken.
EFS2 (2017-18)	School transport route efficiencies.		40		0	On 15 September 2020 Cabinet resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022/23 at the earliest. The shortfall in savings identified were funded from corporate contingency in 2020-21.	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken.
EFS1 (2018-19)	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.		67		0	On 15 September 2020 Cabinet resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022/23 at the earliest. The shortfall in savings identified were funded from corporate contingency in 2020-21.	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken.
EFS27 (2018-19)	Review arrangements for Special Schools Home to School Transport with a view to achieving efficiency savings		75		0	On 15 September 2020 Cabinet resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022/23 at the earliest. The shortfall in savings identified were funded from corporate contingency in 2020-21.	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken.
EFS 1 (2019-20)	Phased implementation of Learner Transport Policy regarding statutory distances for free travel.		67		0	On 15 September 2020 Cabinet resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022/23 at the earliest. The shortfall in savings identified were funded from corporate contingency in 2020-21.	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken.
<b>Total Education &amp; Family Support Directorate</b>			<b>269</b>		<b>0</b>		

## SOCIAL SERVICES &amp; WELLBEING

SSW010 (2018-19)	Increase in-house fostering provision		392		392	Saving achieved in full in 2020-21.	None required - saving made in full in 2020-21
SSW22 (2019-20)	Identify further savings from library and cultural facilities and related services including reviewing the numbers of facilities (libraries, community centres) and also reductions in services or opening hours.		60		60	Saving achieved in full in 2020-21.	None required - saving made in full in 2020-21
<b>Total Social Services &amp; Wellbeing Directorate</b>			<b>452</b>		<b>452</b>		

Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving achieved in 2020-21 £000	Reason why not achieved	Proposed Action in 2021-22 to achieve
------	---------------------------	--	---------------------------------	------------------	---	-------------------------	---------------------------------------

## COMMUNITIES

COM19 (2017-18)	Permitting Scheme road works net of existing income of £95,000		100		0	Timeline not in the direct control of BCBC officers as the business case is going through multiple steps in an approval process with WG. However ultimately a positive response is expected, and this is being lead by the Group Manager to ensure it is followed through.	The Streetworks review is reaching completion and will be submitted to WG for consideration. The responsible highways network budget area is committed to stay within budget irrespective of the delivery of the scheme.
COM 4 (2019-20)	Review of School Crossing Patrol service in line with GB standards		10		0	The level of service need is currently in excess of the available budget, hence saving is not likely to be fully achieved in 2020-21.	The provision of the service and the MTFS is predicated on sites meeting certain guidance. Assessment of sites continue to be reviewed in line with the Council protocol and if sites do not meet the criteria they could be considered for dis-establishment.
COM 20 (2019-20)	Highways Dept Management Structural Savings Target		100		100	Saving achieved in full in 2020-21.	None required - saving made in full in 2020-21
COM 26 (2019-20)	Investigate the introduction of charging to users of the Shopmobility facility in Bridgend Town Centre to reduce/remove the current level of subsidy		5		0	Cabinet considered a report in January 2020 and approved the introduction of new hire fees and alteration to opening times to enable this saving to be achieved. However, whilst the new charges have been implemented in 2020-21, COVID-19 has impacted on the ability to fully achieve the savings proposal.	No further action required as shortfall is COVID-19 related. Full saving should be achieved in 2021-22.
COM 44 (2019-20)	Bridgend Bus Station - alternative measures to explore full cost recovery and external support will be pursued but, failing this, the likely required step to deliver this saving is closure.		45		45	Budget re-alignment from Public Realm budget actioned in 2020-21.	None required - saving made in full in 2020-21
COM 46 (2019-20)	Removal of budget for Subsidised Bus Routes		148		148	Saving achieved in full in 2020-21.	None required - saving made in full in 2020-21
COM 52 (2019-20)	Reductions to the budget for the Materials Recovery and Energy Centre (MREC) to be achieved through the current procurement being undertaken with Neath Port Talbot CBC for the provision of new operator arrangements for the MREC facility at Crumlyn Burrows		1,300		1,000	Shortfall in savings identified of £300,000 - funded from corporate contingency in 2020-21.	A Budget Pressure of £300,000 was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021.
COM 55 (2019-20)	Increase charge for Green Waste Service from £28.30 per household to £38.30		25		0	Whilst the new charges have been implemented, closure of the green waste processing facility and hence cessation of the green waste service for the first part of 2020-21 due to COVID-19 has impacted on the ability to fully achieve the savings proposal	No further action required as shortfall is COVID-19 related. Full saving should be achieved in 2021-22.
COM 59 (2019-20)	Reduction to the opening hours of the Community Recycling Centres by 1 hour, per day.		17		17	Saving achieved in full in 2020-21.	None required - saving made in full in 2020-21
<b>Total Communities Directorate</b>			<b>1,750</b>		<b>1,310</b>		

## CHIEF EXECUTIVE'S

CEX10 (2019-20)	Review CCTV function with aim to create efficiencies		30		30	Saving achieved in full in 2020-21.	None required - saving made in full in 2020-21
<b>Total Chief Executive's Directorate</b>			<b>30</b>		<b>30</b>		

<b>GRAND TOTAL OUTSTANDING REDUCTIONS</b>			<b>2,501</b>		<b>1,792</b>		
<b>REDUCTIONS SHORTFALL</b>					<b>709</b>		



**MONITORING OF 2020-21 BUDGET REDUCTIONS**

Page 49	Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Savings Target 2020-21 £'000	Value of Saving Achieved 2020-21 £'000	Reason why not achieved	Proposed action in 2021-22 to achieve
---------	------	---------------------------	--	------------------------------	--	-------------------------	---------------------------------------

**EDUCATION & FAMILY SUPPORT  
CENTRAL EDUCATION & FAMILY SUPPORT**

EFS1	Phased implementation of Learner Transport Policy regarding statutory distances for free travel	<ul style="list-style-type: none"> <li>Savings should occur naturally as a result of the policy application year on year, however dispersed learners and contractual pressure from operators as routes become more untenable may mean it becomes increasingly difficult to find the identified savings.</li> <li>Risk of price increases from Contractors.</li> </ul>	75	0	On 15 September 2020 Cabinet resolved to defer the decision to amend the Local Authority's Learner Travel Policy until after the review of the current statutory distances by Welsh Government in March 2021. Whilst we await the outcome of the review it is unlikely that any change to the statutory distances by Welsh Government will follow until 2022 at the earliest and therefore even if the statutory distances reduce as a result of this review, the RSG would unlikely reflect this until 2022/23 at the earliest. The shortfall in savings identified were funded from corporate contingency in 2020-21.	A Budget Pressure was approved by Council as part of the Medium Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure whilst a review is undertaken.
EFS44	Review of Childcare Team	Review existing staffing structure within the Childcare Team with a view to moving core funded staff to grant, where this option is eligible under grant conditions. In addition a review of the service demand placed on the Development Officers in supporting the private nursery settings throughout the county borough, ensuring a streamlined service that meets minimum statutory requirements. There are however, significant risks in making further reductions in this budget line (RSG) given Welsh Government's policy linked with both the national statutory Childcare Offer and Child Sufficiency requirements. In addition, this budget line has been reduced in previous years and existing demand (to fund placements) is exceeding budget.	10	10	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
EFS48	Efficiency saving targeting supplies and services budgets across the Education and Family Support Directorate	Limited impact as review has identified small historic underspends against this budget category.	87	87	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
EFS54	Further reduction to contribution to the Central South Consortium (CSC)	This would need to be agreed with other partners within the Consortium.	17	17	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
EFS57	Further review of staffing structures across the Education and Family Support Directorate	Potential delays in service delivery.	50	50	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
<b>Total Education and Family Support</b>			<b>239</b>	<b>164</b>		

**MONITORING OF 2020-21 BUDGET REDUCTIONS**

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Savings Target 2020-21 £'000	Value of Saving Achieved 2020-21 £'000	Reason why not achieved	Proposed action in 2021-22 to achieve
------	---------------------------	--	------------------------------	--	-------------------------	---------------------------------------

**SOCIAL SERVICES & WELLBEING**

SSW19	Further review of HALO partnership contract, including the Council taking over the management and payment of utility bills currently incurred by HALO. This will result in VAT efficiencies for HALO and contribute towards the reduction in the management fee	Previous negotiations have proved successful. No adverse impact identified.	40	0	Detailed discussions and advice received from VAT consultants resulted in this budget reduction proposal not being able to be progressed. Underspends were held across the service area in 2020-21 to mitigate the shortfall in the short term.	Alternative savings proposal are being developed and will be reported as part of the Budget Monitoring 2021-22 Quarter 1 Revenue Forecast report to Cabinet.
SSW20	Identify further savings from leisure centres and swimming pools including reviewing the number of facilities and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.	70	0	COVID-19 has impacted on the delivery of this saving in 2020-21. Underspends were held across the service area to mitigate the shortfall in the short term.	Close monitoring of the Leisure Services budgets will be required in 2021-22 to determine the potential for the COVID-19 pandemic to continue to impact on income levels achieved. Underspends will be held across the service area to mitigate any shortfalls in the short term.
SSW22	Identify further savings from library and cultural facilities and related services including reviewing the numbers of facilities (libraries, community centres) and also reductions in services or opening hours.	Reduced availability of services and accessibility to the public. Negative impact on healthier wales wellbeing goals.	20	20	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
SSW26	Remodelling day service provision for older people and learning disability services	Full review of services which could mean alternative methods of service delivery	90	90	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
SSW27	Increase income generation from mobile response and telecare charging	Limited impact on current services but would require commercial expertise to assist with the proposal	75	0	Income levels in 2020-21 did not increase to meet the required budget pressure proposal.	Service area will continue to identify efficiencies to meet the shortfall in 2021-22.
SSW28	Increase non-residential charging limits from £90 to £100 per week. This is totally reliant on Welsh Government changing the limits within their non-residential charging policy in 2020/21	Limited impact on services	200	200	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21

**MONITORING OF 2020-21 BUDGET REDUCTIONS**

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Savings Target 2020-21 £'000	Value of Saving Achieved 2020-21 £'000	Reason why not achieved	Proposed action in 2021-22 to achieve
SSW29	Further review of staffing structures across Adults and Children Services including:- <ul style="list-style-type: none"> <li>• The management structures in the direct provider services as well as reviewing the demands on the service and the direct care hours needed to meet those demands.</li> <li>• The overall management structure across Adults, Children and Wellbeing services</li> <li>• The service will be reviewing its overall professional staff to ensure the levels of the staff meet current demands whilst being aware that the service need to ensure that the caseloads of qualified staff are in line with acceptable standard because if they are not it would impact on practice and performance and increase risk in the service as well as impacting on recruitment and retention and the Authority's ability to attract suitably experienced and qualified staff .</li> </ul>	This will mean reducing staff numbers, which will incur redundancy costs. There will also be reduced capacity within teams across the directorate	175	175	£77k achieved in staff savings in 2020-21. Additional savings of £98k achieved from care package review savings over and above the required £150k SSW30 budget reduction proposal which have been utilised to offset the shortfall in the staffing budget reduction proposal on a permanent basis.	None required - saving made in full in 2020-21
SSW30	Further review of care packages linked to the assessment framework to include consideration of transport	It is envisaged that the number of care hours will reduce for service users across the directorate	150	150	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
<b>Total Social Services &amp; Wellbeing Directorate</b>			<b>820</b>	<b>635</b>		

**COMMUNITIES**

COM26	Investigate the introduction of charging to users of the Shopmobility facility in Bridgend Town Centre to reduce/remove the current level of subsidy otherwise closure of the facility will be necessary	The popularity of the service is generally declining with a significantly reduced number of users. Changes in technology have meant that lightweight, affordable scooters have now greatly increased in private ownership, compared to when the facility was introduced. The provision is non statutory and not one provided in other town centres in the County Borough or in many town centres of neighbouring authorities. On this basis in order to make the service viable it is proposed to introduce charging but if this does not present a realistic option to make the full required saving closure of the facility would be necessary. There is a risk that some members of the community with mobility issues may struggle to pay the necessary charges and therefore maybe unable to gain access to the town centre. It is proposed to engage with users of the facility to inform the way forward.	18	0	Cabinet considered a report in January 2020 and approved the introduction of new hire fees and alteration to opening times to enable this saving to be achieved. However, whilst the new charges have been implemented in 2020-21, the lockdown of the town centre early in 2020-21 due to COVID-19 has impacted on the ability to fully achieve the savings proposal.	No further action required as shortfall is COVID-19 related. Full saving should be achieved in 2021-22.
COM42	Review of parks and playing fields service split over two financial years - 19/20 and 20/21:- 15% reduction to seasonal operatives budget (£75K). Corresponding reduction to large and small plant (£29k). Removal of bowls club grant (£34K).	The cut identified for both 2019-20 and 2020-21 will mean that there are reduced levels of maintenance and slower reaction times which will mean a degradation over time which will result in higher future capital costs i.e. maintenance of remaining pavilions.	69	69	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21

**MONITORING OF 2020-21 BUDGET REDUCTIONS**

Ref. Page 52	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Savings Target 2020-21 £'000	Value of Saving Achieved 2020-21 £'000	Reason why not achieved	Proposed action in 2021-22 to achieve
COM43	End of management of Kenfig National Nature Reserve	The agreement between BCBC and Kenfig Corporation Trust (KCT) ends in December 2019. It is currently proposed that BCBC does not enter into any new agreement. KCT are underway with a process, supported by their agent HRT, to identify a new tenant. This process is being conducted in partnership with NRW. There is a risk that the level of management may be affected, however there is also the opportunity that the new tenant may be able to draw on resources that BCBC cannot.	35	35	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
COM51	Ongoing implementation of Corporate Landlord model	The savings will be delivered in a number of ways including operational efficiencies, streamlined business processes, IT investment, improved procurement and contract management, and some deletions of vacant posts.	350	325	Level of savings identified as at 31 March 2021.	Service area will continue to identify efficiencies to meet the shortfall in 2021-22.
COM55	Increase charge for Green Waste Service from £28.30 per household to £38.30	The new waste contract related items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	25	0	Whilst the new charges have been implemented, closure of the green waste processing facility and hence cessation of the green waste service for the first part of 2020-21 due to COVID-19 has impacted on the ability to fully achieve the savings proposal	No further action required as shortfall is COVID-19 related. Full saving should be achieved in 2021-22.
COM56	Increase charge for collection of 3 bulky waste items from £15.50 to £20.	The waste contract items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	10	10	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
COM59	Reduction to the opening hours of the Community Recycling Centres by 1 hour, per day.	The waste contract items would require both Contract Variation negotiations with Kier to confirm the saving levels proposed and public consultation regarding the charge changes and reduced levels of service.	17	17	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
COM73	BCBC to save the annual BID funding now BID no longer functions	No impact that is within the control of BCBC following a unsuccessful BID ballot.	15	15	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
COM76	Review of Porthcawl Marina with a view to it running on a full cost recovery basis. This will involve a review of the berth fees.	This would involve a review of the berth fees and other operational costs. Any approach to outsourcing management would likely require financial support and therefore negate any savings.	25	25	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
COM77	Direct Services Organisation (DSO) staffing restructure - the front line staffing for highways which deal with a range of highway issues such as Winter gritting, Traffic collisions clear up, Flooding, Gully maintenance, Maintenance of Traffic signs, streetlights and traffic signals. The team have a major role within the Borough in the maintenance and repair of the highway. Since the loss of work the team undertook on behalf of the South Wales Trunk Road Agency (SWTRA) there is the potential to make a saving in the DSO staffing structure.	This would be potentially focused at a managerial level with the implication on the ability to deal with service requests in regard of local construction projects. It would also increase the single point failure in regard of sickness absence for remaining members of team.	50	50	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21

**MONITORING OF 2020-21 BUDGET REDUCTIONS**

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Savings Target 2020-21 £'000	Value of Saving Achieved 2020-21 £'000	Reason why not achieved	Proposed action in 2021-22 to achieve
Page 53 COM79	Investigate reducing costs and increasing charging for running the Bridgend Business Forum for specific events to reduce/remove the current level of subsidy otherwise reduction in the service level will be necessary.	If reduced costs and increased charges are accepted impact should be minimal, there is a risk that the level of support / number of events may need to be reduced to support the saving.	18	18	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
COM96	WG National AHP Waste Programme - capital contribution from WG towards 7.5 tonne vehicle to collect AHP recycling	This would require Contract Variation negotiations with Kier to confirm the saving levels proposed based on a reduction in costs in relation to the current AHP vehicle that is leased	14	0	It took significantly longer than expected to work through the detail of the variation order required to action this saving, due to other pressing time demands, including dealing with the pandemic response. The variation order has now been completed and the saving will now be delivered in full in 2021-22.	Saving will be made in full in 2021-22.
<b>Total Communities Directorate</b>			<b>646</b>	<b>564</b>		

**CHIEF EXECUTIVES**

CEX1	Efficiencies from Shared Regulatory Service	May require restructuring within service and impact on response times, but will be managed across the 3 participating Councils and will aim to minimise impact.	37	37	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CEX11	The expansion of the shared internal audit service has created efficiencies resulting in reduced contribution for BCBC	No impact on service provision	40	40	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CEX12	Reduction of HR staffing budgets	Potential reduction of posts and redundancy costs	44	44	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CEX13	Reduction of Partnerships Services budgets - savings achieved through software rationalisation and removal of vacancies within the ICT service unit	Minimal service impact as savings a result of vacancies and efficiencies	200	200	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CEX15	Reduction of Legal fees budgets	Minimal impact	80	80	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CEX16	Reduce Members' training budget	Less training opportunities for elected members.	7	7	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CEX17	Reduction of Business Support staffing budgets	Potential reduction of posts and redundancy costs	100	100	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
<b>Total Chief Executive's Directorate</b>			<b>508</b>	<b>508</b>		

**MONITORING OF 2020-21 BUDGET REDUCTIONS**

Page 54 Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Savings Target 2020-21 £'000	Value of Saving Achieved 2020-21 £'000	Reason why not achieved	Proposed action in 2021-22 to achieve
-----------------	---------------------------	--	------------------------------	--	-------------------------	---------------------------------------

**CORPORATE / COUNCIL WIDE**

CWD6	Reduction in funding required for Apprenticeship Levy	No impact as budget historically been higher than required.	50	50	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
CWD11	Reduction in the budget to cover the cost to the Council of the outstanding liability for Employers Liability, Public Liability and Property following favourable insurance contract renewals in previous years.	No impact as favourable insurance contract renewals have been achieved, however no mitigation available for potential increases to premiums in future years.	150	150	Saving achieved in full in 2020-21	None required - saving made in full in 2020-21
<b>Total Corporate / Council Wide</b>			<b>200</b>	<b>200</b>		

<b>GRAND TOTAL REDUCTIONS</b>	<b>2,413</b>	<b>2,071</b>		
-------------------------------	--------------	--------------	--	--

**TOTAL BUDGET REDUCTION REQUIREMENT (MOST LIKELY)**

2,413      2,413

<b>REDUCTION SHORTFALL</b>	<b>0</b>	<b>342</b>		
----------------------------	----------	------------	--	--

1,023	1,746
996	350
394	317
2,413	2,413

BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2020-21			Actual Outturn	Actual Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£000	£000	£000			
<b>EDUCATION AND FAMILY SUPPORT</b>						
School Delegated Budgets	122,751	(21,302)	101,449	101,449	-	0.0%
Learning	9,899	(3,060)	6,839	6,382	(457)	-6.7%
Strategic Partnerships & Comm	25,298	(10,462)	14,836	13,970	(866)	-5.8%
Health and Safety	390	(2)	388	293	(95)	-24.4%
<b>TOTAL EDUCATION AND FAMILY SUPPORT</b>	<b>158,338</b>	<b>(34,826)</b>	<b>123,512</b>	<b>122,094</b>	<b>(1,418)</b>	<b>-1.1%</b>
<b>SOCIAL SERVICES AND WELLBEING</b>						
Adult Social Care	66,955	(18,117)	48,838	48,190	(648)	-1.3%
Prevention and Wellbeing	5,993	(793)	5,200	5,038	(162)	-3.1%
Childrens Social Care	20,111	(886)	19,225	19,061	(164)	-0.9%
<b>TOTAL SOCIAL SERVICES AND WELLBEING</b>	<b>93,059</b>	<b>(19,796)</b>	<b>73,263</b>	<b>72,289</b>	<b>(974)</b>	<b>-1.3%</b>
<b>COMMUNITIES DIRECTORATE</b>						
Planning & Development Services	1,809	(1,257)	552	399	(153)	-27.7%
Strategic Regeneration	1,911	(201)	1,710	1,624	(86)	-5.0%
Economy, Natural Resources and Sustainability	2,998	(1,892)	1,106	912	(194)	-17.5%
Cleaner Streets and Waste Management	12,502	(1,865)	10,637	10,745	108	1.0%
Highways and Green Spaces	22,146	(10,956)	11,190	9,538	(1,652)	-14.8%
Director and Head of Operations - Communities	268	-	268	268	-	0.0%
Corporate Landlord	13,613	(10,583)	3,030	3,016	(14)	-0.5%
<b>TOTAL COMMUNITIES</b>	<b>55,247</b>	<b>(26,754)</b>	<b>28,493</b>	<b>26,502</b>	<b>(1,991)</b>	<b>-7.0%</b>
<b>CHIEF EXECUTIVE'S</b>						
Chief Executive	514	-	514	518	4	0.8%
Finance	46,528	(42,828)	3,700	3,181	(519)	-14.0%
HR/OD	2,199	(363)	1,836	1,589	(247)	-13.5%
Partnerships	3,089	(1,037)	2,052	1,816	(236)	-11.5%
Legal, Democratic & Regulatory	5,917	(988)	4,929	4,705	(224)	-4.5%
Elections	164	(60)	104	102	(2)	-1.9%
ICT	4,802	(1,330)	3,472	3,778	306	8.8%
Housing & Homelessness	8,651	(7,489)	1,162	990	(172)	-14.8%
Business Support	1,116	(111)	1,005	999	(6)	-0.6%
<b>TOTAL CHIEF EXECUTIVE'S</b>	<b>72,980</b>	<b>(54,206)</b>	<b>18,774</b>	<b>17,678</b>	<b>(1,096)</b>	<b>-5.8%</b>
<b>TOTAL DIRECTORATE BUDGETS</b>						
	<b>379,624</b>	<b>(135,582)</b>	<b>244,042</b>	<b>238,563</b>	<b>(5,479)</b>	<b>-2.2%</b>
Council Wide Budgets						
	43,313	(970)	42,343	30,617	(11,726)	-27.7%
Accrued Council Tax Income				(1,702)	(1,702)	0.0%
Appropriations to Earmarked Reserves	500	-	500	18,975	18,475	0.0%
Transfer to Council Fund				432	432	0.0%
<b>NET BRIDGEND CBC</b>	<b>423,437</b>	<b>(136,552)</b>	<b>286,885</b>	<b>286,885</b>	<b>0</b>	<b>0.0%</b>

NB: Differences due to rounding of £000's

This page is intentionally left blank



**TOTAL MOVEMENT ON EARMARKED RESERVES AS AT 31<sup>ST</sup> MARCH 2021**

Opening Balance 01-Apr-20	Reserve	Movement as at Quarter 4		Closing Balance 31-Mar-21
		Net Additions /Reclassification	Draw-down	
£'000		£'000	£'000	£'000
	<b>Corporate Reserves:</b>			
1,344	Asset Management Plan	295	-350	1,289
2,023	Building Maintenance Reserve	820	-6	2,837
1,100	Capital Asset Management & Asbestos Fund	173	0	1,273
571	Capital Feasibility Fund	224	-128	667
21,078	Capital Programme Contribution	8,530	-688	28,920
1,565	Change Management	0	-140	1,425
1,320	Digital Transformation, ICT & Finance Systems	675	-369	1,626
800	Economic and Future Resilience Fund	0	0	800
2,161	Insurance Reserve	0	0	2,161
5,276	Major Claims Reserve	500	-381	5,395
906	MTFS Budget Contingency	0	0	906
52	Property Disposal Strategy	0	-17	35
4,992	Service Reconfiguration	0	0	4,992
300	Welfare Reform Bill	0	-6	294
<b>43,488</b>	<b>Total Corporate Reserves</b>	<b>11,217</b>	<b>-2,085</b>	<b>52,620</b>
	<b>Directorate Reserves:</b>			
2,489	City Deal Reserve	2,899	-188	5,200
2,421	Directorate Issues	5,807	-859	7,369
1,011	Highways Asset Management Reserve	0	-78	933
928	Looked After Children	0	-350	578
102	Porthcawl Regeneration	0	0	102
184	Property Reserve	12	0	196
11	Safe Routes to Schools	0	0	11
115	School Projects Reserve	250	0	365
669	Wellbeing Projects	0	0	669
<b>7,930</b>	<b>Total Directorate Reserves</b>	<b>8,968</b>	<b>-1,475</b>	<b>15,423</b>
	<b>Equalisation &amp; Grant Reserves:</b>			
43	Building Control Reserve	2	0	45
65	Civil Parking Enforcement	17	0	82
68	Election Costs	0	0	68
0	HWB Schools Infrastructure	404	0	404
2,398	IFRS Grants	2,821	-817	4,402
248	Legal Fees	0	-95	153
153	Local Development Plan	20	0	173
721	Special Regeneration Fund	169	-198	692
<b>3,696</b>	<b>Equalisation &amp; Grant Reserves:</b>	<b>3,433</b>	<b>-1,110</b>	<b>6,019</b>
108	School Balances	8,382	0	8,490
<b>55,222</b>	<b>TOTAL RESERVES</b>	<b>32,000</b>	<b>-4,670</b>	<b>82,552</b>



## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

5 JULY 2021

#### REPORT OF THE CHIEF EXECUTIVE

#### PERFORMANCE AGAINST WELL-BEING OBJECTIVES FOR 2020-21

#### 1. Purpose of report

- 1.1 This report provides the Committee with an overview of the Council's performance in 2020-21 compared to the commitments agreed for that year to deliver the well-being objectives identified in its Corporate Plan 2018 – 2023, revised for 2020-21.

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

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

- **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.
- **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.
- **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 new Corporate Plan 2018-22, revised 2020-21. The Plan was subsequently updated and agreed at Council in September 2020 to take into account the impact of COVID-19. The revised Plan defines 32 commitments to deliver the three well-being objectives and sets 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 achieve the 32 corporate commitments. Those plans also identified performance indicators for the year. In all 140 indicators were nominated by directorates to report as part of the Corporate Performance Assessment (CPA) process and to the Corporate Overview and Scrutiny Committee. These indicators measure corporate performance which gives an oversight of progress against the Corporate Plan and service performance as well as national indicators.
- 3.3 As part of the Performance Management Framework, Corporate Plan performance is monitored regularly by Directorate Management Teams and quarterly by the Council's CPA Panel consisting of Cabinet, Corporate Management Board, Heads of Service and Chairs of Scrutiny. **Appendices A-D** attached outline each Directorate's end of year dashboard.
- 3.4 The Corporate Overview and Scrutiny Committee has a role in monitoring and scrutinising progress of the delivery of the Council's well-being objectives to deliver improvement in outcomes. Scrutiny Chairs attend the CPA meetings to help steer and assist the committee in narrowing their focus of questioning to those areas most pertinent to help improve scrutiny and challenge where most needed. Monitoring progress against key areas may also help the Committee to inform its Forward Work Programme.

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

##### ***Commitments***

- 4.1 The year-end data shows that 12 (37.5%) of the 32 commitments were completed (green), with the other 20 (62.5%) achieving most of their milestones (amber).

##### ***Corporate Performance Indicators***

- 4.2 Of the 140 indicators collected as part of the corporate planning process, there were 89 indicators that had targets where data has been submitted. Of the 89 indicators with targets, 47 (52.8%) are on target, 10 (11.2%) are off target by less than 10% and 32 (36%) missed the target by more than 10%. There were 51 indicators with either no target or no data available at the year end. Detailed information is included in Part (A) of the Annex.
- 4.3 There are 79 indicators that have trend data, of which 46 (58.3%) showed an improvement, or are at maximum performance (10 indicators (12.7%)) and cannot be improved upon any further. One (1.3%) indicator is the same as last year and 32 (40.5%) indicators are worse than the previous year.

##### ***Corporate Plan Indicators***

- 4.4 Of the 46 indicators identified for the Corporate Plan, 24 can be compared against their target, 10 (41.7%) met their target, 3 (12.5%) were off target by less than 10% and 11 (45.8%) missed the target by more than 10%. There are

7 indicators that have no data available and 15 had no target set. Detailed information is included in Part (B) of the Annex.

- 4.5 Trend data is available for 17 of the Corporate Plan indicators, as 7 had no target set for the current year and 19 were new indicators. Of these, 9 (53%) showed an improvement, and 8 (47%) showed a downturn.

#### ***Public Accountability Measures (PAMs) and SSWB Performance Measurement Framework Indicators***

- 4.6 Welsh Government have confirmed that data collection for PAMs is being undertaken retrospectively for 2019-20 and also for 2020-21. The data is as yet unavailable and will only be used to assist Local Authorities for benchmarking purposes rather than to draw any comparisons. It is intended that SSWB measures will be published at a Local Authority level provided that the data is robust enough. Final agreement on what is published will be decided on in due course.

#### ***Sickness Absence***

- 4.7 For the year ended 2020-21 the Council recorded sickness absence as 9.16 days per FTE, against a target of 11.94 days and comparing favourably to the 11.95 days per FTE for the year ended 2019-20. Whilst a number of factors relating to the pandemic will have influenced this, it is also reasonable to consider the fact that staff working at home have a level of flexibility which has enabled them to better manage short term illnesses.
- 4.8 Sickness in relation to industrial injury at year end shows that the number of individual industrial injury absences was 26, a reduction compared with 33 for 2019-20. The number of days lost per FTE due to industrial injury reduced to 0.13 days, compared to 0.24 days for the year 2019-20. Annual targets for both indicators are set at 0.

#### ***Budget and budget reductions***

- 4.9 At year end, an overall underspend of £5.479m was achieved on Directorate budgets. The overall outturn at the year end is an under spend of £432,000 which has been transferred to the Council Fund. Detailed information is included in Part (D) of the Annex.
- 4.10 The budget approved for 2020-21 included savings of £2.413 million (compared with the savings total of £7.621 million for 2019-20). At the year end, £2.071 million (85.8%) of the savings proposals had been achieved. There is a shortfall of £342,000, of which £185,000 relates to Social Services and Wellbeing. There are still outstanding budget reductions from previous years amounting to £709,000, mostly in relation to Learner Transport and reductions to the budget for the MREC.

#### **COVID 19 and review of Corporate Plan for 2021-22**

4.11 Council agreed the latest Corporate Plan with its revised commitments and targets for 2021-22 at Council in February 2021. As part of the approval process for the refreshed Corporate Plan, it was acknowledged that COVID-19 had an impact on our planning cycle, making it more challenging to set targets for 2021-22. It was agreed by Council that a flexible approach to setting corporate plan targets was necessary to ensure business planning is robust and effective.

4.12 As part of our COVID-19 recovery planning each directorate has had the opportunity to consider targets for 2021-22, based on verified year end data. **Appendix E** sets out the proposed target changes and, subject to agreement at this meeting, will be put forward to Cabinet and Council for agreement and published as an addendum to the current Corporate Plan.

## **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 Act 2010 implications**

6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. This is an information report, therefore it is not necessary to carry out an EIA in the production of this report. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

## **7. Well-being of 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 These are reflected in the body of the report.

## **9. Recommendation**

9.1 The Committee is recommended to note the year-end Council Performance and the revised Corporate Plan targets for inclusion as an addendum to the Corporate Plan 2018-23 revised 2021-22.

**Mark Shephard**  
**CHIEF EXECUTIVE**  
**5 July 2021**

**Contact Officer:** Wanda Kirby  
Corporate Performance Manager

**Telephone:** **01656 643382**

**Email:** [wanda.kirby@bridgend.gov.uk](mailto:wanda.kirby@bridgend.gov.uk)

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

**Background documents:** None

**Part (A) – Performance Summary**

Well-being Objectives	Commitments				Indicators (Year end)			
	TOTAL	R	A	G	TOTAL	R	A	G
<b>Well-being Objective One:</b> Supporting a successful sustainable economy	<b>12</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>2</b>
		0%	41.7%	58.3%		71.4%	0%	28.6%
<b>Well-being Objective Two:</b> Helping people and communities to be more healthy and resilient	<b>9</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>14</b>	<b>5</b>	<b>3</b>	<b>6</b>
		0%	88.9%	11.1%		36%	21%	43%
<b>Well-being Objective Three:</b> Smarter use of resources	<b>11</b>	<b>0</b>	<b>7</b>	<b>4</b>	<b>17</b>	<b>10</b>	<b>1</b>	<b>6</b>
		0%	63.6%	36.4%		58.8%	5.9%	35.3%
<b>Total for all Well-being Objectives</b>	<b>32</b>	<b>0</b>	<b>20</b>	<b>12</b>	<b>38</b>	<b>20</b>	<b>4</b>	<b>14</b>
		0%	62.5%	37.5%		52.6%	10.5%	36.8%
Other Directorate Priorities					<b>51</b>	<b>12</b>	<b>6</b>	<b>33</b>
						24%	12%	65%
<b>Total</b>					<b>89</b>	<b>32</b>	<b>10</b>	<b>47</b>
						36.0%	11.2%	52.8%
No target or no data available or being cancelled					<b>51</b>			
<b>Grand Total</b>					<b>140</b>			



Part (B) Corporate Plan Indicators

Commitments	Total No Indicators	Red	Amber	Green	No Data/Target/RAG
WBO 1: Supporting a successful sustainable economy	10	1	0	2	4 no data / 3 no target
WBO 2: Helping people and communities to be more healthy and resilient	15	4	2	3	1 no data / 5 no target
WBO 3: Smarter use of resources	21	6	1	5	2 no data / 7 no target
<b>TOTAL</b>	<b>46</b>	<b>11</b>	<b>3</b>	<b>10</b>	<b>7 no data / 15 no target</b>

Part (C) - Sickness Absence

	Annual Target 20-21	Year End Cumulative Actual & RAG v Target	Trend v Year End 19-20
<b>CHROO2 (PAM)- SICKNESS</b> – Number of working days/shift per FTE lost due to sickness absence	11.94	9.16	↑ 11.94
<b>(CORP DRE5.3.13)</b> Number of working days lost per FTE due to industrial injury	0	0.1345	↑ 0.24
<b>(CORP DRE 5.3.13ii)</b> Total number of individual injury incidences	0	26	↑ 33

## Part (D) - Budget 2020-21

Directorate	Revised Budget 2020-21 '000 (£)	Actual Outturn 2020-21 '000 (£)	Actual over/( under) spend 2020-21 '000 (£)
Education and Family Support	123,512	122,094	(1,418)
Social Services and Wellbeing	73,263	72,289	(974)
Communities	28,493	26,502	(1,991)
Chief Executive's	18,774	17,678	(1,096)
<b>Total Directorate Budgets</b>	<b>244,042</b>	<b>238,563</b>	<b>(5,479)</b>

Part (E) – Corporate risks published February 2021

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 respond to legislative change	1, 2 & 3	3	4	12
The council is unable to identify and deliver infrastructure required in the medium to longer term	1 & 3	3	5	15
The council fails to safeguard vulnerable individuals e.g. children, adults in need of social care, homeless etc.	2 & 3	2	5	10
The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	1, 2 & 3	3	4	12
The council is unable to attract, develop or retain a workforce with the necessary skills to meet the demands placed upon the authority and its services	1, 2 & 3	3	4	12
Important council services are compromised due to the failure of a key supplier	2 & 3	4	3	12
Recovery/restoration of services - the restoration of some Council services will require new ways of working to be established and implemented to ensure Covid safe environments for staff and the public .	3	5	3	15
Public Health/Protecting the Public - the Council will need to take an enhanced public health leadership role for a sustained period of time and that this will need to be prioritised and resourced at the expense of other services that are normally provided, and that without proper and comprehensive planning to carry out the additional functions of test, trace and protect, a potential mass vaccination programme and continued and ongoing protection of the vulnerable (including mental health services) and previously shielded individuals to ensure they have the services and support they require, as well as an advisory and enforcement role to ensure compliance with Covid regulations, Covid 19 virus infections will potentially rise locally with a significant overall impact on public health and consequential impact on the local economy.	3	3	5	15
Invigorating the economy and economic recovery - there will be a prolonged and deep economic recession following the Covid pandemic and the uncertainties of the impact of the UKs withdrawal from the European Union, compounded by local issues such as the impending closure of the Ford engine plant	1	5	2	10

This page is intentionally left blank

## EDUCATION & FAMILY SUPPORT – PERFORMANCE YEAR END 2020-21

Director comment																
<p>2020-2021 has been a challenging period. The impact of COVID-19 has been significant; both in terms of impact on children, young people and their families, but also on staff who have worked tirelessly to ensure services have been delivered safely and effectively. Supporting the mental health of learners and staff is going to be a central focus of the directorate going forward. Similarly, we will be placing significant emphasis on assisting pupils to 're-start' formal learning after the COVID-19 disruption to include end-of-year assessments and examinations. Allied to this, the implementation of local and national priorities and policies (eg curriculum and assessment reform, ALN reform and post-inspection action plan recommendations) will need to feature heavily in the forthcoming year's plans.</p>																
Commitments year ended 2020-21		RAG – current progress against commitment														
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	1	3												
All Indicators (incl. Finance and sickness performance indicators (PIs))																
Performance vs Target		Trend vs year end 2019-20 (excluding finance)														
		<p>↑ 9</p> <p>↓ 5</p> <p>↔ 0</p> <p>All at maximum</p>														
Corporate Plan Indicators																
Performance vs Target		Trend vs year end 2019-20														
Finance																
<p><b>Revenue Budget</b></p> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2020-21 is <b>£123.512m</b>.</li> <li>The year-end outturn is <b>£122.094m</b> with an under spend of <b>£1.418m</b>.</li> </ul> <p><b>Capital Budget</b></p> <ul style="list-style-type: none"> <li>The capital budget for the Directorate for 2020-21 is <b>£5.559m</b> with a spend of <b>£4.877m</b>. The slippage is currently being worked on.</li> </ul> <p><b>Efficiency Savings</b></p> <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2020-21</th> <th>% 2020-21</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>239</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>164</td> <td>69%</td> </tr> <tr> <td>Variance</td> <td>75</td> <td>31%</td> </tr> </tbody> </table>					Savings (£000)	2020-21	% 2020-21	Savings Target	239	100%	Savings achieved	164	69%	Variance	75	31%
Savings (£000)	2020-21	% 2020-21														
Savings Target	239	100%														
Savings achieved	164	69%														
Variance	75	31%														
Implications of financial reductions on service performance and other key Issues/challenges																
<p><b>Implications of financial reductions on service performance</b></p> <p>At this stage, it is difficult to determine the implications changes in funding/finance will have on service delivery or performance. The exact support required for children and young people because of their experience of COVID-19 is still fully unknown. Potentially, there could be significant impact including a rise in referrals for support from local authority teams and places in local specialist provisions.</p> <p><b>Key challenges facing the Directorate going forward</b></p> <p>The key challenges facing the Directorate going forward are:</p> <ul style="list-style-type: none"> <li>Recover and renew issues associated with the pandemic.</li> <li>Implementing the key reforms such as (curriculum, assessment and ALN) with limited staffing is a risk.</li> <li>Increased numbers of care experienced children/unable to deliver early help and permanence strategy.</li> <li>Increase in numbers of children, young people and families on waiting lists to access early help services.</li> <li>Staff and management capacity to meet increased service demand/complexity of cases.</li> <li>Removal of Bridgend Youth Justice Service and two primary schools from 'special measures'.</li> </ul>																

Additional financial information is provided in the Revenue Budget Outturn 2020-21 report presented to Cabinet on 22 June 2021 and the Capital Programme Outturn 2020-21 on 20 July 2021.

### Corporate risks

The Directorate's corporate risks focus on the impact of schools closures, in particular closures related to the COVID-19 pandemic. The impact of prolonged school closures is not yet fully understood but it is likely to impact standards, wellbeing and the safeguarding of learners. Closures can also inhibit progress of those schools in special measures/in need of significant improvement. These risks are not local to Bridgend but are being felt nationally. These are closely monitored with support from partners, in particular the Central South Consortium and Welsh Government.

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risks identified as being material (above a score of 10) can be found in the Overview Report that forms part of these documents.

## Corporate Director - Education & Family Support

### Well-being Objective one - Supporting a successful sustainable economy

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO1.1.1</a>	Sustain the current good pupil performance at key stage 4	<b>AMBER</b>	Because of the pandemic although progression of associated activities continued, relevant measures were not applied in the 2019-2020 academic year, reflecting the national steer.
<a href="#">WBO1.1.2</a>	Raise standards of literacy in primary schools	<b>AMBER</b>	All schools are fully aware of the Central South Consortium's Professional Learning Offer about literacy, and how to access the offer. Validation of the School Improvement Plans (SIP) and Self-Evaluation Reports (SER) in every primary school (these clearly show that the school has a strong understanding of the quality of literacy in the school and areas for development). Schools provide a consistent and effective approach to the development and delivery of oracy across all clusters. However, this work has been impacted by the pandemic and lockdown.
<a href="#">WBO1.1.3</a>	Improve outcomes for post-16 learners in school sixth forms.	<b>GREEN</b>	The decision of Cabinet on 21 July 2020 was to retain sixth forms in all secondary schools represents a maintenance of the existing position. Schools will continue to work together to deliver on a range of associated provision improvements. As a result of the pandemic although progression of associated activities continued, relevant measures were not applied in the 2019-2020 academic year, reflecting the national steer. The evaluation of outcomes for post-16 learners has been impacted nationally by the pandemic but the strategy of the local authority is now clear.
<a href="#">WBO1.1.4</a>	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	<b>AMBER</b>	This evaluation is likely to be ongoing for some time, as the real impact of school closures and the use of blended learning becomes more apparent. Although there will be some local assessment of the impact of Bridgend's strategy to support blended learning across schools, there is important regional work and at a national level ongoing. This agenda is important and there is corresponding activity in the Directorate's business plan for 2021-2022.
<a href="#">WBO1.1.5</a>	Support schools to provide safe learning environments for all learners and staff in schools.	<b>GREEN</b>	A significant investment in support for schools has been progressed throughout the pandemic. Investment in personal protective equipment (PPE) in particular including facemasks for staff (Type IIR) and face covering for learners has been key. The support from the Corporate Health and Safety Unit (CHSU) has been held in high regard by schools. Risk assessments have been supported by the CHSU and delivered to each school. There are excellent working relationship with Shared Regulatory Services (SRS) and Public Health Wales and national strategy, operational guidance has been interpreted by officers and shared with school to ensure all pupils, staff, and visitors remain safe at this difficult time.
<a href="#">WBO1.1.6</a>	Identify the impact of blended learning and further its development and implementation	<b>GREEN</b>	Learning and teaching has continued to be affected by the COVID-19 pandemic during the 2020-2021 school year. However, schools have worked hard to address the impact. The approaches taken by schools and settings will continue to evolve to provide learning both in school and at home. It will take some time to understand how blended learning affects the outcomes of learners both locally and nationally.
<a href="#">WBO1.1.7</a>	Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh-medium education	<b>AMBER</b>	Progress this year is as follows: Bridgend North East - Ysgol Gymraeg Bro Ogwr: There has been an issue regarding the lack of suitable land to develop within the Bridgend area. Local authority officers have raised these concerns on a number of occasions with Welsh Government while progressing the options

Code	Commitment	Status	Comments
	and increase the number of Welsh speakers to support Cymraeg 2050.		<p>appraisal work. In concluding the initial options stage, Cabinet determined to proceed with undertaking a feasibility study on the Brackla Hill site, which was identified as the preferred site for the replacement school, as it was within BCBC ownership. The timing of the study was impacted by the pandemic (ie there were delays to the transport assessment due to restricted travel movements). However, the outcome of the study was reported to Cabinet in February 2021. Cabinet determined not to proceed with a scheme at this location due to significant site abnormalities, combined with considerable local opposition and gave approval to explore alternative options for the replacement school. This work is ongoing. It is anticipated that the outcome will be reported to Cabinet in the autumn and formal consultation will commence during the next academic year. The planned opening date of the new school is September 2025.</p> <p>Bridgend West - Ysgol Y Ferch O'r Sgêr: The statutory process to formally enlarge Ysgol Y Ferch o'r Sgêr to a 2 form-entry school plus 60-place nursery has recently concluded. The outcome of the process will be reported to Cabinet on 22 June. Subject to Cabinet formally approving the proposal, an application will be submitted to WEPco (ie the private sector delivery partner and the subsidiary of The Investment Bank of Wales) in June, with the stage one submission. The planned opening date of the new school would be September 2024.</p> <p>Bridgend Town - Welsh-medium childcare The outcome of the options appraisal has been reported to Cabinet and Corporate Management Board. The recommendation is that the provision is co-located with the replacement Ysgol Gymraeg Bro Ogwr. This will require formal approval and will be reported to Cabinet when we are in a position to confirm the outcome of the work in relation to the site option for replacement school. Welsh Government has been advised accordingly.</p> <p>Ogmore Valley Welsh-medium childcare: The tender process has concluded, and a successful bidder is in the process of being appointed. Construction will commence in June and the building will be handed over the authority in December.</p> <p>Bettws Welsh-medium childcare: The tender process has concluded. However, the ecologist has identified nesting birds in the former school building, which is earmarked for demolition as part of the scheme. The ecologist has advised that there are no mitigation measures that can be put in place to deal with this issue and consequently the local authority is unable to undertake any works to the Bettws building during the nesting period, which runs until 31 August 2021. As a result, completion of the facility will now be later than was previously planned, albeit still within the next financial year (ie March 2022). As not all bidders are able to hold their tender prices until September, the scheme will be retendered at the end of May.</p> <p>Porthcawl Welsh-medium childcare and Welsh-medium seedling school proposal: The options appraisal process has concluded, and it is recommended that both provisions are co-located on one site. The outcome of the process has been reported to Corporate Management Board and will be reported to Cabinet/Corporate Management Board in June.</p>

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DEFS105</a> Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from primary schools. <b>Lower Preferred</b>	16.80	13.80	13.80	22.20	19.60 ↓	Annual Indicator <b>Target Setting:</b> Target reflects the aim to improve on last year's performance. <b>Performance:</b> There were 223 fixed-term exclusions in the 2019-2020 academic year for the period September to 20 March 2021, when schools closed due to COVID. This compares with a total for the entire previous academic year of 198. The number of pupils to be included in this performance indicator (PI) in 2019-2020 was 10,027 compared to 10,095 in the previous year (as at PLASC). The position in the 2019-2020 academic year, therefore represents a significant deterioration on the previous year. Detailed exclusions data continued to be reported and assessed for the autumn and spring term, informing discussions between the Early Help teams and schools on appropriate strategies.
<a href="#">DEFS106</a> Local WBO1	The number of fixed-term exclusions during the academic year per 1,000 pupils from secondary schools. <b>Lower Preferred</b>	60.70	60.70	60.70	67.30	69.80 ↑	Annual Indicator <b>Target Setting:</b> Targets reflects the aim to improve on last year's performance. <b>Performance:</b> There were 528 fixed-term exclusions in secondary schools in the 2019-2020 academic for the period September to 20 March 2021. This compares with a total for the entire previous academic year of 542. The number of pupils to be included in the PI was 7846 compared to 7766 in the previous academic year (per PLASC). Accordingly, the data does not represent an improvement. Detailed exclusions data continued to be reported and assessed for the autumn and

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							spring terms, informing discussions between the Early Help teams and schools on appropriate strategies.
<a href="#">DEFS114</a> CP WBO1	The percentage of learners gaining 3 A*-C grades at Level 3. <b>Higher Preferred</b>	56.5%	Set baseline	55.6%	N/A	55.4%	Annual Indicator <b>Target Setting:</b> Target has been set to be in line with all-Wales averages. <b>Performance:</b> In the 2020-2021 PI year, we report the performance for the 2019-2020 academic year. Due to the COVID19 pandemic and the altered arrangements for the determination of grades, this measure has not been applied, reflecting the national steer.
<a href="#">DEFS136</a> 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 <b>Higher Preferred</b>	90.0%	90.0%	90.2%	N/A	N/A	Annual Indicator <b>Target Setting:</b> New PI for 2020-2021. Links to the local authority (LA) post-inspection action plan (PIAP) Recommendation 1 - Raise standards of literacy in primary schools. <b>Performance:</b> 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.
<a href="#">DEFS138</a> CP WBO1	Percentage of Year 1 learners taught through the medium of Welsh. <b>Higher Preferred</b>	8.7%	8.7%	8.7%	7.61%	7.58% ↑	Annual Indicator <b>Target Setting:</b> Reflects the local authority's ability to provide places in the timescale of the plan. <b>Performance:</b> Given the small numbers involved, any difference year on year needs to be interpreted cautiously because a small change can affect the proportions eg one family move in/out of the area (eg 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 three to four years' time. There have been a number of admission applications for places at Ysgol Gymraeg Bro Ogwr but the school has reached capacity in some year groups – hence the proposals for a new and larger school in that area. In each case, an alternative Welsh-medium school has been offered except where parents/carers have expressed a clear preference for an English-medium school closer to where they live.
<a href="#">DEFS139</a> Local WBO1	The additional number of early years Welsh-medium childcare settings. <b>Higher Preferred</b>	N/A	4	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Based on secured Welsh Government funding. Future targets are to be confirmed. <b>Performance:</b> For the Ogmores Valley and Bettws childcare settings, construction will now commence in Q2 2021-2022. Completion of both schemes is estimated prior to the end of the 2021-2022 financial year.
<a href="#">DEFS150</a> 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). <b>Higher Preferred</b>	84.67%	N/A	85.1%	N/A	N/A	Annual Indicator <b>Target Setting:</b> This is a new PI for 2020-2021. Links to the LA PIAP Recommendation 1 - 'Raise standards of literacy in primary schools'. <b>Performance:</b> 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.
<a href="#">EDU010a</a> Local WBO1	The percentage of school days lost due to fixed-term exclusions during the academic year, in primary schools. <b>Lower Preferred</b>	0.020%	0.02%	0.02%	0.033%	0.021% ↓	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> For the period September 2019 to 20 March 2020, when schools closed due to the pandemic, 394 school days were lost due to fixed-term exclusions, of a total number of possible school days for the pupils included in this PI of 1,203,240.



Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">EDU010b</a> Local WBO1	The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools. <b>Lower Preferred</b>	0.077%	0.077%	0.077%	0.12%	0.08% ↓	Annual Indicator <b>Target Setting:</b> Target based on previous year's performance. <b>Performance:</b> In the period from September 2020 to 20 March 2021, when schools closed due to the pandemic, 1126.50 school days were lost due to fixed term exclusions, of a total number of possible school days for the pupils included in this PI of 941,520.
<a href="#">PAM032</a> CP, PAM WBO1	Average Capped 9 Score for pupils in Year 11. <b>Higher Preferred</b>	357.20	357.20	363.00	N/A	362	Annual Indicator <b>Target Setting:</b> Linked to national interim performance measures. <b>Performance:</b> In the 2020-2021 PI year, we report the performance for the 2019-2020 academic year. Due to the COVID19 pandemic and the altered arrangements for the determination of grades, this measure has not been applied, reflecting the national steer.

## Well-being Objective 2 - Helping people and communities to be more healthy and resilient

### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO2.1.2</a>	Target the use of early intervention services to reduce demand on statutory services. (EFS)	AMBER	We are currently waiting for the Welsh Government (WG) indicative grant offer. 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 delivery improvements. Currently, there are a number of barriers to delivering secondary school breakfast 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 the Education and Family Support Directorate regarding the feasibility of achievement. A revised early help and permanence strategy has been developed to support the desired outcome. However, significant challenges remain both in terms of capacity and the current means of delivering many early help services in line with the pandemic. The latter has resulted in cases (generally) remaining open for longer periods to allow the delivery of the agreed support plan. Waiting lists are now in place for many services across the early help portfolio.
<a href="#">WBO2.3.3</a>	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. (EFS)	AMBER	The Education and Family Support Directorate has been unable to progress the joint development of this strategy as originally planned. Health colleagues are currently not supporting a local strategy and a regional approach is proposed by them instead.

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
------------------------------	--------------------------------------	---------------------	---------------------	---------------------	----------------------	-------------------------------	----------

<a href="#">DEFS29</a> CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <b>Higher Preferred</b>	69.0%	72%	68%	69%	70% ↓	Quarterly Indicator <b>Target Setting:</b> 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. <b>Performance:</b> TAF delivered against agreed target.
--------------------------------------	---	-------	-----	-----	-----	----------	---

### Well-being objective three - Smarter use of resources

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.1.2</a>	Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme. (EFS)	AMBER	Although much of the work to provide relevant information regarding admissions and capacity has concluded the review of catchment boundaries has been delayed by the pandemic. Nevertheless, catchments are now being considered in areas where new development are being progressed (eg Brackla North East). This will continue but a full review of all catchments is now both unlikely and unnecessary.
<a href="#">WBO3.2.3</a>	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. (EFS)	GREEN	The review of the Directorate's senior management structures has been completed and is now operational. All MTFS savings have been achieved other than the £75k efficiency saving in respect of the phased implementation of Learner Transport Policy regarding statutory distances. A budget pressure was approved by Council as part of the Medium-Term Financial Strategy 2021-22 to 2024-25 in February 2021. This is a one-off pressure while the outcome of Welsh Government's policy review of the statutory distances is known and the impact considered.
<a href="#">WBO3.2.4</a>	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools. (EFS)	GREEN	Annual activity linked to supporting school with digital transformation via the EdTech funding and Hwb have been completed. Further significant work is ongoing in 2021-22 as the EdTech programme continues.
<a href="#">WBO3.2.5</a>	Identify opportunities for new ways of working and for service delivery. (EFS)	GREEN	The Digital Transformation Board has approved the procurement of Capita One and this is being progressed via appropriate procurement processes for implementation in 2021-2022.

#### Performance Indicators

PI Ref No	PI Description	Annual target 20-21 £'000	Performance as at year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">CP feeder</a> WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	239	75	31.4%	0	%	164	68.6%	

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DCH2.1.11.1</a> CP WBO3	The percentage surplus capacity in primary schools. <b>Lower Preferred</b>	4.89%	10%	10%	11.9%	9.36% ↓	Annual Indicator <b>Target Setting:</b> National guidance indicates a minimum 5% surplus for primary schools. <b>Performance:</b> Surplus places have increased due to a slight decline in the primary population and schools changing use of existing accommodation for teaching purposes.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DCH2.1.11.2</a> CP WBO3	The percentage surplus capacity in secondary schools. <b>Lower Preferred</b>	22.01%	18%	18%	20.05%	20.65% ↑	Annual Indicator <b>Target Setting:</b> National guidance indicates a minimum 10% surplus for secondary schools. <b>Performance:</b> The reduction in surplus places is as a result of a slight increase in the secondary pupil population.
<a href="#">DEFS144</a> 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. <b>Lower Preferred</b>	New 20.21	New 20.21	0%	1%	New 20.21	Annual Indicator <b>Target Setting:</b> The local authority aspires to meet all expressed preferences for a place at the local (catchment) school. <b>Performance:</b> 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 (ie 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.
<a href="#">DEFS145</a> 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. <b>Lower Preferred</b>	New 20.21	New 20.21	0%	0.9%	New 20.21	Annual Indicator <b>Target Setting:</b> The local authority aspires to meet all expressed preferences for a place at the local (catchment) school. <b>Performance:</b> 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 (ie 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.
<a href="#">DEFS146</a> Local WBO3	Percentage of schools committed to the enhanced ICT SLA(including Hwb element). <b>Higher Preferred</b>	New 20.21	New 20.21	100%	100%	New 20.21	Annual Indicator <b>Target Setting:</b> New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. <b>Performance:</b> No Performance Comments
<a href="#">DEFS147</a> Local WBO3	Percentage of in-year admission/school transfer applications submitted via the online system <b>Higher Preferred</b>	New 20.21	New 20.21	80%	0%	New 20.21	Annual Indicator <b>Target Setting:</b> New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. <b>Performance:</b> A new digital platform for the BCBC website and My Account was implemented in March 2021. As the new platform provides advanced functionality, it was determined that the implementation of this new online facility should be deferred until the new platform was operational. Accordingly, in-year admission/transfer applications should be deferred until 2021-2022. Additionally, the local authority has since confirmed the purchase of the Capita One system, which will change the delivery of all online school admission functions. As implementation of the system is currently planned for the next 12 months, the development of online facilities for in-year school admission applications and school admission appeals using the existing platform will not proceed.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DEFS148</a> Local WBO3	Percentage of school admission appeal registrations submitted via the online system. <b>Higher Preferred</b>	New 20.21	New 20.21	80%	0%	New 20.21	Annual Indicator <b>Target Setting:</b> New PI for 2020-2021. Target takes account of the experience gained from developments implemented to date. <b>Performance:</b> A new digital platform for the BCBC website and My Account was implemented in March 2021. As the new platform provides advanced functionality, it was determined that the implementation of this new online facility should be deferred until the new platform was operational. Accordingly, in-year admission/transfer applications should be deferred until 2021-2022. Additionally, the local authority has since confirmed the purchase of the Capita One system, which will change the delivery of all online school admission functions. As implementation of the system is currently planned for the next 12 months, the development of online facilities for in-year school admission applications and school admission appeals using the existing platform will not proceed.
<a href="#">DEFS36</a> Local WBO3	The percentage of paperwork for formal/absence review sickness meetings not received. <b>Lower Preferred</b>	2.6%	3%	3%	N/A	N/A	Quarterly Indicator <b>Target Setting:</b> Reflects the significant improvement in the directorate's administrative sickness processes. <b>Performance:</b> Unfortunately, due to the sudden resignation of the senior data officer, the directorate has been unable to analyse the sickness data for 2019-2020 and 2020-2021 Q1 in accordance with this PI. A recruitment process has since appointed a replacement officer who withdrew a few days prior to their start date.

## Other

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CHR002iv</a> PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). <b>Lower Preferred</b>	13.40 Days	13.39 Days	13.12 Days	10.32 Days	13.13 Days ↑	Quarterly Indicator <b>Target Setting:</b> Directorate sickness targets are set corporately. <b>Performance:</b> The cumulative figure for the year is 10.32, which represents a marked improvement on last year, and is better than target. There were reductions for both long and short-term sickness across the year.
<a href="#">DCH5.6.2</a> Local Other priority	Number of working days lost per FTE due to industrial injury (Education and Family Support Directorate staff, excluding schools) <b>Lower Preferred</b>	0.03 Days	0 Days	0 Days	0.01 Days	0.04 Days ↑	Quarterly Indicator <b>Target Setting:</b> Annual targets set at Corporate Steering H&S Group for all directorates. <b>Performance:</b> No days lost this period.
<a href="#">DEFS23</a> Local Other priority	The number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that result in an absence. <b>Lower Preferred</b>	5	0	0	1	3 ↑	Quarterly Indicator <b>Target Setting:</b> Annual targets set at Corporate Steering H&S Group for all directorates. <b>Performance:</b> Annual targets set at Corporate Steering H&S Group for all directorates.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DEFS128</a> Local Other priority	Percentage of appraisals completed within required timescales. <b>Higher Preferred</b>	N/A	80.0%	80.0%	N/A	N/A	Annual Indicator <b>Target Setting:</b> Corporate target. <b>Performance:</b>
<a href="#">DEFS132</a> PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). <b>Lower Preferred</b>	9.35 Days	9.34 Days	9.46 Days	6.78 Days	9.47 Days ↑	Quarterly Indicator <b>Target Setting:</b> Directorate sickness targets are set corporately. <b>Performance:</b> The cumulative figure for the year is lower than last year and the target has to be considered against the background of the altered arrangements for education and schools in the year, due to the pandemic. Individual schools are responsible for managing staff sickness. Each school has its own policy, based on the BCBC corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools.
<a href="#">DEFS134</a> Local Other priority	Number of working days lost per FTE due to industrial injury (schools) <b>Lower Preferred</b>	0.08 Days	0 Days	0 Days	0.12 Days	0.18 Days ↑	Quarterly Indicator <b>Target Setting:</b> Annual target set at Corporate Health and Safety (H&S) Steering Group. <b>Performance:</b> A reduction in the number of absences due to industrial injuries is noted. This must be viewed in the context of reduced school operations over the period due to the COVID-19 pandemic.
<a href="#">DEFS135</a> Local Other priority	The number of industrial injury incidents that result in an absence (schools). <b>Lower Preferred</b>	16	0	0	11	19 ↑	Quarterly Indicator <b>Target Setting:</b> Annual target set at Corporate H&S Steering Group. <b>Performance:</b> One absence due to industrial injury in Q4. The cumulative position for the half year is 11, therefore. This must be considered in context of the reduction in school operations during the period due to the COVID-19 pandemic. All industrial injury accidents are investigated within the school and reported to Corporate Management Board in a monthly health and safety update.
<a href="#">DEFS149</a> Local Other priority	The percentage of audit reports that have been subject to structured follow-up by the Corporate Health and Safety Team. <b>Higher Preferred</b>	New 20.21	New 20.21	40.0%	N/A	New 20.21	Annual Indicator <b>Target Setting:</b> New PI for 2020-2021. Target reflects the ability of the team to deliver in light of recent recruitment issues. <b>Performance:</b> Due to recent changes to a number of staff leaving and recruitment issues, as well as the team supporting the response to the pandemic, it has not been possible to follow a structured audit plan this year.
<a href="#">DEFS151</a> Local Other priority	The number of industrial injury incidents relating to contractors. <b>Lower Preferred</b>	N/A	N/A	N/A	N/A	N/A	Quarterly Indicator <b>Target Setting:</b> New PI for 2021-2022, requested by CPA in Q4 2020-2021. No target has been set. Contractors have responsibility for H&S matters in respect of contract works. <b>Performance:</b> It is unlikely that monitoring of industrial injury data for contractors is able to be reliably collected until there is significant investment in supporting processes and procedures. Further investigation will take place in 2021-2022.

## Additional Sickness Information by Service Area – Education

Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 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			
Catering Services (CAT)	109.08	381.37	167	3.32	417.87	86	3.83	10.59	13.00	13.12
Business Support	22.68	52.59	8	1.92	49.00	2	2.16	41.19	11.20	
Learner Support	135.09	492.52	76	3.73	523.99	33	3.88	57.79	17.29	
Family Support	181.62	723.55	77	3.91	442.25	31	2.44	50.99	28.90	
School Modernisation	4.00	2.00	1	0.50	0.00	0	0.00	3.90	0.00	
School Support	16.17	15.00	1	0.93	0.00	0	0.00	10.86	0.00	
<b>Education &amp; Family Support Directorate Total</b>	<b>470.64</b>	<b>1764.53</b>	<b>338</b>	<b>3.39</b>	<b>1433.11</b>	<b>152</b>	<b>3.05</b>	<b>13.13</b>	<b>10.32</b>	

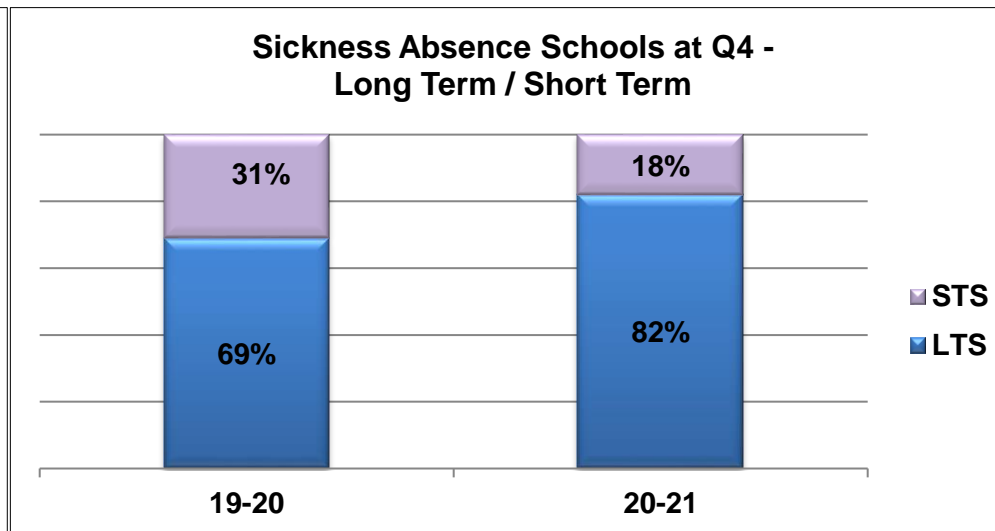
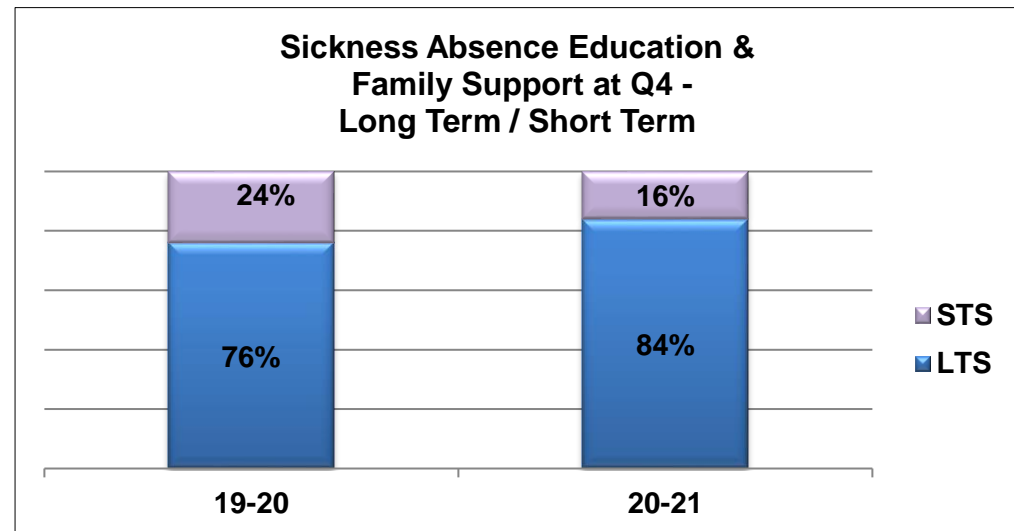
## Additional Sickness Information by Service Area – Schools

Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 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			
Primary Schools	1051.71	3232.16	484	2.98	2835.26	272	2.70	9.65	7.32	9.46
Secondary Schools	867.91	2493.20	370	2.94	1445.13	128	1.67	7.86	5.27	
Special Schools	232.45	1063.72	145	4.49	770.65	79	3.32	14.57	9.87	
<b>Schools Total</b>	<b>2152.07</b>	<b>6789.08</b>	<b>999</b>	<b>3.13</b>	<b>5051.04</b>	<b>479</b>	<b>2.35</b>	<b>9.47</b>	<b>6.78</b>	

**Additional Sickness Absence by Reason**

Page 79

Absence Reason	Education & Family Support Directorate						Schools					
	Q1 No FTE days lost	Q2 No FTE days lost	Q3 No FTE days lost	Q4 No FTE days lost	Total No FTE Days Lost	% of Cum days lost	Q1 No FTE days lost	Q2 No FTE days lost	Q3 No FTE days lost	Q4 No FTE days lost	Total No FTE Days Lost	% of Cum days lost
Cancer	15.81	0.00	25.95	51.89	93.65	1.92%	84.05	45.14	102.45	55.16	286.80	1.97%
Chest & Respiratory	49.72	9.39	21.52	3.31	83.94	1.72%	29.68	102.39	158.91	74.07	365.05	2.50%
Coronavirus COVID - 19	0.00	11.19	182.59	242.86	436.64	8.94%	0.00	11.58	217.65	872.01	1101.24	7.55%
Eye/Ear/Throat/Nose/Mouth/Dental	28.11	4.38	31.12	31.03	94.64	1.94%	96.00	60.66	170.88	56.54	384.08	2.63%
Genitourinary / Gynaecological	1.11	21.29	63.86	67.00	153.26	3.14%	19.49	17.22	35.49	0.00	72.20	0.49%
Heart / Blood Pressure / Circulation	51.79	10.68	21.55	7.23	91.25	1.87%	2.09	0.14	84.32	90.67	177.22	1.21%
Infections	91.18	45.48	139.34	45.68	321.68	6.59%	58.97	158.10	570.14	343.57	1130.78	7.75%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	156.55	91.83	170.87	221.15	640.40	13.12%	287.35	352.73	1112.57	842.59	2595.24	17.79%
Neurological	36.38	11.22	46.32	41.95	135.87	2.78%	96.53	66.25	230.17	133.44	526.39	3.61%
Other / Medical Certificate	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	4.64	2.13	6.77	0.05%
Pregnancy related	51.00	3.10	40.57	48.19	142.86	2.93%	35.91	17.14	151.91	68.41	273.37	1.87%
Return to Work Form Not Received	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	72.77	79.88	181.41	28.23	362.29	7.42%	177.19	103.69	503.67	297.27	1081.82	7.42%
Stress / Anxiety / Depression / Mental Health	474.95	532.00	673.69	644.59	2325.23	47.63%	950.25	914.78	2505.75	2215.16	6585.94	45.15%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00	0.00%
<b>TOTALS</b>	<b>1029.38</b>	<b>820.44</b>	<b>1598.78</b>	<b>1433.12</b>	<b>4881.71</b>		<b>1837.51</b>	<b>1849.80</b>	<b>5848.54</b>	<b>5051.04</b>	<b>14586.89</b>	



## KEY:

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



## COMMUNITIES - PERFORMANCE YEAR END 2020-21

Page 81

### Communities Directorate Performance

Overall the directorate performed strongly & largely in line with budget, despite the pressures of continually responding to the Covid 19 pandemic. Whilst the Directorate is showing a net revenue budget underspend of £1.991m, circa 7% overall, this is due to a number of successful financial WG Covid Claims. Including 412K against loss of income, 132K against hardship and an additional 483K for roads maintenance. Against the Directorates 13 Wellbeing Commitments in the Corporate Plan, 9 are currently Green and 4 are rated as Amber, demonstrating robust management of risk, operational efficiencies and financial control. There are two Performance Indicators (PI's) within the Dashboard that were rated as red at year end. The first is the number of Community Asset Transfers (CAT's) achieved last year, this was due in the main to the pandemic and resource levels in the department, this is now showing improvements with a target of a further 10 CAT's to be achieved by the end of 2021/22. The second red PI is the statutory compliance of the big 5 areas within the corporate estate. Namely compliance in Electric, Gas, Asbestos, Fire and legionella Safety. The year end position of 62.7% was due in part to surveys not being completed by March 21 or not being uploaded into the system. The current position, as of this month, is now nearing 80% and the Directorate is aspiring to achieve 100% compliance by the end of the current year where possible.

Sickness levels have improved significantly within the Directorate and are down nearly 55% on previous years with some of this directly attributable to staff working from home. Key area's of focus for the teams during the past twelve months included the delivery of the Maesteg Town Hall project, the regeneration of Porthcawl waterfront, including the sale of the retail site and the redevelopment plans for Cosy Corner, the progression of the Bridgend Town Centre Masterplan to consultation, preparation of the replacement LDP for consultation and the progression of innovative energy schemes through Cabinet, including the Bridged District Heat Network and the Caerau Heat scheme. All of these schemes have shown significant progress over the past twelve months. In addition, the Directorate has also continued to apply for external funding and has been very successful in attracting monies from the Cardiff Capital Region for various schemes, including £3.5m for the redevelopment of Ewenny Road in Maesteg. Also some £468k to implement ULEV infrastructure from Welsh Government in addition to circa £2.9m for Active Travel routes throughout the Borough. In addition the Directorate is also leading the development of the Council's "Bridgend 2030" Decarbonisation Strategy and developing an action plan which will demonstrate how the Council will move to a net zero carbon position by 2030.

What must also be recognised over the past twelve months is the unwavering response of the Directorate to the Covid Pandemic. This included the enormous efforts by Bereavment staff to deal with the additional demands for burials and cremations, the distribution of millions of pounds of WG grants & advice to businesses, assistance provided by amending charges to car parking, sports clubs & commercial units in our ownership, producing & distributing public health signage & advice across the Borough and assisting in finding locations for both Covid testing and vaccination centres for Public Health Wales. The dedication, resilience and commitment shown by the staff during this past year has been remarkable and I am wholly satisfied with the performance of the Communities Directorate under such difficult conditions.

Commitments year ended 2020-21	RAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan indicators	
	Directorate Commitments to delivering Wellbeing objectives	Total	Red	Amber	Green	Performance vs Target	Trend vs year end 2019-20 (exc finance)	Performance vs Target
Wellbeing Objective One – Supporting a successful economy	5	0	0	5		<p>↑ 14</p> <p>↓ 8</p> <p>↔ 2</p> <p>1 at maximum</p>	<p>■ &gt;10% off ■ &lt;10% off ■ on track</p>	<p>■ up ■ down ■ same</p>
Wellbeing Objective Two – Helping people to be more self reliant	1	0	1	0				
Wellbeing Objective Three – Smarter use of resources	7	0	3	4				

## Finance

## Revenue Budget

- The net revenue budget for the Directorate for 2020-21 is **£28.493m**.
- The year-end outturn is **£26.502m** with an underspend of **£1.991m**.

## Capital Budget

- The capital budget for the Directorate for 2020-21 is £23.288m with a spend of £14.545m. The slippage is currently being worked on.

## Efficiency Savings

Savings (£000)	2020-21	% 2020-21
<b>Savings Target</b>	646	100%
<b>Savings achieved</b>	564	87%
<b>Variance</b>	82	13%

Additional financial information is provided in the Revenue Budget Outturn 2020-21 report presented to Cabinet on 22 June 2021 and the Capital Programme Outturn 2020-21 on 20 July 2021.

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

Implications of financial reductions on Service Performance

The Communities Directorate has borne a number of very large savings over the past 5 years resulting in a very lean Directorate resource base, which does sometimes struggle with resilience if the workload increases substantially or staff are absent. The response to this to date has been the prioritisation of work or improving resilience with the assistance of agency workers. This has resulted in good performance over the past year however the demands of recovery from the Covid Pandemic, combined with further savings targets, may have an impact on effectiveness of the Directorate in the future.

Key challenges facing the Directorate going forward

The Key Challenges to the Directorate are as follows:-

- To respond effectively to the competing demands against the staff time in order to ensure the delivery of the Corporate Wellbeing Objectives.
- To ensure that all capital grant schemes are complete in order to ensure a full spend of funding.
- To ensure statutory compliance with WG objectives, such as Household Recycling Rates and the move to increased forms of active travel.
- To stimulate the economic recovery of our town centres and businesses/ leisure economy in the Borough

Corporate Risks

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risks identified as being material (above a score of 10) can be found in the Overview Report which forms part of these documents.

## Head Of Operations - Community Services

### Well-being Objective One - Supporting a successful sustainable economy

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO1.2.3</a>	Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic activity	GREEN	Despite the covid restrictions and challenges to the economy Employability Bridgend were able to support many clients into work and achieved the pre covid targets for people into employment
<a href="#">WBO1.2.4</a>	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: <ul style="list-style-type: none"> <li>Supporting business start ups</li> <li>Supporting resilience of businesses – (enterprise hubs)</li> </ul>	GREEN	The kickstart grant scheme was delivered successfully within year. This was in addition to the role the team played in supporting over 6,500 grant funding awards to businesses totalling over £50m. This scale of work had never been done before and the team had to very quickly and very efficiently develop new ways of working in response to covid related restrictions
<a href="#">WBO1.2.5</a>	Improving the visitor experience to boost tourism in the wake of the COVID19 crisis by: <ul style="list-style-type: none"> <li>Enhancing the natural environment through Valleys Regional Park</li> <li>Deliver the Porthcawl Resort Investment Focus (PRIF) programme</li> </ul>	GREEN	Additional funding for the next phase of VRP was successfully obtained through the Rural Development Programme and European Social Fund. Work has completed at Parc Slip as planned. Additional funds were secured for further work at Bryngarw in partnership with Awen and agreement reached with WG that these additional monies could be spent in 21/22. The proposed works at Bryngarw for 20/21 were completed. Positive discussions were progressed with WG in relation to additional grant funding into the PRIF project to support future developments at Cosy Corner. These will be progressed, subject to Council approval, in 21/22.

#### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DCO1.2.3</a> Local WBO1	Total annual expenditure by tourists <b>Higher Preferred</b>	£347.3m	£347.3m	no target	Data available late summer	£362.69m	Annual Indicator <b>Target Setting:</b> Covid-19 and the impact on hospitality and tourism previous growth projects will need careful consideration for future years <b>Performance:</b> This data isn't available yet. The final figure is provided by a 3rd party and is expected later in the summer.
<a href="#">DCO18.08</a> CP WBO1	Number of start-up business <b>Higher Preferred</b>	460	461	no target	540	475 ↑	Annual Indicator <b>Target Setting:</b> 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 <b>Performance:</b> No Performance Comments
<a href="#">DEFS82</a> CP WBO1	The number of participants in the Employability Bridgend programme going into employment. <b>Higher Preferred</b>	New 19.20	180	200	401	334 ↑	Quarterly Indicator <b>Target Setting:</b> To improve on previous performance <b>Performance:</b> No Performance Comments

## WBO2: Helping people and communities to be more healthy and resilient

### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO2.2.2</a>	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 in accordance with the ongoing lockdown restrictions. The Transfer of Rest Bay Playing Fields (Rest Bay Sports) was finalised in December 2020. The transfer of Litchard Park Play Area (Coity Higher Community Council) and lease renewal for Griffin Parks Veterans Hub (Porthcawl Town Council) were also finalised. Leases for the playing fields and pavilions at Cae Gof Playing Fields (Cefn Cribwr Athletic Club), Cwm Garw (Carn Rovers), Hermon Road / Metcalf Street (Caerau AFC), Pencoed Recreation Ground Green Spaces (Pencoed Town Council) and Woodlands Park (Pencoed Athletic BGC) were due to be completed shortly.  The additional three fixed-term contract posts (CAT Surveyor, Parks Assistant, and CAT Assistant) approved by CMB were in the process of being recruited to ensure that extra staff resources are available to progress the multiple transfers required to achieve MTFs savings in a more 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 Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DCO16.8</a> CP WBO2	Number of council owned assets transferred to the community for running <b>Higher Preferred</b>	4	5	15	13	4 ↑	Annual Indicator <b>Target Setting:</b> 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 <b>Performance:</b> The Covid-19 pandemic has impacted upon the engagement with some community groups and the finalisation of leases / management agreements. Issues surrounding specific sites, e.g. covenants, also ensures that the finalisation of leases can be delayed. It should also be noted that the lease for Cae Gof Playing Fields (Cefn Cribwr Athletic Club) was completed in May and Woodlands Park (Pencoed Athletic BGC) and Pencoed Recreation Ground Green Space (Pencoed Town Council) are due to be finalised shortly.

## Well-being Objective 3: Smarter use of resources

### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.1.1</a>	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 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. Reduction in financial liabilities achieved through the successful return of Sunnyside House to the Landlord. Following digital transformation as part of the Covid 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.
<a href="#">WBO3.2.5</a>	Identify opportunities for new ways of working and for service delivery	AMBER	Covid 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
<a href="#">WBO3.3.1</a>	Invest £1.3m to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions.	GREEN	Capital investment project remains live. We continue to work with the successful contractor; Ameresco, in order to finalise the detail of the Investment Grade Proposal of works in order to formally enter into contract. Works packages to commence.
<a href="#">WBO3.3.2</a>	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 Minewater Heat Scheme • Bridgend Heat Network	GREEN	The Local Area Energy Strategy is currently being updated. This may shift the focus slightly going forward to new or different projects, but the existing projects will continue to be delivered

Code	Commitment	Status	Comments
<a href="#">WBO3.3.3</a>	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, • Raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity. (COMM)	AMBER	Despite the impact of the pandemic, waste services did achieve current Welsh Government targets in its recycling performance. These are being audited and will be published by Welsh Government in the Autumn. The tender process for Recycling of Street Litter was delayed but has now been awarded and will commence this Summer. Whilst there has been a slight delay to some of these activities, these will be completed within the next quarter
<a href="#">WBO3.3.4</a>	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough. (COMM)	GREEN	Work programme has been completed. A tree planting feasibility was completed and identified a number of potential tree planting schemes to be delivered in future years. Schemes progressed in 20/21 include heritage planting at Newbridge Fields. The biodiversity schemes progressed were the Garw Valley river catchment invasive management project and the Ogmere Valley washeries project. Local Nature Reserve enhancement involved the Tremains Wood interpretation project and Frog Pond Wood accessibility works.

## Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DCO16.9</a> CP WBO3	Realisation of capital receipts targets <b>Higher Preferred</b>	£1,821,000	£2,800,000	£600,000	£3,090,000	£794,000 Trend not applicable	Quarterly Indicator <b>Target Setting:</b> Realistic target for the year <b>Performance:</b> The £150k Q4 target for 20/21 did not convert via sale completions and has been provisioned in a higher target for 21/22. The annual target has been exceeded.
<a href="#">DCO19.02</a> CP WBO3	Percentage of full statutory compliance across BCBC operational buildings <b>Higher Preferred</b>	New 19.20	100%	100%	62.7%	54.6% ↑	Quarterly Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> Compliance continues to improve with the Big 5 reaching 77% at year end. Covid impacted upon a number of compliance checks and services being undertaken and created additional compliance servicing tasks that had a negative effect on the compliance percentages reported. Notable improvements currently being made in relation to Gas and Water servicing that should push overall compliance closer to target in 21/22.
<a href="#">DCO20.01</a> CP WBO3	Annual Gas Consumption across the Authority - kWh <b>Lower Preferred</b>	New 20.21	New 20.21	Establish baseline	22,409,433 kWh	New 20.21	Annual Indicator <b>Target Setting:</b> New for 20-21 - Baseline setting <b>Performance:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon foot printing commission
<a href="#">DCO20.02</a> CP WBO3	Annual Electricity Consumption across the Authority - kWh <b>Lower Preferred</b>	New 20.21	New 20.21	Establish baseline	8,166,632 kWh	New 20.21	Annual Indicator <b>Target Setting:</b> New for 20-21 - Baseline setting <b>Performance:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon foot printing commission
<a href="#">DCO20.03</a> CP WBO3	Annual CO2 related to gas consumption across the Authority - kWh <b>Lower Preferred</b>	New 20.21	New 20.21	Establish baseline	4,120 kWh	New 20.21	Annual Indicator <b>Target Setting:</b> New for 20-21 - Baseline setting <b>Performance:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon foot printing commission
<a href="#">DCO20.04</a> CP WBO3	Annual CO2 related to electricity consumption across the Authority - kWh <b>Lower Preferred</b>	New 20.21	New 20.21	Establish baseline	1,903 kWh	New 20.21	Annual Indicator <b>Target Setting:</b> New for 20-21 - Baseline setting <b>Performance:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon foot printing commission
<a href="#">DCO20.05</a> CP WBO3	Percentage of Street cleansing waste prepared for recycling <b>Higher Preferred</b>	New 20.21	New 20.21	20%	postponed	New 20.21	Annual Indicator <b>Target Setting:</b> New for 20-21 - Baseline Setting <b>Performance:</b> This contract tender was delayed due to the pandemic last year. It has now been awarded and the contract will commence in July 2021. Target for 2021/22 should be 30%, increasing to 40% in 2022/23
<a href="#">DCO20.06</a> CP WBO3	Undertake schemes to increase the County Borough's tree cover <b>Higher Preferred</b>	New 20.21	New 20.21	1.50	2	new 20.21	Annual Indicator <b>Target Setting:</b> We will have lost the best part of half the year so will need to halve the

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							target <b>Performance:</b> No Performance Comments
<a href="#">DCO20.07</a> CP WBO3	Deliver community biodiversity schemes <b>Higher Preferred</b>	New 20.21	New 20.21	1.50	2	new 20.21	Annual Indicator <b>Target Setting:</b> We will have lost the best part of half the year so will need to halve the target <b>Performance:</b> No Performance Comments
<a href="#">DCO20.08</a> CP WBO3	Undertake Local Nature Reserve Enhancement projects <b>Higher Preferred</b>	New 20.21	New 20.21	2	2	new 20.21	Annual Indicator <b>Target Setting:</b> We will have lost the best part of half the year so will need to halve the target <b>Performance:</b> No Performance Comments
<a href="#">PAM/030</a> CP, PAM WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way <b>Higher Preferred</b>	69.34%	70%	No target	68.82%	67.66% ↑	Quarterly Indicator <b>Target Setting:</b> No Target - Covid-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. <b>Performance:</b> No Performance Comments
<a href="#">PAM/030 a)</a> CP PAM feeder WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse <b>Higher Preferred</b>	New 20.21	New 20.21	No target	0.38%	New 20.21	Quarterly Indicator <b>Target Setting:</b> No Target - Covid-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. <b>Performance:</b> No Performance Comments
<a href="#">PAM/030 b)</a> CP PAM feeder WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled <b>Higher Preferred</b>	New 20.21	New 20.21	No target	48.48%	New 20.21	Quarterly Indicator <b>Target Setting:</b> No Target - Covid-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. <b>Performance:</b> No Performance Comments
<a href="#">PAM/030 c)</a> CP PAM feeder WBO3	Percentage of municipal waste collected by local authorities as source segregated biowastes that are composted or treated biologically in another way <b>Higher Preferred</b>	New 20.21	New 20.21	No target	19.96%	New 20.21	Quarterly Indicator <b>Target Setting:</b> No Target - Covid-19 impact with ceased garden service and closed Community Recycling Centres will negatively affect performance which is unpredictable. <b>Performance:</b> No Performance Comments
<a href="#">PAM/043</a> CP, PAM WBO3	Kilograms of residual waste generated per person <b>Lower Preferred</b>	122.95 Kg	130 Kg	No target	131.45 Kg	123.83 Kg ↓	Quarterly Indicator <b>Target Setting:</b> Covid-19 impact makes increased outcome unpredictable <b>Performance:</b> There were significant changes to tonnages generated per person as a consequence of lock down restrictions and working from home. Whilst this PI has increased, so has the tonnages of recycling to offset the impact on recycling levels.

## Other

## Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 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 <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> No Performance Comments
DCO16.28 Local Other priority	Supervisory staff in Neighbourhood services to deliver a Safety communication (eg. toolbox talk) to their section <b>Higher Preferred</b>	86.59%	100%	100%	95%	100% ↓	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> Changes to working practices due to Covid-19 restrictions have had an impact on the number of toolbox talks that have taken place in some service areas.
PAM/010 PAM Other priority	Percentage of highways inspected of a high or acceptable standard of cleanliness <b>Higher Preferred</b>	85.45%	97%	97%	99.42%	94.64% ↑	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> No Performance Comments
PAM/020 PAM Other priority	Percentage of: Principal (A) roads in overall poor condition <b>Lower Preferred</b>	3.98%	4.5%	4.5%	3.88%	4.29% ↑	Annual Indicator <b>Target Setting:</b> Target retained at previous level <b>Performance:</b> No Performance Comments
PAM/021 PAM Other priority	Percentage of: non-principal (B) roads in overall poor condition <b>Lower Preferred</b>	3.91%	4.2%	4.2%	3.18%	3.87% ↑	Annual Indicator <b>Target Setting:</b> Target retained at previous level <b>Performance:</b> No Performance Comments
PAM/022 PAM Other priority	Percentage of: non principal (C ) roads in overall poor condition <b>Lower Preferred</b>	8.01%	8.6%	8.6%	7.34%	8.6% ↑	Annual Indicator <b>Target Setting:</b> Target retained at previous level <b>Performance:</b> No Performance Comments
PAM/035 PAM Other priority	Average number of days taken to clear fly tipping incidents <b>Lower Preferred</b>	2.79 days	2.50 days	2.50 days	2.01 days	2.69 days ↑	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> No Performance Comments

## Corporate Director - Communities

### Well-being Objective One - Supporting a successful sustainable economy

#### Commitments

Page 88

Code	Commitment	Status	Comments
<a href="#">WBO1.2.1</a>	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"> <li>• Redevelopment of Maesteg Town Hall providing improved community facilities to include the town library, performance spaces, offering improvement accessibility for visitors and creating jobs.</li> <li>• Complete the sale of Salt Lake Development for food retail as part of an ambitious regeneration scheme in Porthcawl.</li> </ul>	GREEN	<p>Work on Maesteg Town Hall is progressing well. As reported in Q2 the project end date has slipped, due to various issues including Covid-19. However, work is progressing well and visual changes to the building are starting to emerge, and the next few months should see a dramatic change. The Marketing of a plot on the northern part of the Salt Lake for a food store is complete and a preferred bidder was selected based on deliverability, compliance and cost, and reported to Cabinet in January 2021. Contracts have been exchanged and the supermarket is now in discussions with planning to submit an application asap, to meet the conditions of the contract.</p> <p>Work will continue at pace with the development of Maesteg Town Hall. We will continue working with the food retailer to bring the development to fruition, and to incorporate the proposals for the food store development into the wider proposals on Salt Lake.</p>
<a href="#">WBO1.2.2</a>	Create better town centres through improving property and the environment.	GREEN	<p>The Town Centre Masterplan Final Draft was completed in October 2020 and was put out to public consultation for a 3 month period between December 2020 and March 2021. The consultation received positive feedback from the public and stakeholders. This was reported to Scrutiny in April 2021. The Masterplan will be formally reported to Cabinet for endorsement in summer 2021 having taken account of consultation comments and scrutiny feedback. Key projects within the plan are being pursued by officers. The Transforming Towns programme continues to operation in the Town Centres. 7 projects have been recommended for approval. and officers are working on developing a pipeline of new project while we engage with Welsh Government on identifying future funding. The team are also managing a Town Centre Covid recovery grant for capital work to urban premises to support social distancing measures. to date over 60 grants have been awarded across the county borough.</p> <p>The final version of the Masterplan will be reported to Cabinet over the summer months taking account of the Consultation responses and report to Scrutiny. Officers are continuing to work on projects within the masterplan including the Bridgend College in relation to the Town centre and the improvements to the railway station. We are continuing to talk to Welsh Government about the potential grant allocations for large scale development in the centre over the coming year</p>

#### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DCO1.1.3i</a> CP WBO1	Number of vacant premises in town centres: Bridgend <b>Lower Preferred</b>	60	66	no target	74	64 ↓	<p>Annual Indicator</p> <p><b>Target Setting:</b> Targets are null &amp; void due to Covid-19. This year will be about monitoring the situation &amp; 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.</p> <p><b>Performance:</b> Although the number of vacant premises in Maesteg, Porthcawl and Bridgend has increased, the actual number is marginal. This is at a time when the number of visitors to town centres has been at an all-time low due to the Covid-19 pandemic. To help address this and to ensure it does not become a continual trend, BCBC are due to consult on its Deposit replacement Local Development Plan shortly. This will contain appropriate policies to help promote the vitality and viability of BCBC's town centres, which have been informed by a Retail Study. In addition a masterplan for Bridgend Town Centre will also shortly be published.</p>



Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg <b>Lower Preferred</b>	10	9	no target	16	13 ↓	Annual Indicator <b>Target Setting:</b> 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. <b>Performance:</b> As per above comment
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl <b>Lower Preferred</b>	11	10	no target	21	19 ↓	Annual Indicator <b>Target Setting:</b> 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. <b>Performance:</b> As per above comment
DCO1.1.3iv CP WBO1	The number of vacant premises in town centres: Pencoed <b>Lower Preferred</b>	6	6	no target	7	↔	Annual Indicator <b>Target Setting:</b> 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. <b>Performance:</b> As per above comment
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development <b>Higher Preferred</b>	£20,8m	£13.0m	£13.0m	£13.5m	£15.0m Trend not applicable	Annual Indicator <b>Target Setting:</b> 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 <b>Performance:</b> As per above comment
DCO18.11 CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). <b>Higher Preferred</b>	2,160,100	2,500,000	no target	1,960,919	2,761,095 ↓	Quarterly Indicator <b>Target Setting:</b> 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. <b>Performance:</b> The footfall data reflects the restrictions put in place by Welsh Government due to the Covid-19 pandemic. This meant that all non-essential retail was closed for long periods during the year, as were pubs, restaurants, cafes and service sector businesses such as health and beauty. Consequently, the town centres were only open for essential retail and essential services such as banks, opticians and dentists.
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) <b>Higher Preferred</b>	6,761,710	7,200,000	no target	3,129,858	6,353,997 ↓	Quarterly Indicator <b>Target Setting:</b> 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. <b>Performance:</b> The footfall data reflects the restrictions put in place by Welsh Government due to the Covid-19 pandemic. This meant that all non-essential retail was closed for long periods during the year, as were pubs, restaurants, cafes and service sector businesses such as health and beauty. Consequently, the town centres were only open for essential retail and essential services such as banks, opticians and dentists

## Well-being Objective Three - Smarter use of resources

## Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.2.3</a>	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	Whilst deliverable MTFs savings were made, the Covid 19 Pandemic significantly affected the directorates ability to deliver improvements in all area's. Garden waste charge increase targets were not possible to implement as the service was made free following the pandemic caused service interruption. The increased charges for Shopmobility could not be applied as the facility was closed. Corporate Landlord targeted savings, became difficult to realise with social distancing affecting work activities and staff re-deployment onto Covid 19 response plans both negatively effecting productivity. The lack of ability to deliver savings was offset however by Covid cost claims and to WG and Covid caused underspends in area's such as sports pitch maintenance due to the playing of sports being suspended.

## Performance Indicators

PI Ref No	PI Description	Annual target 20-21 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCO6.1.1i</a> <a href="#">CP feeder</a> <a href="#">WBO3</a>	Value of planned budget reductions achieved (Communities)	646	57	8.8%	350	54.2%	239	37%	See comment under WBO3.2.2.

## Other Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CHR002i</a> PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) <b>Lower Preferred</b>	10.97 days	10.96 days	12.84 days	7.19 days	12.85 days ↑	Quarterly Indicator <b>Target Setting:</b> To improve performance <b>Performance:</b> No Performance Comments
<a href="#">DCO5.6.13</a> Local Other priority	Number of working days lost to industrial injury (Communities) <b>Lower Preferred</b>	0.24 days	0 days	0 days	0 days	0.68 days ↑	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> No Performance Comments
<a href="#">DCO5.6.14</a> Local Other priority	Number of industrial injury incidents (Communities) <b>Lower Preferred</b>	4	0	0	0	3 ↑	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> No Performance Comments
<a href="#">PAM/018</a> PAM Other priority	Percentage of all planning applications determined in time <b>Higher Preferred</b>	80%	80.1%	80.1%	64%	77.5% ↓	Quarterly Indicator <b>Target Setting:</b> % 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. <b>Performance:</b> We continue to have delays registering applications which results in officers having less

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							time to process the applications within the statutory 8 week target. Officers also have significant numbers of applications each to determine.
<a href="#">PAM/019</a> PAM Other priority	Percentage of planning appeals dismissed <b>Higher Preferred</b>	73%	66%	66%	82%	81% ↑	Quarterly Indicator <b>Target Setting:</b> % range falls within 'good' category of National Planning Performance Framework <b>Performance:</b> No Performance Comments
<a href="#">PAM/036</a> PAM Other priority	Number of additional affordable housing units delivered per 10,000 households <b>Higher Preferred</b>	23.90	To be confirmed	To be confirmed	Postponed	Postponed	Annual Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> no further data available

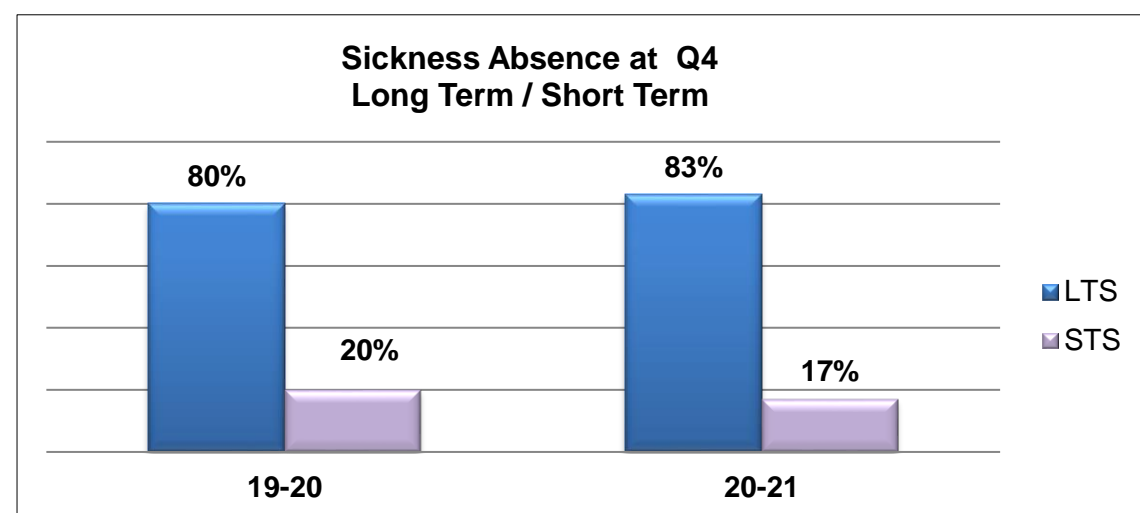
## Additional Sickness Information by Service Area

Page 92

Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 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				
Operations - Communities Services	Cleaner Streets & Waste Contract Management	47.00	222.00	14	4.93	125.00	11	2.66	20.01	6.98	12.84
	Corporate Landlord	123.23	705.43	97	5.88	491.05	68	3.98	18.20	10.67	
	Economy, Natural Resources & Sustainability	71.72	0.00	1	0.00	20.00	7	0.28	1.21	1.34	
	Highways & Green Spaces	179.62	555.96	43	3.34	263.75	20	1.47	11.29	4.18	
Planning & Development Services	34.35	18.00	5	0.60	0.00	0	0.00	2.28	0.15		
Strategic Regeneration	13.93	6.00	4	0.48	0.00	0	0.00	1.67	0.21		
<b>Communities Directorate Total</b>	<b>472.85</b>	<b>1507.39</b>	<b>164</b>	<b>3.84</b>	<b>899.80</b>	<b>106</b>	<b>1.90</b>	<b>12.85</b>	<b>7.19</b>		

## Sickness Absence by Reason

Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	43.00	0.00	0.00	0.00	43.00	1.31%
Chest & Respiratory	0.00	0.00	21.00	9.00	30.00	0.92%
Coronavirus COVID - 19	0.00	0.00	5.26	23.39	28.65	0.87%
Eye/Ear/Throat/Nose/Mouth/Dental	5.00	20.04	2.06	13.24	40.34	1.23%
Genitourinary / Gynaecological	0.00	1.35	44.59	43.24	89.18	2.72%
Heart / Blood Pressure / Circulation	3.57	0.06	2.91	19.93	26.47	0.81%
Infections	29.37	178.59	131.81	58.50	398.27	12.16%
MSD including Back & Neck	160.58	170.97	106.05	155.58	593.18	18.11%
Neurological	5.51	12.00	17.42	8.30	43.23	1.32%
Stomach / Liver / Kidney / Digestion	161.92	77.15	106.45	28.31	373.83	11.41%
Stress / Anxiety / Depression / Mental Health	392.35	286.67	389.46	540.30	1608.78	49.12%
<b>TOTALS</b>	<b>801.29</b>	<b>746.84</b>	<b>827.01</b>	<b>899.80</b>	<b>3274.93</b>	



## KEY:

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

This page is intentionally left blank

## SOCIAL SERVICES & WELL-BEING - PERFORMANCE YEAR END 2020-21

Page 95

### Director comment

2020/21 was a unique year for Social Services and Well-being in Bridgend given the impact of the Covid-19 global pandemic on all aspects of wellbeing, adults and children's services. The services were at the front line of responses with partners to keeping people safe, well and connected but had to radically change operating models throughout the year to reflect the restrictions on society as a consequence of the public health measures implemented to protect people from the impact of the virus. For large parts of the year business continuity arrangements were in place in the council and regionally through the Local Resilience Forum and supporting Incident Management Team, with safeguarding partners through the Cwm Taf Morgannwg Regional Safeguarding Board and with the Cwm Taf Morgannwg Health Board. Safeguarding and ensuring the business continuity of essential services was the priority throughout the year and there Social Services and Wellbeing was highly successful in adopting new ways of working, assessing risk dynamically and focussing all activity on supporting frontline social care services to operate in the most extraordinary of times. It is important to note that whilst managing the impact of the pandemic on Bridgend's most vulnerable citizen's was clearly the key priority that there continued to be positive, and indeed improved performance in key areas including the remodelling of adult and children's services and keeping connecting and co-ordinating community wellbeing. The quality and performance of SSWB to supporting people's safety and wellbeing has been the subject of a robust assurance check by Care Inspectorate Wales which found high levels of assurance in how well the Council had worked with people and partners in fulfilling our statutory duties.

Commitments year ended 2020-21		RAG – progress against commitment			All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators		
Directorate Commitments to delivering Wellbeing objectives		Total	Red	Amber	Green	Performance vs Target	Trend vs year end 2019-20 (exc finance)	Performance vs Target	Trend vs year end 2019-20
Wellbeing Objective One – Supporting a successful economy		0	0	0	0		↑ 5 ↓ 3 ↔ 1 At maximum		
Wellbeing Objective Two – Helping people to be more self-reliant		5	0	4	1				
Wellbeing Objective Three – Smarter use of resources		2	1	1	0				
<b>Finance</b>					<b>Implications of Financial Reductions on Service Performance and other Key Issues/challenges</b>				
<b>Revenue Budget</b> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2020-21 is <b>£73.363m</b>.</li> <li>The year-end outturn is <b>£72.289m</b> with an under spend of <b>£974,000</b>.</li> </ul> <b>Capital Budget</b> <ul style="list-style-type: none"> <li>The capital budget for the Directorate for 2020-21 is <b>£1.338m</b> with a spend of <b>£586,000</b>. The slippage is currently being worked on.</li> </ul>					<b>Implications of financial reductions on Service Performance</b> <p>The Directorate achieved a significant underspend in 2020/21 as a consequence of prudent financial management and maximising the investment of short term funding such as the COVID hardship fund and Winter Pressures investment to support essential service delivery and associated spend. Services provided by SSWB are highly cost effective with low numbers of high cost placements in adults and children's services when benchmarked to comparable authorities. The focus on understanding people's strengths and a culture of promoting independence has meant that despite demographic pressures savings have been achieved by supporting and facilitating people's independence and reducing reliance on more institutional forms of care such as residential care.</p>				

**Efficiency Savings**

Savings (£000)	2020-21	% 2020-21
<b>Savings Target</b>	820	100%
<b>Savings achieved</b>	635	77%
<b>Variance</b>	185	23%

Additional financial information is provided in the Revenue Budget Outturn 2020-21 report presented to Cabinet on 22 June 2021 and the Capital Programme Outturn 2020-21 on 20 July 2021.

**Key challenges facing the Directorate going forward**

There are a number of significant financial pressures facing Social Services and Well-being in Bridgend. These include but are not limited to:

- The well evidenced medium and longer term impact on the need and demand for adult and children's social care services. Modelling undertaken at an all Wales level and locally strongly evidences the impact of the extended lockdown and of 'long-Covid' on physical and mental health and wellbeing will mean more people have greater needs for preventative and care services and social work.
- Bridgend social services has received significant investment from the Welsh Government Transformation Fund to invest in services to improve wellbeing and community care provision for adults. This funding comes to an end part way during 2021/22 meaning a sustainable business case is required to ensure the benefits of the short term investment are realised.
- The social care commissioned workforce was at the fore of the response to Covid-19 and there is an opportunity to reflect the real living wage in the recommissioning of domiciliary care services and care home fee setting which is critical to retention, recruitment and quality of service but represents a significant financial challenge.

**Corporate Risks**

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risks identified as being material (above a score of 10) can be found in the Overview Report which forms part of these documents.

**Head of Adult Social Care****Well-being Objective Two - Helping people and communities to be more healthy and resilient****Commitments**

Code	Commitment	Status	Comments
<a href="#">WBO2.1.1</a>	Expand a range of integrated community services over an extended day. (SSWB)	<b>AMBER</b>	Issues beyond the control of the service, most notably the focus on responding to the Covid-19 pandemic, have hindered the achievement of this commitment. The end of Transformation Funding means that the achievability of this priority will need to be reviewed to ensure that it is affordable when short term funding ceases.
<a href="#">WBO2.3.1</a>	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. (SSWB)	<b>GREEN</b>	All MDT meetings are now functioning in the three community cluster network teams. There is participation and engagement across primary, community and third sector services. The implementation of the team around the individuals and anticipatory and contingency care planning has been delayed significantly by the impact of the pandemic. Progress, however, has continued to be made and the engagement of the community clusters is progressing positively.



## Performance Indicators

Page 97

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">PM19 (PAM/025) (SCA/021)</a> PAM, SSWBPM WBO2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over <b>Lower Preferred</b>	4.79	4	7.00	No data available	5.45	Quarterly Indicator <b>Target Setting:</b> Based on Public Health Wales' guidance on admissions into Care homes <b>Performance:</b> 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 is not available for 2020-21.
<a href="#">SSWB37</a> CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) <b>Higher Preferred</b>	New 20.21	New 20.21	2,200	1,974	New 20.21	Quarterly Indicator <b>Target Setting:</b> Based on current data <b>Performance:</b> Covid-19 has changed hospital activity this year, therefore comparators with previous years is not relevant. Other factors such as individuals declining service input and more recently reasons of frailty and deconditioning is reducing numbers of referrals.
<a href="#">SSWB38a (AD/011a)</a> CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support <b>Higher Preferred</b>	New 20.21	New 20.21	Establish baseline	34.32%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish Baseline - this is a new PI <b>Performance:</b> Percentages will be affected by reduced referral numbers, although performance rate still satisfactory..
<a href="#">SSWB38b (AD/011b)</a> CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support <b>Lower Preferred</b>	New 20.21	New 20.21	Establish baseline	5.05%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish Baseline - new PI <b>Performance:</b> Percentages will be affected by reduced referral numbers, although performance rate still satisfactory.
<a href="#">SSWB38c (AD/011c)</a> CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support <b>Higher Preferred</b>	New 20.21	New 20.21	Establish baseline	52%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish Baseline - new PI <b>Performance:</b> Excellent performance in light of the changing profile of individuals referred..
<a href="#">SSWB38d</a> Local WBO2	Percentage of reablement packages completed that neither reduced, maintained nor mitigated the need for support <b>Lower Preferred</b>	New 20.21	New 20.21	Establish Baseline	8.63%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish Baseline - new PI <b>Performance:</b> Percentages will be affected by reduced referral numbers, although performance rate still satisfactory.
<a href="#">SSWB43</a> CP WBO2	Proportion (%) of individuals in managed care supported in the community <b>Higher Preferred</b>	New 20.21	New 20.21	74%	75.34%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Based on current data <b>Performance:</b> This figure has been fluctuating throughout the year mainly due to the impact of the global pandemic. Although now more appropriately aligned to anticipated performance it will need close monitoring giving the level of decompensation of people who have been shielding over the last year as well as the impact of people potentially not seeking help in a timely way.
<a href="#">SSWB44</a> CP WBO2	Proportion (%) of individuals in managed care supported in a care home setting <b>Lower Preferred</b>	New 20.21	New 20.21	26%	24.66%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Based on current data <b>Performance:</b> During the last year there has been a significant impact on the usual commissioning placement activity in the care home sector. Caution must continue to be exercised when considering these figures because of the limitation of community options for individuals with complex needs during the

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							restrictions. In addition, many people have delayed seeking care and support which has made them more frail and less able to manage at home with a plan of care and support.
<a href="#">SSWB45</a> Local WBO2	Numbers of Anticipatory Care Plans (ACP) in place <b>Higher Preferred</b>	New 20.21	New 20.21	Establish baseline	112	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish baseline <b>Performance:</b> The delays in implementing the MDT modelling in the cluster networks has delayed the rollout of the implementation of anticipatory/contingency care plans throughout the Bridgend locality. Work on this is now progressing however the current performance is some way from where we had hoped to be in terms of the rollout of plans.

## Head of Childrens Social Care

### Well-being Objective Two - Helping people and communities to be more healthy and resilient

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO2.2.1</a>	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. (SSWB)	AMBER	During this year there has been a slight decrease in the overall number of children looked after by Bridgend CBC (from 394 to 390). When this is broken down further and we exclude children living with family members, or people connected to their families, and Unaccompanied Asylum Seeking Children the reduction is even greater (from 238 to 222). Our focus remains supporting children and young people ceasing to be looked after where this is in their best interests. A key strand of Bridgend's safe care experienced children reduction strategy action plan is to apply to the family court for the revocation of Placement with Parent care orders where this is supported by work with the child and the family. We are also seeking to increase the number of Special Guardian Orders. Much of this activity has been adversely impacted by the Covid 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. The safe reductions of our Looked After Children numbers would be supported by the restructure of our safeguarding teams which will lead to the creation of a Care Experienced Children's Team in Q3 of 2021.

#### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">PM24 (PAM/028)</a> PAM, SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales <b>Higher Preferred</b>	71.50%	85%	85%	95.36%	73.84% ↑	Quarterly Indicator <b>Target Setting:</b> In line with average Wales performance <b>Performance:</b> 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.
<a href="#">PM33 (PAM/029)</a> PAM, SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. <b>Lower Preferred</b>	10.24%	12%	11%	10.26%	9.39% ↓	Quarterly Indicator <b>Target Setting:</b> Target moved in-line with performance in 19/20 <b>Performance:</b> We have continued to see a rise in the number of children who are experiencing placement instability as lockdown measures ease. There are many reasons that contribute to this and include, children/young people returning to face to face contact with parents, children/young people finding it difficult to comply with Welsh Government guidelines that impacted on their contact with friends to name just two. Within the Fostering Service a

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							review is being undertaken in relation to Placement Stability to consider what steps can be taken to improve this in the year ahead.
<a href="#">SSWB24 (SCC001b)</a> 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. <b>Higher Preferred</b>	100.0%	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Every child should have a plan for permanence <b>Performance:</b> 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.
<a href="#">SSWB39 (CH/039)</a> CP, SSWBPM WBO2	The number of children and young people looked after <b>Lower Preferred</b>	381	378	375	390	394 ↑	Quarterly Indicator <b>Target Setting:</b> Linked to WG target <b>Performance:</b> During this year there has been a slight decrease in the overall number of children looked after by Bridgend CBC (from 394 to 390). When this is broken down further and we exclude children placed with family members and Unaccompanied Asylum Seeking Children the reduction is greater (from 238 to 222). Our focus remains on children and young people ceasing to be looked after and a key piece of Bridgend's LAC 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 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. The safe reductions of our Looked After Children numbers would be supported by the restructure of our safeguarding teams which will lead to the creation of a Care Experienced Children's Team in Q3 of 2021.
<a href="#">SSWB40 (CH/047)</a> SSWBPM WBO2	The number of children looked after who are placed within Wales, but outside of the responsible local authority <b>Lower Preferred</b>	New 19.20	83	87	90	101 ↑	Annual Indicator <b>Target Setting:</b> Linked to WG target <b>Performance:</b> Significant progress has been made with a reduction of 11 children who are placed outside the local authority's border (from 101 in 2020 to 90 in 2021). It is worth noting that of the 90 children currently placed outside the LA's boundary, 34% are either living at home with their parents or are living with connected persons foster carers. A further 23% are living with BCBC foster carers who live in a neighbouring authority. Of the remaining 38 children, 68% have been in their current home for over 12 months and it would not be in their best interests to change these arrangements at the present time. The service continues to seek to support children within Bridgend County Borough boundaries wherever possible and we continue to actively recruit new foster carers with a view to supporting a further reduction in this number.
<a href="#">SSWB41 (CH/048)</a> SSWBPM WBO2	The number of children looked after who are placed outside of Wales <b>Lower Preferred</b>	N/A	7	9	14	10 ↓	Annual Indicator <b>Target Setting:</b> Linked to WG target <b>Performance:</b> Whilst this shows that the target to reduce the number of care experienced children who are living outside of Wales has not been met. However, of the 14 care experienced children who are outside Wales, 13 are either living at home with their parents or are living with connected persons foster carers and therefore it would not be in their best interests to change these arrangements. The Department is actively seeking to discharge Care Orders for children in such arrangements where it is safe to do so.
<a href="#">SSWB42</a> Local WBO2	Total number of apprenticeships taken by looked after children across all employers <b>Higher Preferred</b>	New 20.21	New 20.21	Establish baseline	6	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish Baseline <b>Performance:</b> There were 6 apprenticeships in total over the year, all of whom were carried over into 2020/21. No new apprenticeships started during 2020/21 caused by the challenges of identifying apprenticeships during the Covid pandemic.

## Corporate Director - Social Services & Wellbeing

### Well-being Objective Two - Helping people and communities to be more healthy and resilient

Page 100

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO2.3.2</a>	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and creating age friendly communities	AMBER	With restrictions continuing throughout the year at leisure and cultural venues alternative approaches have been needed. In quarter three, 257k visits were positively seen at leisure centres/pools. The Halo@Home online resource developed 17 classes for older adults and 8 chair based workouts. Digital resources issued by libraries amounted to 65,832 whilst 15,226 resources were distributed by the Books at Home service. Exercise referral support was continued on-line and supported by Public Health Wales.
<a href="#">WBO2.3.3</a>	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 is progressing with the Cwm Taf Morgannwg Regional Partnership Board to develop a strategy for children and young people's emotional health and wellbeing. The RPB has formally adopted the nest/nyth framework launched by Welsh Government. This sets out a whole school approach and implementation will be led by the Health Board and Education and Family Support Services. Expert advice has been commissioned to support the development of the adult mental health strategy.

#### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">PAM/017 (LCS002b)</a> 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 <b>Higher Preferred</b>	9,223	9,150	N/A	No data available	8,788	Quarterly Indicator <b>Target Setting:</b> No target set as leisure centres closed due to Covid <b>Performance:</b> The leisure facilities were closed via restrictions in quarter 4. During quarter 3 the venues run by Halo Leisure attracted 257,233 visits and dual use venues on school sites attracted 13343 visits. It is uncertain on the visits to playing fields that would normally form part of this calculation.
<a href="#">PAM/041</a> PAM WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16- weeks <b>Higher Preferred</b>	57.04%	44%	N/A	No data available	Data not yet published	Annual Indicator <b>Target Setting:</b> Establish Baseline <b>Performance:</b> This data is provided by Public Health Wales but the scheme has been curtailed nationally and with no new referrals able to be accepted as not able to be assessed face to face .The scheme has operated remotely but only for pre-existing participants and is not comparable in any way.
<a href="#">PAM/042</a> PAM WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16-weeks <b>Higher Preferred</b>	Data not yet published	N/A	N/A	No data available	Data not yet published	Annual Indicator <b>Target Setting:</b> Establish Baseline <b>Performance:</b> This data is provided by Public Health Wales but the scheme has been curtailed nationally and with no new referrals able to be accepted as not able to be assessed face to face .The scheme has operated remotely but only for pre-existing participants and is not comparable in any way.
<a href="#">SSWB46</a> CP WBO2	Number of individuals engaged in targeted programmes linked to leisure and cultural facilities and services <b>Higher Preferred</b>	New 20.21	New 20.21	Establish baseline	1,137	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish baseline <b>Performance:</b> Feel Good for Life programme has supported 100 people living with dementia and carers.200 unpaid carers supported via Connecting Carers programme with Wales Co-Operative Centre. There were over 400 individual users of the halo'home programme with 3331 visits to virtual classes. Books at home has supported 437 individuals whilst 136 people supported by exercise referral remotely.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">SSWB47</a> CP WBO2	Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part <b>Higher Preferred</b>	New 20.21	New 20.21	Establish baseline	No data available	New 20.21	Quarterly Indicator <b>Target Setting:</b> Establish baseline <b>Performance:</b> 1935 access to leisure memberships retained during the year although numbers fluctuate during lockdown periods. 65,832 digital library resources issued and 53,664 physical issues plus 15,226 books at home resources supporting the vulnerable based on 3036 visits. 204k visits estimated at Bryngarw park where enhancements have been taking place linked to Welsh Govt investments. Data doesn't align to individuals but rather the volume of usage- the intention behind this PI was to remove cost as a barrier to participation but venues closed for three quarters of the year therefore not possible to calculate.

### Well-being Objective Three - Smarter use of resources

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.2.3</a>	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. (SSWB)	<b>RED</b>	The directorate has made good progress in service and financial sustainability of social services and wellbeing. Service and financial planning is increasingly challenge as there is an increased need and demand for social care and services in the County Borough are cost effective. The end of the Transformation Fund presents a significant financial challenge as does cost pressures associated with the recommissioning of quality services. The long term funding of social care remains unresolved at a national level and presents a significant risk.
<a href="#">WBO3.2.5</a>	Identify opportunities for new ways of working and for service delivery. (SSWB)	<b>AMBER</b>	A refreshed strategic transformation programme, Improving Outcomes for the Joneses, has been launched which will steer the continued transformation of prevention, practice, provision, wellbeing and workforce over the next 3 years. Adequate resourcing of this programme strategically and at a programme management levels is needed to deliver in a timely way.

#### Performance Indicators

PI Ref No	PI Description	Annual target 19-20 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<b>DWB6.1.1iii</b> <b>(SSWB12)</b> <b>WBO3</b>	Value of planned budget reductions achieved (SS & Wellbeing)	820	185	22.5	0	0	635	77.5	The impact of the pandemic means that the focus has been on providing essential services, which have benefited from short term investment, in 20/21.

## Other

Page 102

## Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CHR002iii</a> <a href="#">(SSWB13)</a> PAM feeder Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) <b>Lower Preferred</b>	19.12 Days	19.11 Days	17.75 Days	16.85 Days	17.76 Days ↑	Quarterly Indicator <b>Target Setting:</b> Corporate target <b>Performance:</b> The more flexible working arrangements available to staff during the pandemic has supported an improvement in sickness levels, in particular short term sickness.
<a href="#">DWB5.6.8.5</a> <a href="#">(SSWB14)</a> Local Other priority	Number of working days lost per FTE due to industrial injury (SS & Wellbeing) <b>Lower Preferred</b>	0.11 Days	0 Days	0 Days	0.38 Days	0.41 Days ↑	Quarterly Indicator <b>Target Setting:</b> Corporate target <b>Performance:</b> This is monitored in line with corporate policy.
<a href="#">SSWB15</a> Local Other priority	Number of individual injury incidences (SS & Wellbeing) <b>Lower Preferred</b>	6	0	0	14	8 ↓	Quarterly Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> This is monitored in line with corporate policy.

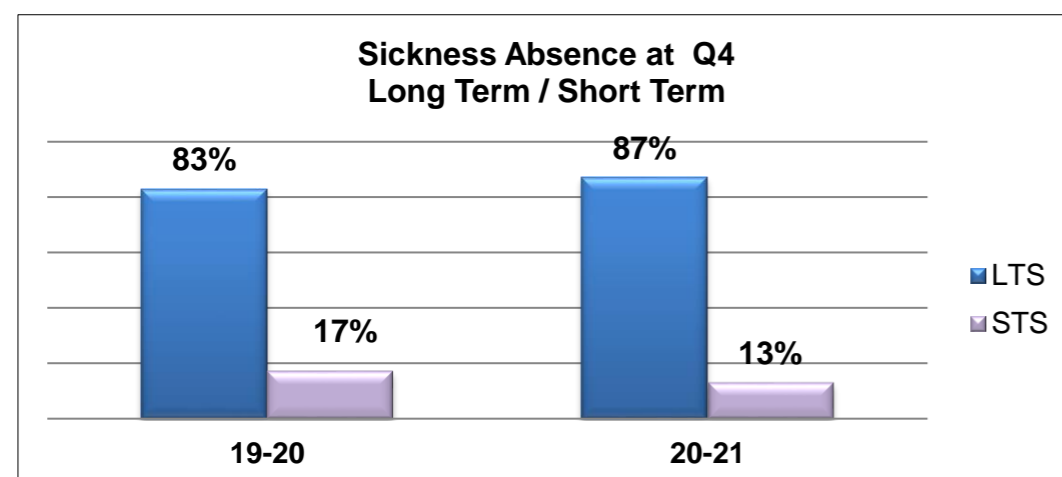
## Sickness broken down by Service Area

Page 103

Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 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			
Adult Social Care	595.48	3331.01	301	5.52	3441.97	263	5.78	18.14	18.67	17.75
Business Support - SS&W	39.81	198.00	9	5.15	81.00	6	2.03	25.59	3.20	
Children's Social Care	187.43	648.26	57	3.61	911.21	59	4.86	16.30	15.43	
Prevention and Wellbeing	19.80	4.86	2	0.25	8.92	1	0.45	1.68	1.51	
<b>Social Services and Wellbeing Directorate Total</b>	<b>843.52</b>	<b>4182.13</b>	<b>369</b>	<b>4.97</b>	<b>4443.10</b>	<b>329</b>	<b>5.27</b>	<b>17.76</b>	<b>16.85</b>	

## Sickness broken down by absence reason

Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	36.41	0.06	22.29	123.35	182.11	1.27%
Chest & Respiratory	109.65	94.79	98.70	49.46	352.60	2.46%
Coronavirus COVID - 19	0.00	35.14	252.50	941.79	1229.43	8.57%
Eye/Ear/Throat/Nose/Mouth/Dental	111.77	49.11	35.76	145.78	342.42	2.39%
Genitourinary / Gynaecological	16.04	0.07	1.02	33.69	50.82	0.35%
Heart / Blood Pressure / Circulation	159.65	159.65	168.29	139.31	626.90	4.37%
Infections	123.59	207.53	216.59	236.38	784.09	5.47%
MSD including Back & Neck	654.82	494.48	482.27	521.18	2152.75	15.01%
Neurological	5.68	76.98	66.07	91.87	240.60	1.68%
Other / Medical Certificate	0.00	0.68	5.68	1.37	7.73	0.05%
Pregnancy related	73.20	80.69	26.22	15.00	195.11	1.36%
Stomach / Liver / Kidney / Digestion	250.99	164.13	181.09	186.62	782.83	5.46%
Stress / Anxiety / Depression / Mental Health	1884.04	1538.22	2011.36	1957.26	7390.88	51.55%
<b>TOTALS</b>	<b>3425.83</b>	<b>2901.52</b>	<b>3567.84</b>	<b>4443.10</b>	<b>14338.29</b>	



## KEY:

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



## CHIEF EXECUTIVE – PERFORMANCE YEAR END 2020-21

### Chief Executive comment

The year 2020/21 was uniquely challenging as has been well documented . The impact of the Covid -19 pandemic on the Council, it's priorities and the way in which it carried out it's business, including the interaction with residents all changed incredibly rapidly. In many respects the assessment of performance of the Council as a whole and of the Chief Executive's Directorate has to be seen in that context, which has inevitably meant that some of the commitments and indicators that were set before 2020/21 have not been achieved but other priorities that were not apparent at that time have come to the fore and been incredibly successful, largely focussed on the response to the pandemic and the public health agenda . For this we are grateful to the huge adaptability, resilience and fortitude of our staff. Specifically the response and latterly the recovery actions that have been taken with regard to providing services and accommodation for homeless people, setting up and establishing a test trace and protect service, providing enhanced ICT kit and support to allow the majority of staff to work effectively from home, new enforcement and advice services based around Covid in the Shared Regulatory Service, administering significant additional financial support programmes for local businesses, and organising together with the Health Board the venues and the staffing for the roll out of the successful vaccination programme. In addition the impact of the pandemic has led to additional and enhanced wellbeing services being made available for staff . Finally the complication of arranging complex elections and ensuring they were delivered in a safe and effective manor became a significant additional logistical burden.

In these circumstances it is inevitable that other commitments and indicators were given less focus. In particular the overall social and economic ' landscape ' and Covid restrictions made it more difficult to progress some of the empty property work, to develop things like the foundational economy procurement strategy, to roll out the staff training programme in the way envisaged and there was a slowing in the implementation of the apprenticeship programme (accelerated again since April 2021 but not part of this review). Similarly while working remotely and predominantly from home for most staff largely demonstrated that it could in the main be achieved effectively and that productivity was not impacted, the significant cultural change should not be underestimated. The inexitable drop off in completion of staff appraisals for the last year will need to be addressed as arguably having clear objectives and regular performance appraisal will become even more important if face to face and team meetings and interaction are less common.

Other successes over the last year include a significant decrease in short term sickness, although the relative increase in mental health/anxiety type illnesses will need to be monitored carefully and the additional care and support measures that have been implemented continued. The Directorate financial position resulted in an eventual underspend of just over £1 million , but budget monitoring throughout the year was characterised by huge and continuing uncertainty about what level of Covid claims to Welsh Government would be successful and the late receipt of grants, which while welcome made effectively forecasting the year end position impossible. The financial uncertainty of what future settlements and Covid related payents for Welsh Government will look like, eg support for homeless people, is a signifixant risk moving forward.

Overall the Directorate has responded very well to substantial challenges but the focus and priorities have not always been the ones envisaged at the beginning of the year which is reflected in the number of amber and red status ' flags' in both the commitments and performance indicators.

Commitments year ended 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 year end 2019-20 (exc finance)	Performance vs Target	Trend vs year end 2019-20
Directorate Commitments to delivering Wellbeing Objectives								
Wellbeing Objective One – Supporting a successful economy	1	0	1	0		↑ 17 ↓ 17 ↔ 10 All at maximum		
Wellbeing Objective Two – Helping people to be more self reliant	2	0	2	0				
Wellbeing Objective Three – Smarter use of resources	5	0	2	3				

## Finance

## Revenue Budget

- The net revenue budget for the Directorate for 2020-21 is **£18.774m**.
- The year-end outturn is **£17.678m** with an under spend of **£1.096m**.

## Capital Budget

- The capital budget for the Directorate for 2020-21 is **£5.205m** with a spend of **£3.452m**. The slippage is currently being worked on.

## Efficiency Savings

Savings (£000)	2020-21	% 2020-21
<b>Savings Target</b>	508	100%
<b>Savings achieved</b>	508	100%
<b>Variance</b>	0	0%

Additional financial information is provided in the Revenue Budget Outturn 2020-21 report presented to Cabinet on 22 June 2021 and the Capital Programme Outturn 2020-21 on 20 July 2021.

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

Implications of financial reductions on Service Performance

Overall all of the agreed efficiency/saving targets have been achieved in 2020/21. There have however been some unexpected and increased expenditure in many areas, most notably housing/homelessness and ICT. It is at this stage unclear whether Welsh Government will continue to fund in full some of the increased burdens around homelessness, and while we received 50% of claims for ICT cost last year we know moving forward that a new operating model for the Council, that is likely to be based on a 'hybrid' model of some home/remote working for many staff, and more limited office working, will require investment to ensure everyone is IT enabled and also an acceleration of the digital agenda to ensure fit for purpose services for our residents.

Key challenges facing the Directorate going forward

The most significant challenges relate to 'recovery' and 'renewal' from the pandemic. The pace of change has been rapid and the response of staff often extraordinary but it is clear that in parts of the Directorate [and indeed the organisation] there are issues with staff resilience, wellbeing and recruitment and retention. As mentioned above, we are not clear yet on the financial situation moving forward and the uncertainty makes effective planning more difficult. There are also a plethora of new legislative demands creating capacity issues in parts of the Directorate, for example the Local Government and Elections Act and the new Socio Economic duty, and the emerging Corporate Joint Committees.

Significant programmes of work lay ahead around the implementation of the digital strategy, compromised by the capacity issues in ICT and in developing and establishing a 'new operating model' for the Council, ensuring some of the good things that have changed over the last year endure but building and improving on those things that have worked less well to ensure an effective and sustainable way forward for the way the Council does its business. This will require substantial input from Human Resources and Organisation Development, ICT, Business Administration and legal and finance colleagues, among others.

Corporate Risks

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risks identified as being material (above a score of 10) can be found in the Overview Report which forms part of these documents.

## Chief Officer - Legal, HR & Regulatory Services

### Well-being objective one - Supporting a successful sustainable economy

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO1.2.4</a>	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: <ul style="list-style-type: none"> <li>Developing procurement strategies to boost the foundational economy</li> </ul>	AMBER	Work is still ongoing with Centre for Local Economic Strategies (CLES) and neighbouring public sector bodies on community wealth building. The pilot for anchor institutions is progressing and work is still ongoing.

### Well-being objective three - Smarter use of resources

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.2.1</a>	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. (CED)	GREEN	Regional procurement processes have been ongoing in line with the regional forward work plan.
<a href="#">WBO3.2.2</a>	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. (CED)	AMBER	<p>The response to the pandemic has meant significant organisational and cultural change has taken place. Teams have been deployed to work in different places and or in new ways. The mobilisation of a large proportion of the workforce to homeworking has demonstrated the capacity to respond positively to change. Albeit this meant for many, a change of focus impacting upon normal business.</p> <p>As such, it is inevitable that there has been an impact in taking forward a number of planned actions during the year, due to the pandemic, which is demonstrated in the performance of the respective measures.</p> <p>At the start of the year all face-to-face training was postponed as was the recruitment to the corporately funded apprenticeships. Similarly capacity across the council meant that the staff survey was delayed until June 2021 and staff appraisals were not conducted as normally expected. Whilst many of these have been refocussed, e.g. remote recruitment and training, some areas including training and performance appraisals will need to be monitored closely in 2021/2022.</p>

### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED28</a> CP WBO3	Percentage of staff participating in the staff survey <b>Higher Preferred</b>	41.52%	44.8%	44.5%	Postponed	38.38%	Annual Indicator <b>Target Setting:</b> Target set to improve on performance <b>Performance:</b> No Data - Survey postponed until 21/22.
<a href="#">CED33</a> CP WBO3	Percentage of managers attending the Managers Induction programme who rated it as excellent or good <b>Higher Preferred</b>	New 20.21	New 20.21	80%	100%	New 20.21	Quarterly Indicator <b>Target Setting:</b> New Indicator for 20-21, baseline year target set at 80% <b>Performance:</b> 3 virtual workshops have been run during the year, with 100% of attendees giving a rating of either good or excellent.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">PAM/044</a> CP, PAM WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees <b>Higher Preferred</b>	New 20.21	New 20.21	7.75	7.49	7.75 ↓	Annual Indicator <b>Target Setting:</b> Target Setting for 2020-21 - To maintain performance <b>Performance:</b> It should be noted that there are a further 4 Apprentices that have been recruited from the corporate programme and taken up post. However these are not included in the 2020/2021 figures as they were not in post by 31.03.2021.

## Other

## Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED4</a> Local Other priority	Number of employees accessing funded programmes to gain qualifications and gain skills <b>Higher Preferred</b>	67	70	70	41	138 ↓	Quarterly Indicator <b>Target Setting:</b> Maintain previous target <b>Performance:</b> Some of the funded training which is usually available to staff such as ICT workshops have not been held as these are normally provided in the ICT training room. Other funded qualifications have been promoted where possible
<a href="#">CED30</a> Local Other priority	Percentage of completed staff appraisals where ITrent was used <b>Higher Preferred</b>	N/A	N/A	59%	43.81%	58.14% ↓	Annual Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> During 2020/2021 the level of appraisals completed fell below the target. Managers' focus was on maintaining contact with teams and individuals. This year was an exception and appraisals are already underway for the current year.
<a href="#">CED31</a> Local Other priority	Number of staff attending Mental Health Awareness or Mental Wellbeing training <b>Higher Preferred</b>	New 19.20	Set baseline	111	197	111 ↑	Quarterly Indicator <b>Target Setting:</b> Maintain performance (19-20 actual) <b>Performance:</b> During Q4, 11 virtual workshops were run i.e. Resilience (x2), Mindfulness (x1), Communication in the Online Workplace (x3), Confidence in the Workplace (x3) and Loss and Bereavement (x2)..
<a href="#">DOPS17</a> Local Other priority	The total number of formal committee meetings made available to the public using webcasts <b>Higher Preferred</b>	10	10	10	67	12 ↑	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS24</a> Local Other priority	The percentage of minutes submitted for approval to the next meeting of the Committee/Panel <b>Higher Preferred</b>	89.52%	90%	90%	92.05%	88.39% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS25 (a)</a> Local Other priority	Percentage of births registered within 42 days <b>Higher Preferred</b>	98.15%	99%	99%	56.19%	98.94% ↓	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Performance has been directly impacted by Covid-19. The Register Office was closed to staff and the public for the whole of Q1 and again from 20th December until 8th February and therefore no births could be registered during these periods. When the Register Office was able to reopen there were huge backlogs 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 has improved when the office has been open but the annual target was unachievable.
<a href="#">DOPS25 (b)</a> Local	Percentage of still-births registered within 42 days <b>Higher Preferred</b>	100%	98%	98%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
Other priority							
<a href="#">DOPS26</a> Local Other priority	Percentage of customers registering a birth or death seen within 30 mins of arrival <b>Higher Preferred</b>	98.28%	90%	90%	Not available	97.62%	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Data for this indicator is currently not available due to the changes to the Registrars Service during the Covid pandemic
<a href="#">DOPS27</a> Local Other priority	Percentage of customers offered an appointment regarding marriage/civil partnership within 5 days <b>Higher Preferred</b>	100%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS28</a> Local Other priority	Percentage of applications dealt with within 5 days of receipt <b>Higher Preferred</b>	100%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS29</a> Local Other priority	Percentage of satisfied customers (Registrars Service) <b>Higher Preferred</b>	100%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Target achieved. Data is for Q2-Q4, no data available for Q1 due to changes to the Registrars Service due to the Covid pandemic.
<a href="#">DOPS30</a> Local Other priority	The average number of chargeable hours per full time equivalent (FTE) fee-earner in the legal service department <b>Higher Preferred</b>	1,482 hours	1,200 hours	1,200 hours	1,548 hours	↑ 1,529 hours	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Target and 19/20 annual value exceeded despite time recording not being completed in full during April and May 2020 when homeworking started and not all systems were available to fee earners.
<a href="#">DOPS31 (LS1)</a> 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 <b>Higher Preferred</b>	98.74%	95%	95%	100%	↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS36</a> Local Other priority	The number of apprentices employed across the organisation <b>Higher Preferred</b>	43	25	35	34	↓ 35	Annual Indicator <b>Target Setting:</b> Maintain performance (2019-20 actual) <b>Performance:</b> It should be noted that there are a further 4 Apprentices that have been recruited from the corporate programme and taken up post. However these are not included in the 2020/2021 figures as they were not in post by 31.03.2021.
<a href="#">PPN009 (PAM/023)</a> PAM Other priority	Percentage of food establishments which are broadly compliant with food hygiene standards <b>Higher Preferred</b>	97.52%	94%	94%	97.24%	↓ 97.49%	Quarterly Indicator <b>Target Setting:</b> Target setting 2020-21 - Target set to maintain performance <b>Performance:</b> No Performance Comments

## Head of Finance

### Well-being objective two - Helping people and communities to be more healthy and resilient

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO2.2.3</a>	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 COVID19 response) and support transition into long-term solutions to prevent homelessness and escalation into statutory services (CED)	AMBER	<p>Welsh Government's Covid 19 guidance which changed priority need status for Homeless applicants as an emergency measure to Covid meant that everyone applying to the authority had a temporary accommodation duty. This has increased homeless presentations considerably by almost 50%. It has also changed the type of cases presenting as more complex cases were being supported which in turn resulted in the inability in some cases to secure a permanent housing solution. The 2020/2021 target was set against legislation and duties owed to person's pre legislative changes. And targets will have to be change to reflect current and future changes in order to have realistic achievements. Partnership with 3rd sector parties remains strong and they have been instrumental in supporting us to meet our duties.</p> <p>The removal of priority need was being consulted on by Welsh Government prior to the current pandemic and a report produced on the same. It is therefore unlikely that Welsh Government are going to revert the legislation to that of pre Covid. The likely outcome being that the level of presentations will remain the same which will mean that the Council has to focus activities in providing and reviewing temporary accommodation options to respond to increasing numbers and complexity It is intended to focus actions on increasing housing stock through with RSL's and continue our strong partnerships with the 3rd sector to develop more supported accommodation where possible such as Housing First model support and services and accommodation for people with substance misuse conditions.</p>
<a href="#">WBO2.2.4</a>	Work with landlords to return empty properties back into use helping to increase the availability of affordable housing for sale or rent. (CED)	AMBER	<p>Work with landlords to increase the supply of affordable housing continues. Although impacted by Covid 19 lockdown restrictions slowing the work rate, efforts continue to increase housing supply where possible and as restrictions ease it is intended to implement the changes as outlined. Predictions may need to be revised to reflect circumstances but at this stage predictions remain on target.</p> <p>A bid for funding was made by the Council for Phase 2 WG Funding to respond to Covid allowed the council to achieve added value in a recent scheme in Maesteg which was brought back into use 12 units through empty properties grant. By using our nomination rights to this property we were able to work with a 3 party provider to incorporate this scheme into our temporary supported accommodation portfolio. This collaboration between the private sector landlord, Council grant, Welsh Government funds, and Pobl means that tenants are provided with 24/7 support ensuring they get the support needed. A further bid made by the Council for Phase 2 WG funding allowed 5 empty houses in Wildmill to be purchased by an RSL (Linc) and be brought back into use for homeless families who will be supported by a 3rd sector support provider the Wallich. A further empty property in Nolton Street has received Phase 2 funding and this is expected to be delivered in 21/22 financial year in partnership with Linc Cymru (RSL) This increases our accommodation portfolio. A review of empty properties grants and loans has been undertaken to simplify the process for applicants and to incorporate the Western Valleys Empty Properties scheme which links grants to nomination rights for the Council.</p>

#### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DOPS15</a> <a href="#">(PAM/012)</a> CP, PAM WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <b>Higher Preferred</b>	70.6%	70%	72%	67.2%	66.2% ↑	<p>Quarterly Indicator</p> <p><b>Target Setting:</b> Target Setting 2020-21 - Target set to improve performance.</p> <p><b>Performance:</b> Securing suitable alternative accommodation has been hindered by the pandemic as there were periods of times where the housing market was not open due to Covid restrictions. In addition it would appear that costs in the private rented sector increased. A majority of presentations have been from those who have been asked to leave by family or friends. In ordinary circumstances we would have been able to negotiate for them to remain in the family home however, Covid has had a considerable impact in family/friends relationship breakdown. The demand on single person accommodation outweighs the stock. The highest percentage of persons presenting as homeless have been single persons</p>

Page 11

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DOPS39</a> 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. <b>Lower Preferred</b>	8.1%	11.85%	10%	50.4%	10.51% ↓	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - The Council's priority is to prevent homelessness. We have a strategy in place, hence the lower target. <b>Performance:</b> The current pandemic has seen a considerable increase in homeless, more than was anticipated at the outset and for a period longer than expected. There has been an approximate 65% increase in homeless presentations compared to the previous year. The emergency changes to the Housing (Wales) Act has removed priority need status which means we have a duty to secure accommodation for far more persons/households. During this time, there has been slower progress in new tenancies due to Covid restrictions resulting in far more applications reaching final duty. The highest percentage of persons requiring permanent accommodation is that of single person household (75%) where stock already outweighed demand. Due to the change in priority need status we have also seen an increase in the complexity of individuals requiring secure accommodation which has impacted on the ability to secure accommodation at prevention or relief stage as these individual require multi agency support and planning
<a href="#">PAM/045</a> CP, PAM WBO2	Number of additional dwellings created as a result of bringing empty properties back into use <b>Higher Preferred</b>	New 19.20	5	7	2	20 ↓	Annual Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target set to improve performance <b>Performance:</b> Due to the guidance on calculation of PAM/045 we are unable to include 14 units of accommodation brought back into use in Maesteg and Wildmill, although in a state of disrepair the units were pre-existing. Two houses were also converted into 4 units of accommodation but only 2 would be considered as additional.
<a href="#">PSR004</a> ( <a href="#">PAM/013</a> ) 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 <b>Higher Preferred</b>	8.41%	5%	6%	Data delayed	Data delayed	Annual Indicator <b>Target Setting:</b> Target setting 2020-21 - Target set to improve performance. <b>Performance:</b> In order to comply with the calculation guidance for this PAM it requires data from other departments/agencies to be included, who have not yet supplied the necessary data. The data is being chased and will be provided as soon as it is available

### Well-being Objective three - Smarter use of resources

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.2.4</a>	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools. (CED)	AMBER	The delivery of Hwb end user devices was completed as scheduled. The Covid-19 pandemic has prevented the contractor from attending some schools to complete the installations of high speed WI-FI by March 31st 2021. The project end date is now August 31st 2021, which has been agreed with the director of education and Welsh Government.

#### Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED34 a)</a> CP WBO3	Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices. <b>Higher Preferred</b>	New 20.21	New 20.21	100%	57%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - New PI, baseline setting <b>Performance:</b> The Covid-19 pandemic has prevented the contractor from attending schools to complete the installations. The project end date will now be later than expected.

Page 12

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED34 b</a> CP WBO3	Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices. <b>Higher Preferred</b>	New 20.21	New 20.21	100%	55%	New 20.21	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - New PI, baseline setting <b>Performance:</b> The Covid-19 pandemic has prevented the contractor from attending schools to complete the installations. 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 Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED5</a> Local Other priority	Percentage of first call resolutions <b>Higher Preferred</b>	52.12%	52.2%	52.03%	65.67%	52.02% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> No Performance Comments
<a href="#">CED6</a> Local Other priority	Percentage of contact: telephone (English and Welsh) <b>Lower Preferred</b>	66.4%	66.3%	58.11%	52.8%	58.12% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> No Performance Comments
<a href="#">CED7</a> Local Other priority	Percentage of contact: face to face (English and Welsh) <b>Lower Preferred</b>	14.7%	14.6%	7.98%	0%	7.99% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> The face to face channel was closed during the Covid pandemic. However residents have continued to be supported across the other channels
<a href="#">CED8</a> Local Other priority	Percentage of contact: email (English and Welsh) <b>Lower Preferred</b>	7.9%	7.8%	10.53%	16.8%	10.54% ↓	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> There has been an increased in the number of inbound emails during the pandemic. Priority is being given on developing online services and migrating these over from the current CRM system to the new digital platform. Once this phase has been completed, the next phase of development will include the creation of a new online "contact us" form to replace the talktous email address. This will reduce the number of inbound emails and will help promote online and drive channel shift.
<a href="#">CED13</a> Local Other priority	Percentage of contact online (Customer Services) via My Account <b>Higher Preferred</b>	11.0%	11.1%	23.36%	30.4%	23.35% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance <b>Performance:</b> No Performance Comments
<a href="#">CED15</a> Local Other priority	Percentage of Council Tax due for the financial year which was received by the authority in that year <b>Higher Preferred</b>	97%	97.1%	97%	95.3%	96.3% ↓	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Collection rates down on last year due to COVID 19 and no ability to summons accounts due to lack of Court dates.
<a href="#">CED17</a> Local Other priority	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year <b>Lower Preferred</b>	38.17%	35%	35%	24.91%	33.73% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Due to COVID 19 recovery action taken at a minimum this year. A small amount of summonses have been issued but the amount is probably less than 2.5% of what would have been



Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							issued by this time of year normally. The Court date for January 2021 was adjourned to April 2021 so no recovery action could be taken on these debts until after the court date.
<a href="#">CED26</a> Local Other priority	Percentage of providers that are in fully compliant contracts <b>Higher Preferred</b>	New 19.20	100%	100%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Target set to achieve full compliance. <b>Performance:</b> Of those contracts monitored, all are fully compliant.
<a href="#">CED32</a> Local Other priority	The average number of days taken to deliver preventative discretionary housing grants <b>Lower Preferred</b>	N/A	N/A	12.44 days	11.05 days	12.44 days ↑	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target set to maintain previous performance <b>Performance:</b> No Performance Comments
<a href="#">CED36 a)</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 <b>Higher Preferred</b>	New 20.21	New 20.21	Set baseline	316	New 20.21	Annual Indicator <b>Target Setting:</b> New for 2020-21 - Baseline Setting <b>Performance:</b> No Performance Comments
<a href="#">CED36 b)</a> 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 <b>Higher Preferred</b>	New 20.21	New 20.21	Set baseline	168 units	New 20.21	Annual Indicator <b>Target Setting:</b> New for 2020-21 - Baseline Setting <b>Performance:</b> No Performance Comments
<a href="#">DOPS4</a> Local Other priority	Increase the number of interactions from citizens on the corporate social media accounts (Including Facebook and Twitter) <b>Higher Preferred</b>	6.17%	5%	5%	52.91%	9.94% ↑	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance. <b>Performance:</b> The total number of social media interactions this year increased to 126,031 compared to 82,422 for the previous financial year
<a href="#">DOPS33</a> Local Other priority	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good <b>Higher Preferred</b>	96.30%	90%	90%	95.83%	95.155% ↑	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS34 (a)</a> Local Other priority	Availability of voice and data network (%) <b>Higher Preferred</b>	100%	99.99%	99.99%	99.45%	100% ↓	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target set to maintain performance <b>Performance:</b> On 16th October 2020, an excavator cut through BCBC fibre optic cables between Sunnyside House and Civic Offices/Raven's Court. This resulted in total loss of ICT services until 6pm on Saturday 17th October.
<a href="#">DOPS34 (b)</a> Local Other priority	Availability of storage area network (core computing) (%) <b>Higher Preferred</b>	100%	99.9%	99.99%	100%	100% ↔	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">DOPS34 (c)</a> Local Other priority	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%) <b>Higher Preferred</b>	99.95%	99.9%	99.9%	99.61%	99.91% ↓	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target set to maintain performance <b>Performance:</b> On 16th October 2020, an excavator cut through BCBC fibre optic cables between Sunnyside House and Civic Offices/Raven's Court. This resulted in total loss of ICT services until 6pm on Saturday 17th October.

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">DOPS41</a> Local Other priority	The percentage of people who feel they are able to live more independently as a result of receiving a DFG in their home <b>Higher Preferred</b>	100%	80%	80%	100%	98.1% ↑	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Satisfaction levels are expected to remain high but the numbers of DFG's delivered will be much reduced <b>Performance:</b> No Performance Comments
<a href="#">DOPS44</a> Local Other priority	Percentage of contracts awarded in line with programme guidelines and on time <b>Higher Preferred</b>	100%	100%	100%	100%	100% ↔	Annual Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Families First contracts awarded in 2020/21 in line with new Welsh Government programme guidance and specific Covid related guidance around face-to-face service delivery.
<a href="#">DRE6.2.3</a> Local Other priority	Percentage of undisputed invoices paid within 30 days (OA) <b>Higher Preferred</b>	96.93%	97%	97%	95.66%	96.07% ↓	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> Within the number of invoices that exceeded the target there will be instances where invoices had not been received and a second copy had to be provided by the supplier, the invoices was delayed in transit or where the information provided by the supplier was insufficient to ensure the invoice could be paid within the timeframe. The number of payments that exceeded the within 30 Days target has increased very slightly from 3.93% in 19/20 to 4.34% in 20-21. Given the extraordinary circumstances faced during the year by all departments and staff involved in the payment process, increased demand for specific payments to be processed, adapting to working from home and the changes required to the payments process itself to enable this, along with other external factors outside of our control, such as delays in royal mail deliveries, have unfortunately meant that the performance is less than the target originally set.
<a href="#">DRE6.12.1 a)</a> Local Other priority	Average time (days) taken to process housing benefit (HB) new claims <b>Lower Preferred</b>	New 20.21	New 20.21	20 days	17.52 days	New 20.21	Quarterly Indicator <b>Target Setting:</b> Target based on current circumstances and will be revised downwards if the situation improve <b>Performance:</b> No Performance Comments
<a href="#">DRE6.12.1 b)</a> Local Other priority	Average time (days) taken to process council tax benefit (CTB) new claims <b>Lower Preferred</b>	N/A	New 20.21	28 days	27.11 days	New 20.21	Quarterly Indicator <b>Target Setting:</b> Target based on current circumstances and will be revised downwards if the situation improve <b>Performance:</b> No Performance Comments
<a href="#">DRE6.12.2</a> Local Other priority	Average time (days) taken to process housing benefit (HB) and council tax benefit (CTB) change events <b>Lower Preferred</b>	5.77 days	7 days	6 days	2.87 days	4.51 days ↑	Quarterly Indicator <b>Target Setting:</b> Target setting 2020-21 - Target based on maintaining current performance. <b>Performance:</b> No Performance Comments
<a href="#">FIN3.2.1</a> Local Other priority	Percentage of Council Tax customers accessing on-line service through "My Account" <b>Higher Preferred</b>	16.15%	30%	35%	17.27%	8.63% ↑	Annual Indicator <b>Target Setting:</b> Target setting 2020-21 - Increase on previous year will decrease as saturation point is reached on those using My Account <b>Performance:</b> Figure inserted for percentage of council tax payers on e-billing as at annual billing which shows a significant increase this year possibly due to COVID 19 and the fact that everyone has been under lockdown or working from home for most of the year.
<a href="#">PSR002 (PAM/015)</a> PAM Other priority	Average number of calendar days taken to deliver a Disabled Facilities Grant <b>Lower Preferred</b>	291 days	250 days	250 days	322 days	292 days ↓	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target retained <b>Performance:</b> Performance for this year under Covid 19 restrictions has affected the ability to process cases. 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 ie builders, agents, etc meant that the council's activities were curtailed during this period and performance indicators will not show an improvement in performance at this stage. In January, Cabinet gave approval for a new operational model to be adopted and to agree a collaborative approach with Neath Port Talbot for a 2

Page 115

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
							year period. This model is being developed to transform the previous model of operation into one that is a streamlined and citizen centred and which, when fully introduced, will see improvements in the future.
<a href="#">PSR009a</a> Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people <b>Lower Preferred</b>	572 days	472 days	472 days	648 days	478 days ↓	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - Target retained <b>Performance:</b> Performance for this year under Covid 19 restrictions has affected the ability to process cases. 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 meant that the council's activities were curtailed during this period and performance indicators will not show an improvement in performance at this stage. In January, Cabinet gave approval for a new operational model to be adopted and to agree a collaborative approach with Neath Port Talbot for a 2 year period. This model is being developed to transform the previous model of operation into one that is a streamlined and citizen centred and which, when fully introduced, will see improvements in the future.
<a href="#">PSR009b</a> Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults <b>Lower Preferred</b>	273 days	250 days	250 days	301 days	284 days ↓	Quarterly Indicator <b>Target Setting:</b> Target Setting 2020-21 - target retained <b>Performance:</b> Performance for this year under Covid 19 restrictions has affected the ability to process cases. 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 ie builders, agents, etc meant that the council's activities were curtailed during this period and performance indicators will not show an improvement in performance at this stage. In January, Cabinet gave approval for a new operational model to be adopted and to agree a collaborative approach with Neath Port Talbot for a 2 year period. This model is being developed to transform the previous model of operation into one that is a streamlined and citizen centred and which, when fully introduced, will see improvements in the future.

## Chief Executive

### Well-being Objective three - Smarter use of resources

#### Commitments

Code	Commitment	Status	Comments
<a href="#">WBO3.2.3</a>	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. (CED)	GREEN	The Chief Executive's Directorate has met all its MTFS proposals for 2020-21 and developed MTFS budget reductions of £130,000 for 2021-22. Budget monitoring reports, MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.
<a href="#">WBO3.2.5</a>	Identify opportunities for new ways of working and for service delivery. (CED)	GREEN	Due to the ongoing Covid restrictions, it has been essential for the majority of employees working at home to continue to do so, in line with government guidance. ICT equipment has been accessed where required as part of the risk assessment process to enable staff to work safely at home. Work on new service models will be considered in 2021/2022 as part of the work of the Service Transformation and Accommodation project, which will be guided by a set of corporate strategic principles.

## Performance Indicators

PI Ref No	PI Description	Annual indicator target 20-21 £'000	Performance as at Year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">CED21</a> Local WBO 3	The value of proposed MTFS budget savings in the Chief Executive's Directorate <b>Higher preferred</b>	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 Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED35</a> CP WBO3	The percentage of staff working from home <b>None Preferred</b>	New 20.21	New 20.21	Set baseline	41.5%	New 20.21	Annual Indicator <b>Target Setting:</b> New Indicator for 2020-21 – Baseline to be established <b>Performance:</b> The number of staff working from home also includes those that work from home and attend at office / undertake assessments when required.

## Other

## Performance Indicators

Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED22</a> PAM feeder 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 <b>Lower Preferred</b>	8.59 days	8.58 days	11.09 days	6.43 days	11.10 days ↑	Quarterly Indicator <b>Target Setting:</b> Target set to improve performance (<2019-20 actual) <b>Performance:</b> No Performance Comments
<a href="#">CED23</a> Local Other priority	Number of days lost per FTE through industrial injury Chief Executive's Directorate <b>Lower Preferred</b>	0 days	0 days	0 days	0 days	0 days ↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">CED24</a> Local Other priority	Number of industrial injury incidences Chief Executive's Directorate <b>Lower Preferred</b>	0	0	0	0	0 ↔	Quarterly Indicator <b>Target Setting:</b> Target set to maintain performance <b>Performance:</b> No Performance Comments
<a href="#">CED29(a)</a> Local Other priority	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 <b>Higher Preferred</b>	35%	36%	38%	postponed	37%	Annual Indicator <b>Target Setting:</b> Target Setting 2020-21 - to improve on 2019-20 actual <b>Performance:</b> No Data - Survey postponed
<a href="#">CED29(b)</a> Local Other priority	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 <b>Higher Preferred</b>	59%	60%	67%	postponed	66%	Annual Indicator <b>Target Setting:</b> Target Setting 2020-21 - to improve on 2019-20 actual <b>Performance:</b> No Data - Survey postponed

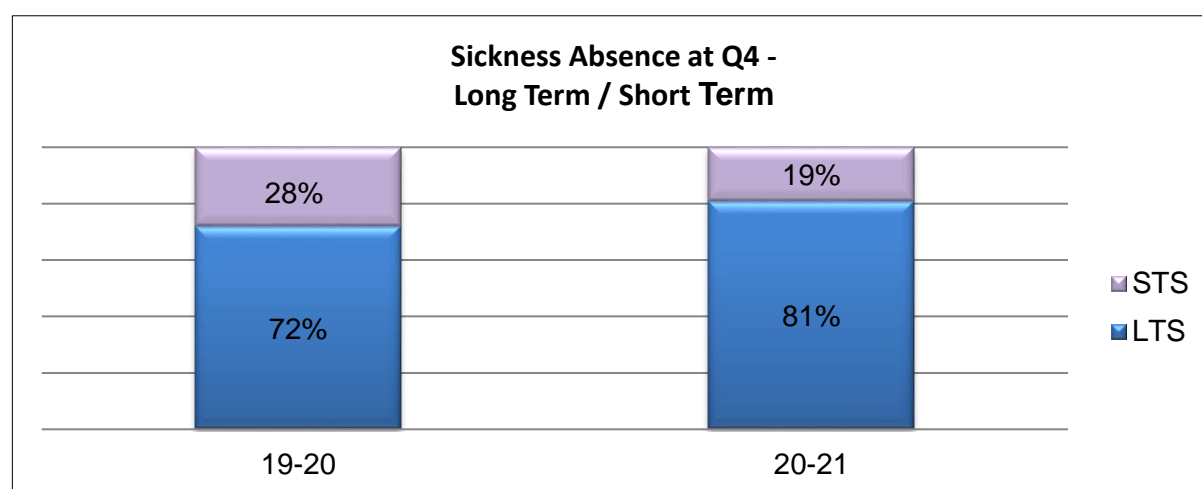
Ref No, PI Type, Link to WBO	PI Description and Preferred Outcome	Annual Actual 18-19	Annual Target 19-20	Annual Target 20-21	Year End 20-21 & RAG	Trend Year End 20-21 vs 19-20	Comments
<a href="#">CED29(c)</a> Local Other priority	The proportion of staff reporting through survey that they agree or strongly agree with the statement: c) Working here makes me want to perform to the best of my ability <b>Higher Preferred</b>	69%	70%	75%	postponed	74%	Annual Indicator <b>Target Setting:</b> Target Setting 2020-21 - to improve on 2019-20 actual <b>Performance:</b> No Data - Survey postponed
<a href="#">CED29(d)</a> Local Other priority	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 <b>Higher Preferred</b>	31%	32%	40%	postponed	39%	Annual Indicator <b>Target Setting:</b> Target Setting 2020-21 - to improve on 2019-20 actual <b>Performance:</b> No Data - Survey postponed
<a href="#">CED29(e)</a> Local Other priority	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? <b>Higher Preferred</b>	59%	60%	73%	postponed	72%	Annual Indicator <b>Target Setting:</b> Target Setting 2020-21 - to improve on 2019-20 actual <b>Performance:</b> No Data - Survey postponed
<a href="#">DOPS20</a> Local Other priority	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate) <b>Higher Preferred</b>	79%	80%	80%	34%	87% ↓	Annual Indicator <b>Target Setting:</b> To maintain performance <b>Performance:</b> During 2020/2021 the level of appraisals completed fell below the target. Managers' focus was on maintaining contact with teams and individuals. This year was an exception and appraisals are already underway for the current year.

## Sickness broken down by Service Area

Unit	FTE 31.03.2021	QTR4 2019/20			QTR4 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	33.20	91.00	11	2.45	108.95	4	3.28	9.11	4.03	11.09
Finance, Performance & Change	242.50	753.29	82	3.08	371.78	38	1.53	20.15	7.15	
Legal, HR & Regulatory Services	94.83	267.38	40	2.97	85.25	10	0.90	11.28	5.49	
Chief Executive Directorate Total	<b>371.53</b>	<b>1111.66</b>	<b>133</b>	<b>2.98</b>	<b>565.98</b>	<b>52</b>	<b>1.52</b>	<b>11.10</b>	<b>6.43</b>	

## Sickness Absence by Reason

Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Chest & Respiratory	0.00	10.00	2.43	3.00	15.43	0.65%
Coronavirus COVID - 19	0.00	3.00	116.12	35.50	154.62	6.50%
Eye/Ear/Throat/Nose/Mouth/Dental	13.18	6.00	3.00	7.86	30.04	1.26%
Genitourinary / Gynaecological	30.00	48.00	0.00	0.00	78.00	3.28%
Heart / Blood Pressure / Circulation	0.00	3.00	0.00	72.00	75.00	3.15%
Infections	0.00	15.50	31.16	19.60	66.26	2.79%
MSD including Back & Neck	35.72	17.85	5.00	0.00	58.57	2.46%
Neurological	16.00	3.50	45.27	34.00	98.77	4.15%
Other / Medical Certificate	0.00	61.22	16.99	48.74	126.95	5.34%
Pregnancy related	0.00	0.00	1.50	5.00	6.50	0.27%
Stomach / Liver / Kidney / Digestion	89.00	49.88	75.36	25.00	239.24	10.06%
Stress / Anxiety / Depression / Mental Health	372.84	379.72	361.95	315.28	1429.79	60.10%
<b>TOTALS</b>	<b>556.72</b>	<b>597.66</b>	<b>658.78</b>	<b>565.98</b>	<b>2379.17</b>	



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

This page is intentionally left blank



**Proposed target changes from the published Corporate Plan are set out in red in the last column**

### WELL-BEING OBJECTIVE 1

Success Indicators	Actual 2019-20	Target 2020-21	Actual 2020-21	Published Target 2021-22	New Target 2021-22
Average capped 9 score for pupils in Year 11.	362	363.0	No data	N/A	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%	No data	N/A	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%	No data	N/A	N/A
Percentage of pupils achieving 3 A*-C grades at Level 3	55.4%	55.6%	No data	N/A	N/A
Percentage of Year 1 learners taught through the medium of Welsh.	7.58%	8.7%	7.61%	8.7%	8.7%
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	a) 74 b) 13 c) 19 d) 7	Bench marking	Bench marking
The number of visitors to town centres- footfall for a) Bridgend b) Porthcawl	a) 6.3m b) 2.7m	No targets	a) 3,129,858 b) 1,960,919	Bench marking	Bench marking
Financial value of externally funded town centre regeneration projects underway/in development.	£15m	£13m	£13.5m	£13m	£13m
Total annual expenditure by tourists.	£362.69m	N/A	Data available late summer 2021	Bench marking	Bench marking
Number of business start-ups.	475	No target	540 (1 yr time lag - data is for 2019-20)	Bench marking	Bench marking
The number of participants in the Employability Bridgend programme going into employment.	334	200	401	250	329

## WELL-BEING OBJECTIVE 2

Success Indicators	Actual 2019-20	Target 2020-21	Actual 2020-21	Published Target 2021-22	New Target 2021-22
Number of people aged 65+ referred to Community Resource Team.	Not applicable	2200	1974	2200	2200
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 d) increased need for support	Not applicable	Establish baseline	a) 34.32% b) 5.05% c) 52% d) N/A	(a) 33% (b) 11% (c) 48%	(a) 33% (b) 11% (c) 48% (d) 8%
Number of council owned assets transferred to the community for running.	4	15	13	10	10
Percentage of households threatened with homelessness successfully prevented from becoming homeless.	66.2%	72%	67.2%	60%	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%	50.4%	30%	30%
Number of additional dwellings created as a result of bringing empty properties back into use.	20	5	2	7	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.	Not applicable	6%	Data to be confirmed	6%	6
Number of children and young people looked after.	394	378	390	371	371
Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 12 months since leaving care	Not applicable	Establish baseline	42.86%	To be confirmed	>31%
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	Not applicable	Establish baseline	42.11%	To be confirmed	>37%
Percentage of care leavers who experience homelessness during the year (as defined by the Housing (Wales) Act 2014) within 12 months of leaving care.	Not applicable	Establish baseline	17.14%	To be confirmed	<17%
Percentage of completed Team Around the Family (TAF) support plans that close with a successful outcome.	70%	68%	68%	69%	69%
Percentage of individuals in managed care supported in the community.	Not applicable	74%	75.34%	75%	75%
Percentage of individuals in managed care supported in a care home setting.	Not applicable	26%	24.66%	25%	25%
Number of individuals engaged/supported in targeted programmes linked to leisure and cultural facilities and services.	Not applicable	Establish baseline	1137	Establish baseline	Establish baseline
Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part.	Not applicable	Establish baseline	No data available	Establish baseline	Establish baseline

## WELL-BEING OBJECTIVE 3

Success Indicators	Actual 2019-20	Target 2020-21	Actual 2020-21	Published Target 2021-22	New Target 2021-22
Percentage surplus capacity in primary schools.	9.36%	10%*	11.9%	10%*	10%
Percentage surplus capacity in secondary schools.	20.65%	18%	20.05%	18%	18%
Realisation of capital receipts targets.	£794k	£600k	£3.09m	£2m	£3.745m
Percentage of BCBC operational buildings achieve full statutory compliance.	54.6%	100%	62.7%	100%	100%
Percentage of staff participating in the staff survey.	38.3%	No survey	Postponed until 21/22	44.5%	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	New	80%	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)	7.49	N=35	N=35
Percentage budget reductions achieved (Overall BCBC budget).	89.42%	100%	85.8%	100%	100%
Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	N/A	100%	57%	100%	100%
Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices.	N/A	100%	55%	100%	100%
Annual gas consumption across the local authority – kWh.	N/A	Establish baseline	22,409,433 kWh	Establish baseline	Establish baseline
Annual electricity consumption across the local authority – kWh.	N/A	Establish baseline	8,166,632 kWh	Establish baseline	Establish baseline
Annual CO2 emissions related to gas consumption across the local authority – kWh.	N/A	Establish baseline	4,120 kWh	Establish baseline	Establish baseline
Annual CO2 emissions related to electricity consumption across the local authority – kWh.	N/A	Establish baseline	1,903 kWh	Establish baseline	Establish baseline
Kilograms of residual waste generated per person.	123.83Kg	No target	131.45Kg	120KG	123KG
Percentage of waste reused, recycled or composted.	67.66%	No target	68.82%	68%	68%
Percentage of waste: a) reuse b) recycled c) composted	N/A	No target	a) 0.38% b) 48.48% c) 19.96%	a) 1% b) 45% c) 20%	a) 1% b) 45% c) 20%
Percentage of street cleansing waste prepared for recycling.	N/A	20%	Postponed	20%	30%
Undertake schemes to increase the County Borough's tree cover.	N/A	1.5 schemes	2 schemes	2 schemes	2 schemes
Deliver community biodiversity schemes.	N/A	1.5 schemes	2 schemes	2 schemes	2 schemes

Success Indicators	Actual 2019-20	Target 2020-21	Actual 2020-21	Published Target 2021-22	New Target 2021-22
Undertake Local Nature Reserve Enhancement projects.	N/A	2 projects	2 projects	2 projects	2 projects

\*Target set by WG

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

5 JULY 2021

### REPORT OF THE CHIEF OFFICER - LEGAL, HR & REGULATORY SERVICES

#### FORWARD WORK PROGRAMME UPDATE

#### 1. Purpose of report

1.1 The purpose of this report is to:

- a) Present the Committee with the Forward Work Programme (**Appendix A**) for this Committee for consideration and approval;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Request the Committee to identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3;
- d) Present the Forward Work Programmes for the Subject Overview and Scrutiny Committees attached as **Appendices B, C and D** following consideration in their respective June Committee meetings;
- e) Present the Recommendations Monitoring Action Sheet (**Appendix E**) to track responses to the Committee's recommendations made at the previous meetings.

#### 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**:

- **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.
- **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.
- **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 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 3.2 The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to then prioritise and schedule.

#### Best Practice / Guidance

- 3.3 The Centre for Governance and Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be coordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.
- 3.4 Forward Work Programmes need to be manageable to maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 3.5 The Centre for Governance and Scrutiny (CfGS) guide to work effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

*'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'*

#### Corporate Overview and Scrutiny Committee Draft Forward Work Programme

- 3.6 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 19<sup>th</sup> May 2021, the scheduling of standing statutory reports to Scrutiny Committees upon: the Medium Term Financial Strategy, Performance, the Corporate Plan, Budget Monitoring, etc. were mapped to the appropriate meeting dates into a draft Forward Work Programme.
- 3.7 The draft Forward work programme for this Committee was prepared using a number of difference sources, including:

- Corporate Risk Assessment;
- Directorate Business Plans;
- Previous Scrutiny Committee Forward Work Programme report topics / Minutes;
- Committee / Member proposed topics;
- Policy Framework;
- Cabinet Work Programme;
- Discussions with Corporate Directors;
- Performance Team regarding the timing of performance information.

3.8 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g. the MTFs including draft budget proposals scheduled for consideration in December 2021, following which the Committee will coordinate the conclusions and recommendations from each of the Subject Overview and Scrutiny Committees in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2022.

3.9 An effective FWP identifies the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The FWP will remain flexible and will be revisited at each COSC meeting with updates from each SOSC FWP and any updated information gathered from FWP meetings with Corporate Directors.

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

4.1 The Committee approved its Forward Work Programme at its meeting on 9<sup>th</sup> June 2021.

4.2 The Subject Overview and Scrutiny Committee Forward Work Programmes are also being reported to the Committee for coordination and oversight of the overall FWP, following consideration by their respective Subject Overview and Scrutiny Committees. The SOSC FWP's will be included in the standing FWP Update report as updated by each SOSC meeting..

#### Identification of Further Items

4.3 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. There are a number of questions and processes that can help the Committee come to a decision on whether to include a referred topic, some of which are set out below:

#### Recommended Criteria for Selecting Scrutiny Topics:

**PUBLIC INTEREST:** The concerns of local people should influence the issues chosen for scrutiny;

ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and which will result in a Cabinet decision being taken;
PERFORMANCE:	Priority should be given to the areas in which the Council, and other agencies, are not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Reasons to Reject Scrutiny Topics:

- The issue is already being addressed / being examined elsewhere and change is imminent.
- The topic would be better addressed elsewhere (and can be referred there).
- Scrutiny involvement would have limited / no impact upon outcomes.
- The topic may be sub-judice or prejudicial to the Council's interest.
- The topic is too broad to make a review realistic.
- New legislation or guidance relating to the topic is expected within the next year.
- The topic area is currently subject to inspection or has recently undergone substantial change.

Corporate Parenting

- 4.4 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.
- 4.5 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.
- 4.6 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.
- 4.7 The Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.



- 4.8 The Forward Work Programme for the SOSC 1, 2 and 3 are attached as **Appendices B, C and D**, for coordination and oversight of the overall Forward Work Programme.
- 4.9 The Recommendations Monitoring Action Sheet for the previous meetings is attached as **Appendix E**, to track responses to the Committee's recommendations at the previous meetings.

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

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

## **6. Equality Act 2010 implications**

- 6.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of 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 There are no financial implications directly associated with this report.

## 9. Recommendations

9.1 The Committee is recommended to:

- a) Consider and approve the Forward Work Programme for the Committee attached as **Appendix A**;
- b) Identify any specific information the Committee wishes to be included in the report for the next two Corporate Overview and Scrutiny Committee meetings, including invitees they wish to attend.
- c) Identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.3;
- d) Note the Forward Work Programmes for the Subject Overview and Scrutiny Committees attached as **Appendices B, C and D**, following consideration in their respective June Committee meetings;
- e) Note the Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at the previous meetings as **Appendix E**.

Kelly Watson

**CHIEF OFFICER – LEGAL, HR & REGULATORY SERVICES**

29 June 2021

**Contact officer:** Meryl Lawrence  
Senior Democratic Services Officer - Scrutiny

**Telephone:** (01656) 643515

**Email:** [scrutiny@bridgend.gov.uk](mailto:scrutiny@bridgend.gov.uk)

**Postal address:** Bridgend County Borough Council,  
Civic Offices,  
Angel Street,  
Bridgend  
CF31 4WB

**Background documents:** None.

<b>Date of Meeting:</b>	<b>Report Topics:</b>
Mon 5 <sup>th</sup> July 9.30am	<ul style="list-style-type: none"> <li>- Revenue Budget Outturn 2020-21</li> <li>- Council's Performance against its Wellbeing Objectives for 2020 -21 (Year End Performance)</li> </ul>
Wed 1 <sup>st</sup> September 9.30am	<ul style="list-style-type: none"> <li>- Budget Monitoring 2021-22 – Quarter 1 Revenue Forecast</li> <li>- Director of Social Services Annual report</li> <li>- Annual Safeguarding Report</li> <li>- Accommodation Board</li> </ul>
Thurs 7 <sup>th</sup> October 9.30am	<ul style="list-style-type: none"> <li>- Shared Regulatory Service - date to be confirmed with Board</li> </ul>
Wed 1 <sup>st</sup> December 9.30am	<ul style="list-style-type: none"> <li>- Budget Monitoring 2021-22 – Quarter 2 Revenue Forecast</li> <li>- Draft Medium Term Financial Strategy 2022-23 to 2025-26 and Budget Proposals</li> <li>- Q2 Performance Report 2021-22 (or Jan 22)</li> </ul>
Wed 12 <sup>th</sup> January 9.30am	<ul style="list-style-type: none"> <li>- Corporate Plan 2018-2023 reviewed for 2022-23</li> <li>- Capital Strategy 2022-23 onwards</li> <li>- Replacement Local Development Plan</li> <li>- Scrutiny Recommendations on Medium Term Financial Strategy 2022-23 to 2025-26 and Draft Budget Consultation Process</li> </ul>
Wed 2 <sup>nd</sup> March 9.30am	<ul style="list-style-type: none"> <li>- Budget Monitoring 2021-22 – Quarter 3 Revenue Forecast</li> <li>- Employee Wellbeing</li> </ul>

This page is intentionally left blank

**Draft Outline Forward Work Programme  
Subject Overview and Scrutiny Committee 1:**

**APPENDIX B**

<b><u>Date of Meeting:</u></b>	<b><u>Report Topics:</u></b>
Mon 14 <sup>th</sup> June 9.30am	<ul style="list-style-type: none"> <li>- Corporate Parenting Champion Nomination report;</li> <li>- Nomination to the Public Service Board Scrutiny Panel report;</li> <li>- Draft Outline Forward Work Programme</li> </ul>
Mon 12 <sup>th</sup> July 2.30pm	Additional Learning Needs Overview
Thurs 16 <sup>th</sup> Sep 9.30am	Central South Consortium - how schools are supported at each level and how they balance support.
Mon 18 <sup>th</sup> Oct 2.30pm	New Curriculum for Wales
	School Governing Bodies
Wed 8 <sup>th</sup> Dec 9.30am	Medium Term Financial Strategy and Budget Proposals
Mon 17 <sup>th</sup> Jan 2:30pm	Youth Justice Service
Mon 14 <sup>th</sup> Mar 9.30am	School Modernisation - 21 <sup>st</sup> Century Schools Band B
To be agreed	How schools coped with the pandemic

This page is intentionally left blank

<b><u>Date of Meeting:</u></b>	<b><u>Report Topics:</u></b>
Thurs 17 <sup>th</sup> June 9.30am	<ul style="list-style-type: none"> <li>- <b>Care Inspectorate Wales (CIW) Domiciliary Care Inspection Report;</b></li> <li>- Corporate Parenting Champion Nomination report;</li> <li>- Nomination to the Public Service Board Scrutiny Panel report;</li> <li>- Draft Outline Forward Work Programme.</li> </ul>
Thurs 15 <sup>th</sup> July 9.30am	<b>Social Services and Wellbeing Strategic Programme</b> <i>(followed by Thematic reports one to each meeting via a rolling programme as below)</i>
Thurs 23 <sup>rd</sup> Sep 9.30am	<b>First Theme – Wellbeing * (including Partnerships****)</b> <ul style="list-style-type: none"> <li>- Commissioning care at home services</li> <li>- Early help and permanence strategy</li> </ul>
Wed 10 <sup>th</sup> Nov 9.30am	<b>Second Theme – People - voice and control** (including Partnerships****)</b>  <b>Workforce including Stress related sickness</b> – would like to include in this the SSWB workforce programme priorities of retention and recruitment, workforce planning (including reviews of skill mix) and career pathways and training and development  <b>Embedding strength based practice in adult and children’s services</b>
Mon 13 <sup>th</sup> Dec 9.30am	<b>Medium Term Financial Strategy &amp; Budget Proposals</b>
Wed 2 <sup>nd</sup> Feb 9.30am	<b>Third theme – Prevention *** (including Partnerships****)</b>  Progress in delivering priorities for wellbeing, leisure and cultural services in Bridgend.
	<b>Mental Health Strategy</b>

An explanation of the themes in the Forward Work Programme is provided overleaf.

The Annual Report and Annual Safeguarding Report (including Violence against Women. Domestic Abuse and Sexual Violence (WAWDASV) has been included in the Forward Work Programme for the Corporate Overview and Scrutiny Committee for 1<sup>st</sup> Sep 2021.

A Member Development Session on “Improving Outcomes for the Joneses’ Programme will be arranged.

### Explanation of the Four Themes:

The four themes included in the draft Forward Work Programme above are the key principles of the Social Services and Well-being (Wales) Act 2014, which also form the foundation of Care Inspectorate Wales' inspection and performance review activity, and are set out below for Members' information:

\* **Well-being** - To what extent are local authorities promoting well-being, ensuring people maintain their safety and achieve positive outcomes that matter to them? Including timely step down of children from local authority care, supporting older people to return home from hospital.

\*\***People - voice and control** - How well are local authorities ensuring people, carers and practitioners are having their voices heard, making informed choices, and maintaining control over their lives? How is this balanced with the recommendations and requirements made by Public Health Wales and Welsh Government? Can the local authority demonstrate learning is used to inform new ways of working?

\*\*\***Prevention** - To what extent are local authorities successful in promoting prevention and reducing need for increased or formal support from statutory agencies? Including taking all necessary steps to support the upbringing of the child by the child's family and supporting people with mental health issues before they reach crisis.

\*\*\*\***Partnerships** - To what extent are local authorities able to assure themselves the step change in opportunities for partnership working are positively exploited to maximise person-centred planning, ensure integrated service delivery and service sustainability. Opportunities include recent learning from digital advances, partnership working and ability of the health and social care system to advance at scale and pace and work towards a Healthier Wales.

---



<b><u>Date of Meeting:</u></b>	<b><u>Report Topics:</u></b>
Mon 28 <sup>th</sup> June 9.30am	<b>Corporate Parenting Champion Nomination</b> <b>Nomination to the Public Service Board Scrutiny Panel</b> <b>Draft Outline Forward Work Programme</b>
Mon 19 <sup>th</sup> July 9.30am	<b>Progress of the Bridgend 2030 Decarbonisation Strategy (Ultra Low Emission Vehicles)</b> <b>Update on the Waste Service Contract 2024</b>
Wed 29 <sup>th</sup> Sep 9.30am	<b>Changes in External Economic Funding - Economic Development</b>
Wed 24 <sup>th</sup> Nov 9.30am	<b>Infrastructure Delivery (including roads, street lights, building and technology)</b>
Thursday 16 <sup>th</sup> Dec 9.30am	<b>Medium Term Financial Strategy &amp; Budget Proposals</b>
Wed 16 <sup>th</sup> Feb 9.30am	<b>Transport Projects in the County Borough</b>

The following reports have been included in the COSC outline Forward Work Programme:

1<sup>st</sup> Sep 21 - A report upon the high level principles from the Accommodation Project board (including digitalisation, culture, property)

12<sup>th</sup> Jan 22 – Replacement Local Development Plan

The following Member Development Sessions are proposed:

Process for prioritising maintenance of highways, footpaths, street lights, buildings, technology, plus Active Travel) (TBA October)

Corporate Joint Committees Transport, Planning and Economic Development (TBA)

This page is intentionally left blank

**Corporate Overview & Scrutiny Committee**

**RECOMMENDATIONS MONITORING ACTION SHEET**

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
21 April 2021	Sickness Absence related to Stress, Anxiety, Depression and Mental Health	The Committee concluded by making a number of recommendations and requests for Information.	Scrutiny	<b>ACTIONED</b> – response and Information Circulated to Committee Members.
9 June 2021	Forward Work Programme	The Committee concluded by making a number of recommendations.	Scrutiny	<b>ACTIONED</b> – Recommendations from the Committee forwarded to Officers for consideration. Response to be provided.

This page is intentionally left blank