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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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*Rydym yn croesawu gohebiaeth yn Gymraeg.
Rhowch wybod i ni os mai Cymraeg yw eich
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*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: Thursday, 6 January 2022

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held remotely - via Microsoft Teams on **Wednesday, 12 January 2022 at 09:30.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Council Performance against its Commitments at Quarter 2 of 2021-22 3 - 64

Invitees

Councillor Huw David - Leader
Councillor Hywel Williams - Deputy Leader
Councillor Stuart Baldwin - Cabinet Member for Communities
Councillor Jane Gebbie - 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
Carys Lord - Chief Officer Finance, Performance and Change
Claire Marchant - Corporate Director - Social Services and Wellbeing
Janine Nightingale - Corporate Director - Communities
Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy

4. Corporate Plan 2018-2023 reviewed for 2022-23 65 - 106

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Invitees:

As above in Item 4.

5. Capital Strategy 2022-23 to 2031-32 107 - 146

Invitees:

Councillor Huw David - Leader
Councillor Hywel Williams - Deputy Leader
Carys Lord - Chief Officer Finance, Performance and Change
Nigel Smith - Group Manager – Chief Accountant

6. Forward Work Programme Update 147 - 164

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 or tel. 01656 643147 / 643148.

Yours faithfully

K Watson

Chief Officer, Legal and Regulatory Services, HR and Corporate Policy

Councillors:

JPD Blundell
DG Howells
M Jones
RL Penhale-Thomas

Councillors

KL Rowlands
RMI Shaw
JC Spanswick
T Thomas

Councillors

MC Voisey
A Williams
AJ Williams
Vacancy

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

12 JANUARY 2022

REPORT OF THE CHIEF EXECUTIVE

COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS AT QUARTER 2 OF 2021-22

1. Purpose of report

- 1.1 The purpose of this report is to provide the Committee with an overview of the Council's performance in 2021-22, as at quarter 2. It compares performance against the commitments made to deliver the well-being objectives in the Corporate Plan 2018-23, reviewed for 2021-22.

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

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

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

3. Background

- 3.1 In March 2021 the Council published its Corporate Plan 2018-23, reviewed for 2021-2022. The Plan defined 32 commitments to deliver the three well-being objectives and set out 46 outcome-focused indicators to measure the progress for the financial year.
- 3.2 Directorate Business Plans were developed to define service actions to carry out the 32 corporate commitments. Those plans also identified performance indicators for the year, which include the 46 outcome-focused indicators set out in the Corporate Plan. The nominated indicators are set out in each of the directorate dashboards and are reported to both the Corporate Performance Assessment (CPA) Panel and to the Corporate Overview and Scrutiny Committee (COSC).
- 3.3 As part of the Performance Management Framework, performance against the commitments and performance indicators in the Corporate Plan is monitored regularly by

Directorate Management Teams and quarterly by the Council's CPA Panel consisting of Cabinet, Corporate Management Board, Heads of Service and Scrutiny Chairs.

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

4. Current situation/proposal

4.1 Summary of Performance

4.1.1 Corporate Commitments

4.1.1.1 Data collected for the quarter 2 returns shows performance as follows:

Status	Meaning	Q2 Performance
BLUE	Complete	0 (0%)
GREEN	Progressing as planned and according to designated time, budget and desired outcomes	20 (62.5%)
AMBER	Issues that could delay progress	11 (34.4%)
RED	Significant issues	1 (3.1%)

4.1.2 Performance Indicators

4.1.2.1 Data in relation to all of the indicators collected for reports to CPA and Corporate Overview and Scrutiny together measure corporate performance, providing oversight of the Corporate Plan, service performance as well as national indicators. For quarter 2 an analysis of Corporate Plan indicators is set out in 4.1.3 below.

4.1.2.2 Targets have been set where it has been reasonable to do so, though for 2021-22 in many instances the ongoing uncertainty around the Covid-19 pandemic has resulted in many targets being set as 'establish new baselines'.

4.1.2.3 It is therefore recommended that for 2021-22, COSC take into account the continuing impact of Covid-19 when assessing council performance.





4.1.2.4 At year end an overview of the Corporate performance position will be provided on all the indicators, including corporate plan, service performance and national indicators. National indicator comparisons will be included should these be made available. Overview information about commitments and indicators is set out in Directorate dashboards in **Appendices A to D**. The Corporate Risk Register, to show context of risk is attached at **Appendix E**.

4.1.3 Corporate Plan Indicators

4.1.3.1 Of the 53 indicators identified for the Corporate Plan, 26 can be compared against their target, 27 indicators cannot be given a RAG status as there is either no data or no target set. Performance for quarter 2 for the 26 indicators is set out below:

Status	Definition	Q2 Performance
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	14 (53.9%)
YELLOW	On target	1 (3.8%)
AMBER	Target is within 10%	3 (11.5%)
RED	Target is missed by 10% or more	8 (30.8%)

4.1.3.2 Trend data is available for 22 of the 53 Corporate Plan indicators and performance compared with last year is as follows:

Performance Indicators (Trend)		Trend at Q2
	Performance has improved compared to last year.	17 (77.3%)
	Performance has been maintained (this includes those at maximum)	0 (0%)
	Performance has declined BUT within 10% of the last year	2 (9.1%)
	Performance has declined by 10% or more compared to previous year	3 (13.6%)

4.1.4 **Sickness Absence**

4.1.4.1 For 2021-22, the focus continues to be trying to reduce sickness across the organisation. There are no individual directorate targets, though the overall position is to reduce levels of sickness as an organisation comparative to the previous year. Additional supportive measures continue to be in place to help staff with their well-being with the aim of reversing the increasing trend in sickness. As at quarter 2 cumulative days lost per FTE were 5.16 compared with 3.38 days for the same period last year. All areas, especially Social Services and Schools experienced increased sickness levels compared with the same period last year. It should be noted that long-term absence stands at 79% compared with 87%, at quarter 2 last year. Short-term absence is at 21%, compared with 13% at quarter 2 last year. The split between long term and short term sickness levels appears to have reverted back to how it was pre-pandemic.

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 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 Future Generations (Wales) Act 2015 implications

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

8. Financial implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is recommended to note the Council's performance in 2021-22, as at quarter 2.

Mark Shephard
Chief Executive
12 January 2022

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Corporate Performance Manager

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Chief Executive Directorate
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Background documents: None

CHIEF EXECUTIVE – PERFORMANCE Q2

This is of course another particularly challenging year, featuring increased demand for many services, most obviously relating to homelessness where the issues are most acute, but also with regard to ICT services, grants and benefits, Council Tax reduction, legal, human resources, communications and customer services. In addition the ongoing pandemic has created uncertainty with regard to both budgets, where large sums of Welsh Government support have been both welcome, but also created issues about spending additional money effectively within the legitimate parameters that have been set, and has therefore caused the likelihood of a significant in year underspend, but not one that is sustainable moving forward. We are still adapting to new ways of working and all of the consequences of that for most services across the council, requiring significant amounts of 'central support' from within the Directorate to allow services to continue to run effectively, but compounded by workforce issues that have meant it has often been difficult to recruit staff and has led to a number of 'unwanted' staff vacancies across the Directorate. In these circumstances with changing priorities, short response times to new initiatives and often a fatigued workforce, the Directorate performance to the end of quarter 2 has generally been good and often excellent. Despite the shifting goalposts at times, the majority of Directorate commitments are green and on target and performance indicators are mainly green. There are of course pockets of performance where improvement is still required and those are detailed in the report, including Disabled Facilities Grants (DFG's) and some of the targets relating to homelessness.

Commitments 2021-22		RAG – current progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators													
Q2 2021-22 Directorate Commitments to delivering Wellbeing Objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2020-21	Performance vs Target	Trend vs Q2 2020-21 (Excluding finance)												
Wellbeing Objective One – Supporting a successful sustainable economy	1				1																
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	2			1	1																
Wellbeing Objective Three – Smarter use of resources	5				5																
Finance						High Corporate Risks															
<p>Revenue Budget</p> <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2021-22 is £21.416m. The current year-end projected outturn is £19.999m with an underspend of £1.417m. <p>Capital Budget</p> <ul style="list-style-type: none"> At Q2 the capital budget for the Directorate for 2021-22 is £6.291m, with total expenditure of £970,000 and no foreseen under or over spend to planned budget. <p>Efficiency Savings</p> <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2021-22</th> <th>% 2021-22</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>130</td> <td>100%</td> </tr> <tr> <td>Likely to be achieved</td> <td>130</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> <p>Additional financial information is provided in the Budget Monitoring 2021-22– Quarter 2 Revenue Forecast report presented to Cabinet on 19 October 2021.</p>						Savings (£000)	2021-22	% 2021-22	Savings Target	130	100%	Likely to be achieved	130	100%	Variance	0	0%	<p>Oversight of corporate risks are collectively undertaken and managed by Corporate Management Board. The Corporate risk register can be found attached (Appendix E) and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are council wide whilst others focus on specific directorates.</p>			
Savings (£000)	2021-22	% 2021-22																			
Savings Target	130	100%																			
Likely to be achieved	130	100%																			
Variance	0	0%																			

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

As detailed in the dashboard overview the impact on performance this year is less about financial cuts as it has been for the last 10 years, but more about dealing with the consequences of the ongoing pandemic and all that has brought. The most significant challenges moving forward are ones brought by increased demand and expectations and legislative requirements. These include responding effectively to the homelessness situation in the County Borough, addressing the recruitment and retention issues across our workforce, developing and adopting a new operating model for the Council embracing some of the more flexible working practices that have been necessary over the past 18 months but also being cognisant of the increasing number of well-being issues being highlighted and the increase in staff sickness percentage relating to stress and anxiety. The uncertainty over future long term financial settlements also makes long term service planning difficult as new and different priorities emerge. The local government elections in May next year represent an important 'event' to plan and manage but also creates additional pressures in terms of service delivery before then .

KEY:





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Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

Performance indicators	
Status	Definition
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more

Commitments		
Status	Meaning	Descriptor
BLUE	Complete	Project (or task within a project/plan) is completed and is no longer a priority.
GREEN	Progressing as planned and according to designated time, budget and desired outcomes.	Actions completed within timescales, on budget and evidence of achieving desired outcomes
AMBER	Issues that could delay progress	Task/action looks liable to go over budget Task/action agreed deadlines show slippage Task/action within 2 weeks of deadline - not started Risk or issue score increases (review required)
RED	Significant issues	Task/action over budget Task/action agreed deadline breached Risk or issue score increases to critical or catastrophic

National indicators	
PI Quartile	Local Authority ranking
1	1 st -6 th
2	7 th -11 th
3	12 th -16 th
4	17 th -22 nd

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	CP	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)	PAM	Public Accountability Measure (National Indicator)
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

WBO1: Supporting a successful sustainable economy

Commitment

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Code	Commitment	Status	Comments	Next Steps
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: • Developing procurement strategies to boost the foundational economy (CED)	Green	The implementation of the new procurement strategy and the objective on community benefits allows procurement strategies to consider social value to boost the foundational economy. Work is ongoing with the pilot anchor institution with the Centre for Local Economic Strategies (CLES)	

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.3	Work with households and partners to prevent people from becoming homeless, and support vulnerable people including rough sleepers, by providing a range of accommodation options reacting to the changing guidance from Welsh Government as part of the COVID19 response. Aiming to support households to transition into long term solutions to prevent homelessness and escalation into statutory services. (CED)	Green	On-going objective. Numbers are increasing weekly and the options for rehousing continue to be hotels, air bnb's and the private sector. This is becoming increasingly pressured. Discussions with RSL's continue on a weekly basis. Particular discussions taking place with V2C regarding their level of voids and the length of time taken to undertake maintenance.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DOPS15 (PAM/012) CP, PAM WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless Higher Preferred	67.2%	60%	60%	8.4%	67.5%	↓	Quarterly Indicator Target Setting: With the challenges of CV19 and WG guidance in relation to priority need more homeless citizens are expected to seek support and prevention of homelessness may not be achievable in some cases Performance: The housing department are still responding to the covid pandemic and emergency legislation. Notice periods landlords have to serve have been extended to 6 months which doesn't align itself with the Housing (Wales) Act where persons are threatened with homeless if they are at risk of losing their home within 56 days. Therefore, preventions cases are open a lot longer than previously. As a result of covid, house prices have increased considerably with Bridgend being one of the highest rise areas in Wales. As a result, the private rented sector, which was previously a valued source of accommodation for persons who are homeless or at risk of, is proving difficult to obtain. Landlords appear to be selling their properties due to the profit that can be had from sale. The pandemic has also resulted in market rents in this sector considerably increasing beyond the affordability of our applicants as they are above the local housing allowance for the area.
DOPS39 CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. Lower Preferred	50.4%	30%	30%	2.9%	28.9%	↑	Quarterly Indicator Target Setting: With the challenges of CV19 and the changes to priority need more citizens are falling under statutory intervention hence the PI target is increasing Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.4	Work with landlords to return empty properties back into use helping to increase the availability of affordable housing for sale or rent. (CED)	Amber	27/10/2021: Quarter 2: On-going. Local housing market allowance (LHMA) is a barrier to some landlords as the current buoyant market can mean sale or rent on the open market can be more attractive than signing up to nomination rights for social housing	On-going engagement with private sector landlords will continue. The issue of the LHMA has been raised with WG as this is having an impact in various aspects. Single Room Rent contact letters have been amended to re-enforce the variety of options available

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/045 CP, PAM WBO2	Number of additional dwellings created as a result of bringing empty properties back into use Higher Preferred	2	7	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Maintaining target due to the impact of CV19 Performance: No Performance Comments
PSR004 (PAM/013) CP, PAM WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority Higher Preferred	3.36%	6%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target set is in line with WG medium maintaining due to the impact of CV19 Performance: No Performance Comments

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.1	Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend. (CED)	Green	A regional forward workplan has been agreed for setting up collaborative frameworks as and when existing arrangements expire. This is in line with the procurement pipeline for Welsh public sector for collaboration. Regional arrangements have been agreed by the delivery group taking into consideration the supply chain and the local market. For common and repetitive spend, where economies of scale is appropriate, national frameworks will continue to be utilised.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED37 Local WBO3	Number of Regional Frameworks set up Higher Preferred	New 20-21	5	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Regional forward work plan Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.2	Provide support to facilitate organisational and cultural change. This will include workforce engagement; the development of new and existing employees; and enhancing skills capacity through investment in the corporate apprenticeship programme. (CED)	Green	Good progress has been made in areas which support organisational culture and change, at a particularly challenging time. Whilst there has been a reduction in responses in comparison to the previous staff survey, much of the feedback was positive and in some key areas demonstrated improvement. Training programmes have been provided to meet identified development needs and there has been a greater focus on programmes that support employee wellbeing. Apprenticeships and graduates programmes are in place and are particularly important given current recruitment challenges.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED28 CP WBO3	Percentage of staff participating in the staff survey Higher Preferred	0%	44.5%	N/A	33.04% Annual Actual	38% Annual Actual (19-20 data)	↓	Annual Indicator Target Setting: To improve on previous performance Performance: In comparison to the previous survey there were just over 100 less responses received in 2021. This, along with an increase in headcount, impacted upon the percentage completion rate. Whilst there was an overall increase in online responses (28) there was a greater reduction (132) in paper based responses. Given the restrictions in place relating to the pandemic, paper surveys were sent to home addresses of those employees without on-line access, whereas previously, surveys were delivered to work locations, where possible. Work is ongoing to identify ways of improving communications with employees who do not routinely have access to the council's intranet. 20-21 figure used is from 19-20 as an exception. This is when the most previous survey was done.
CED38 CP WBO3	Percentage of employees attending the new starter briefing, as part of the corporate induction programme, who rated it excellent or good Higher Preferred	New 21.22	80%	80%	100%	N/A	N/A	Quarterly Indicator Target Setting: No Target Setting Comments Performance: At the end of Q2, 38 employees have attended a briefing session (13 in Q1 and 25 in Q2). 100% rated the event excellent or good. .
PAM/044 CP, PAM WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees Higher Preferred	7.49	7.75	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To maintain performance (Numerator value target maintained at 35) Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2021-22 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (CED)	Green	The Chief Executive's Directorate is currently projecting no shortfalls against any of the MTFS proposals for 2021-22. The net budget for the Directorate for 2021-22 is £21.416 million. Projections at Quarter 2 anticipate an under spend against this budget of £1.417 million. Future	

			MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	
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Page 13 Performance Indicators

PI Ref No	PI Description	Annual indicator target 21-22 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 Local WBO 3	The value of proposed MTFS budget savings in the Chief Executive's Directorate Higher preferred	130	0	0%	0	0%	130	100%	See WBO3.2.3

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools. (CED)	Green	On target for completion 29/10/2021. More than 11,500 end user devices and 1,000 WiFi Access Points have been provided to schools	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED34 a) CP WBO3	Percentage of indoor learning space in primary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices. Higher Preferred	57%	100%	50%	96%	16%	↑	Quarterly Indicator Target Setting: WG grant needs to be spent before financial year end it has been impacted by CV19 Performance: No Performance Comments
CED34 b) CP WBO3	Percentage of indoor learning space in secondary schools benefitting from high speed Wi-Fi connectivity for 30+ simultaneous devices. Higher Preferred	55%	100%	50%	100%	11%	↑	Quarterly Indicator Target Setting: WG grant needs to be spent before financial year end it has been impacted by CV19 Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.5	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (CED)	Green	Progress for adapting our ways of working to make better use of assets and build on technological progress accelerated by Covid is on target. Clearly this is a very large and 'mission critical' piece of work involving physical, technological and cultural changes to the way in which the organisation works. As such it is not something that is likely to be wholly completed during the course of this financial year but more something that will be developed and established and given initial momentum, but no doubt continue to evolve over the course of the next few years. To this point the majority of the milestones have been successfully met and are on target. We are currently in an interim phase of operation as we work towards a new operating model where some of the necessary changes to HR policies and practices are still being developed and we have not reached the stage where full automation of some processes has been achieved. It is anticipated these will accelerate during the second half of the year once the Operating Model Board/Accommodation Board has agreed and set out clearly the work of the various workstreams. In the meantime good progress has been made in achieving comprehensive staff feedback to inform the way forward and interim measures have been established to allow some working in an office environment to happen, based	

			on approved business case, and to also allow individual access to an office desk, where necessary, to support staff wellbeing. Detailed reports have been presented to both Cabinet [September 2021] and to Overview ad Scrutiny [October 2021] on these matters.	
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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED39 Local WBO3	Develop the new digital communication platform to increase staff engagement through weekly staff bulletins. Engagement rates i.e. number of clicks and opens are calculated for each quarter, showing % of staff engaging Higher Preferred	New 21.22	Baseline setting	New 21.22	No data available	N/A	N/A	Quarterly Indicator Target Setting: <i>No Target Setting Comments</i> Performance: The first bulletin was issued in October 2021, so there is no stats for the first two quarters. This will be the baseline year.

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED5 Local Other priority	Percentage of first call resolutions Higher Preferred	65.67%	65.68%	65.68%	72.6%	63.55%	↑	Quarterly Indicator Target Setting: Target set to improve performance at first point of contact Performance: <i>No Performance Comments</i>
CED6 Local Other priority	Percentage of contact: telephone (English and Welsh) Lower Preferred	52.8%	52.79%	52.79%	48.8%	52.5%	↑	Quarterly Indicator Target Setting: Target set to improve performance, to increase online activity to demonstrate channel shift Performance: <i>No Performance Comments</i>
CED7 Local Other priority	Percentage of contact: face to face (English and Welsh) Lower Preferred	0%	0%	0%	0%	0%	↔	Quarterly Indicator Target Setting: Target set to improve performance, to increase online activity to demonstrate channel shift Performance: <i>No Performance Comments</i>
CED8 Local Other priority	Percentage of contact: email (English and Welsh) Lower Preferred	16.8%	10.53%	10.53%	18%	18.1%	↑	Quarterly Indicator Target Setting: Target set to improve performance, to increase online activity to demonstrate channel shift Performance: There has been an increase in the number of emails being received which could be attributed to the closure of the face to face channel, and with services defaulting to emails. Dealing with free text emails is not productive and it is the intention to develop an online contact us form which will ensure all relevant information is captured at the first point of contact and reduce the email channel further.
CED13 Local Other priority	Percentage of contact online (Customer Services) via My Account Higher Preferred	30.4%	30.41%	30.41%	33.2%	29.4%	↑	Quarterly Indicator Target Setting: Improved performance - to increase online activity to demonstrate channel shift Performance: <i>No Performance Comments</i>

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED15 Local Other priority	Percentage of Council Tax due for the financial year which was received by the authority in that year Higher Preferred	95.3%	97%	48.5%	55.54%	55.0%	↑	Quarterly Indicator Target Setting: Target retained at previous level Performance: No Performance Comments
CED17 Local Other priority	Percentage of Council Tax Arrears collected compared to arrears outstanding as at 1st April each year Lower Preferred	24.91%	35%	17.5%	13.66%	11.27%	↓	Quarterly Indicator Target Setting: Target retained at previous level Performance: No Performance Comments
CED22 Local Other priority	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate Lower Preferred	6.43 days	no target set	N/A	3.27 days	3.14 days	↙	Quarterly Indicator Target Setting: Corporate targets tbc Performance: No Performance Comments
CED23 Local Other priority	Number of days lost per FTE through industrial injury Chief Executive's Directorate Lower Preferred	0	0	0	0	0	↔	Quarterly Indicator Target Setting: Target set to maintain performance - zero target Performance: No Performance Comments
CED24 Local Other priority	Number of industrial injury incidences Chief Executive's Directorate Lower Preferred	0	0	0	0	0	↔	Quarterly Indicator Target Setting: Target set to maintain performance - zero target Performance: No Performance Comments
CED26 Local Other priority	Percentage of providers that are in fully compliant contracts Higher Preferred	100%	100%	100%	100%	100%	↔	Quarterly Indicator Target Setting: All contracts should deliver against prescribed scope Performance: All providers are currently delivering services in line with the specification outlined in the provider contract. Quarterly monitoring of performance and impact of provision is in place, with no issues currently identified..
CED29(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 Higher Preferred	0%	38%	N/A	38% Annual Actual	0% Annual Actual	↑	Annual Indicator Target Setting: Target set to improve on performance from last survey results Performance: No Performance Comments
CED29(b) 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 Higher Preferred	0%	67%	N/A	73% Annual Actual	0% Annual Actual	↑	Annual Indicator Target Setting: Target set to improve on performance from last survey results Performance: No Performance Comments
CED29(c) 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 Higher Preferred	0%	75%	N/A	78% Annual Actual	0% Annual Actual	↑	Annual Indicator Target Setting: Target set to improve on performance from last survey results Performance: No Performance Comments
CED29(d) 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 Higher Preferred	0%	40%	N/A	47% Annual Actual	0% Annual Actual	↑	Annual Indicator Target Setting: Target set to improve on performance from last survey results Performance: No Performance Comments

PI Ref No, PI type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CED29(e) 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? Higher Preferred	0%	73%	N/A	82% Annual Actual	0% Annual Actual	↑	Annual Indicator Target Setting: Target set to improve on performance from last survey results Performance: No Performance Comments
CED31 Local Other priority	Number of staff attending Mental Health Awareness or Mental Wellbeing training Higher Preferred	197	198	99	163	48	↑	Quarterly Indicator Target Setting: Target set to improve performance Performance: During Q2, 68 employees attended Mental Health Workshops and 11 Mental Health Awareness or Mental Wellbeing workshops were delivered, e.g. Resilience x1, Mental Health Awareness for Managers x 2, Communication in the Workplace x1, Mental Health Awareness for Employees x2, Mindfulness x1, Introduction to Anxiety Disorders x1, Depression Awareness x1, Confidence in the Workplace x 1, Managing Stress x1. • Resilience – 5 • Mental Health Awareness for Managers – 24 (in total from the two courses) • Communication in the Online Workplace – 3 • Mental Health Awareness for All Employees – 9 (in total from the two courses) • Mindfulness - 4 • Introduction to Anxiety Awareness – 6 • Depression Awareness – 5 • Confidence in the Workplace – 4 • Managing Stress – 8 .
CED32 Local Other priority	The average number of days taken to deliver preventative discretionary housing grants Lower Preferred	11.05 days	12.44 days	12.44 days	14.56 days	8.55 days	↓	Quarterly Indicator Target Setting: Target maintained at this level due to potential changes in delivery mechanism being investigated during the coming year Performance: No Performance Comments
CED36 a) Local Other priority	Number of people engaged in housing projects specifically to support vulnerable people – • Housing First – adults and children • Early Doors • Floor Space • Start Prisoner • (Discretionary) Abba Higher Preferred	316	tbc	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To be determined by baseline Performance: No Performance Comments
CED36 b) Local Other priority	Number of accommodation units secured for individuals from these projects – • Housing First – adults and children • Early Doors • Floor Space • Start Prisoner • (Discretionary) Abba Higher Preferred	168	tbc	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To be determined by baseline Performance: No Performance Comments
CED40 Local Other priority	The number of new Registered Social Landlord developments completed during the year Higher Preferred	New 21.22	baseline setting	New 21.22	N/A	N/A	N/A	Annual Indicator Target Setting: Baseline Setting Performance: No Performance Comments
CED41 Local Other priority	The number of new properties available for nomination by BCBC during the year Higher Preferred	New 21.22	baseline setting	New 21.22	N/A	N/A	N/A	Annual Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002 (PAM/001) PAM Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) Lower Preferred	9.16	tbc	N/A	5.16	3.38	↓	Quarterly Indicator Target Setting: Corporate targets tbc Performance: No Performance Comments
DOPS17 Local Other priority	The total number of formal committee meetings made available to the public using webcasts Higher Preferred	67	45	22.50	61	12	↑	Quarterly Indicator Target Setting: Target increased to reflect current procedures in place due to Covid. Target based on Q3 actual 2020-21 Performance: No Performance Comments
DOPS20 Local Other priority	Percentage of staff performance appraisals completed in the financial year (Chief Executive Directorate) Higher Preferred	34%	80%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS24 Local Other priority	The percentage of minutes submitted for approval to the next meeting of the Committee/Panel Higher Preferred	92.05%	90%	90%	90.22%	90.48%	↙	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS25 (a) Local Other priority	Percentage of births registered within 42 days Higher Preferred	56.19%	99%	99%	88.26%	44.28%	↑	Quarterly Indicator Target Setting: Target set to maintain performance, however restrictions in place due to Covid may have an impact on performance Performance: Performance for quarter 1 was impacted by the pandemic lockdown closure of the register office for the first half of the previous quarter. Despite additional staff on rota and contacting all families who hadn't been able to register we were still facing a significant backlog which we were eventually able to clear by the following quarter. The target was unachievable during the quarter but there was a significant improvement over previous quarters.
DOPS25 (b) Local Other priority	Percentage of still-births registered within 42 days Higher Preferred	100%	98%	98%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain performance, however restrictions in place due to Covid may have an impact on performance Performance: No Performance Comments
DOPS27 Local Other priority	Percentage of customers offered an appointment regarding marriage/civil partnership within 5 days Higher Preferred	100%	95%	95%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain performance, however restrictions in place due to Covid may have an impact on performance Performance: No Performance Comments
DOPS28 Local Other priority	Percentage of applications dealt with within 5 days of receipt Higher Preferred	100%	95%	95%	100%	No data available	N/A	Quarterly Indicator Target Setting: Target set to maintain performance, however restrictions in place due to Covid may have an impact on performance Performance: No Performance Comments
DOPS29 Local Other priority	Percentage of satisfied customers (Registrars Service) Higher Preferred	100%	95%	95%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain performance, however restrictions in place due to Covid may have an impact on performance Performance: No Performance Comments

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DOPS30 Local Other priority	The average number of chargeable hours per full time equivalent (FTE) fee-earner in the legal service department Higher Preferred	1,548.26 hours	1,200 hours	600 hours	665.35 hours	754.80 hours	↓	Quarterly Indicator Target Setting: 100 hours (chargeable) per month per FTE Performance: Legal Services implemented a new case management system towards the end of Q2 therefore data for August and September is not comprehensive of the full number of chargeable hours recorded. Further work is required on retrieving accurate data on these months from the new system however this will hopefully be resolved during Q3.
DOPS31 (LS1) Local Other priority	Percentage of client satisfaction survey respondents who consider the service provided by the legal service department to be either good or excellent Higher Preferred	100%	95%	95%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS33 Local Other priority	Percentage of ICT service users surveyed who rated the overall service received as Excellent, Very Good or Good Higher Preferred	95.83%	90%	90%	97.34%	96.62%	↑	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS34 (a) Local Other priority	Availability of voice and data network (%) Higher Preferred	99.45%	99.99%	99.99%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS34 (b) Local Other priority	Availability of storage area network (core computing) (%) Higher Preferred	100%	99.99%	99.99%	100%	100%	↔	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS34 (c) Local Other priority	Availability of core applications (as defined in the ICT Strategy), central printers and multi-functional devices and network connected devices (%) Higher Preferred	99.61%	99.90%	99.9%	99.93%	99.945%	↙	Quarterly Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS36 Local Other priority	The number of apprentices employed across the organisation Higher Preferred	34	35	N/A	N/A	N/A		Annual Indicator Target Setting: Target set to maintain performance Performance: No Performance Comments
DOPS41 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 Higher Preferred	100%	98.1%	98.1%	n/a	100%		Quarterly Indicator Target Setting: Target set to maintain performance Performance: No survey responses have been received during Q1 or Q2.
DOPS44 Local Other priority	Percentage of contracts awarded in line with programme guidelines and on time Higher Preferred	100%	100%	N/A	N/A	N/A		Annual Indicator Target Setting: All contracts should fall in-line with programme guidelines and the outcome framework Performance: No Performance Comments

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DRE6.2.3 Local Other priority	Percentage of undisputed invoices paid within 30 days (OA) Higher Preferred	95.66%	97%	97%	95.52%	95.75%	↙	Quarterly Indicator Target Setting: Target retained Performance: During this quarter a number of the items classed as paid late actually relate to credit notes, many of which are IT related and account for just over 14% of late invoices.
DRE6.12.1 a) Local Other priority	Average time (days) taken to process housing benefit (HB) new claims Lower Preferred	17.52 days	20 days	20 days	21.89 days	18.05 days	↓	Quarterly Indicator Target Setting: Target based on current circumstances and will be revised downwards if the situation improves Performance: Performance continues to be adversely affected by staff vacancies and the redeployment of staff to administer the high volume of Self-isolation Payment applications. The number of applications for Housing Benefit is relatively low, averaging 67 cases processed each month in 2021/22. It is envisaged that the target will be met by the end of 2021/22.
DRE6.12.1 b) Local Other priority	Average time (days) taken to process Council Tax Reduction (CTR) new claims Lower Preferred	27.11 days	28 days	28 days	27.53 days	28.44 days	↑	Quarterly Indicator Target Setting: Target based on current circumstances and will be revised downwards if the situation improves Performance: Performance continues to be adversely affected by staff vacancies and the redeployment of staff to administer the high volume of Self-isolation Payment applications. Council Tax Reduction new claims generally take longer to process due to the inherent delay between receiving the DWP's notice of a claim made and the subsequent UC award information, which could follow up-to a month later.
DRE6.12.2 Local Other priority	Average time (days) taken to process Housing Benefit (HB) and Council Tax Reduction(CTR) change events Lower Preferred	2.87 days	5 days	5 days	3.41 days	3.35 days	↙	Quarterly Indicator Target Setting: Target set to maintain current performance Performance: No Performance Comments
FIN3.2.1 Local Other priority	Percentage of Council Tax customers accessing on-line service through "My Account" Higher Preferred	17.27%	35%	N/A	N/A	N/A		Annual Indicator Target Setting: To maintain target from previous year as a change in the system may lead to a fall in numbers of people re-registering for the service Performance: No Performance Comments
PPN009 (PAM/023) PAM Other priority	Percentage of food establishments that meet food hygiene standards Higher Preferred	97.24%	94%	94%	97.29%	97.24%	↑	Quarterly Indicator Target Setting: Target set to align performance across Shared Regulatory Services Performance: No Performance Comments

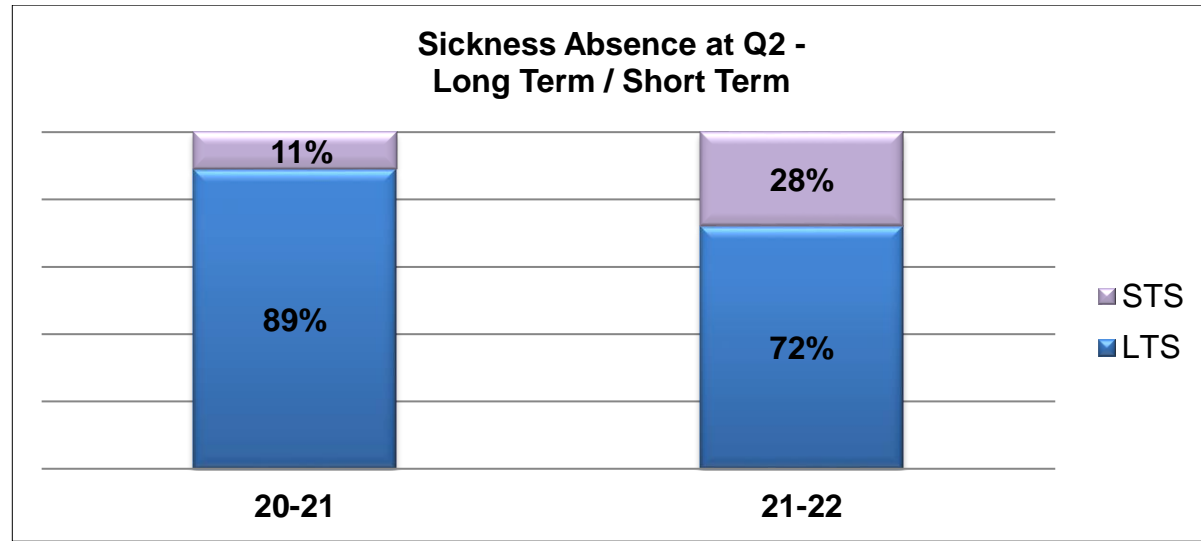
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
PSR002 (PAM/015) PAM Other priority	Average number of calendar days taken to deliver a Disabled Facilities Grant Lower Preferred	322.20 days	240 days	240 days	307.31 days	324.75 days	↑	Quarterly Indicator Target Setting: Target maintained. Significant impact with CV19 however an in-house solution has been endorsed by Cabinet, PI will be dependent on access to homes etc. as restrictive measures are reduced Performance: The DFG service is in the midst of a significant change to an in-house service which is predicted to take a number of years to fully implement. Actions are being taken to improve delivery times and the improvement at Q2 is welcome, however it is too early in the process to be able to predict the annual outcome as there remains key stages to be put in place to ensure more consistent performance. The development of a Contractor Framework is currently being undertaken which will allow the council to have more end to end responsibility. The service is also dealing with the residual cases, often complex cases, which were dealt with under the previous 'agents' system which will have an impact on PI's.
PSR009a Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people Lower Preferred	647.50 days	472 days	472 days	482 days	668.33 days	↑	Quarterly Indicator Target Setting: Target maintained. Significant impact with CV19 however an in-house solution has been endorsed by Cabinet, PI will be dependent on access to homes etc. as restrictive measures are reduced Performance: The DFG service is in the midst of a significant change to an in-house service which is predicted to take a number of years to fully implement. Actions are being taken to improve delivery times and the improvement at Q2 is welcome, however it is too early in the process to be able to predict the annual outcome as there remains key stages to be put in place to ensure more consistent performance. The development of a Contractor Framework is currently being undertaken which will allow the council to have more end to end responsibility. The service is also dealing with the residual cases, often complex cases, which were dealt with under the previous 'agents' system which will have an impact on PI's.
PSR009b Local Other priority	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults Lower Preferred	300.87	250	250	328.48	245.46	↓	Quarterly Indicator Target Setting: Target maintained. Significant impact with CV19 however an in-house solution has been endorsed by Cabinet, PI will be dependent on access to homes etc. as restrictive measures are reduced Performance: The DFG service is in the midst of a significant change to an in-house service which is predicted to take a number of years to fully implement. Actions are being taken to improve delivery times and the improvement at Q2 is welcome, however it is too early in the process to be able to predict the annual outcome as there remains key stages to be put in place to ensure more consistent performance. The development of a Contractor Framework is currently being undertaken which will allow the council to have more end to end responsibility. The service is also dealing with the residual cases, often complex cases, which were dealt with under the previous 'agents' system which will have an impact on PI's.

Sickness broken down by Service Area

Unit	FTE 30.09.2021	QTR2 2020-21			QTR2 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 2021/22	Target 2021/22
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support	34.20	2.00	1	0.06	27.00	4	0.79	0.63	3.98	No Target set
Finance, Performance & Change	248.26	439.26	38	1.82	445.37	46	1.79	3.30	3.34	
Legal, HR & Regulatory Services	100.03	156.41	10	1.69	96.20	16	0.96	3.67	2.90	
Chief Executive Directorate Total	383.49	597.67	49	1.63	568.57	66	1.48	3.14	3.27	

Sickness Absence by Reason

Absence Reason	Chief Executive Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	0.00	0.00	0.00%
Chest & Respiratory	10.00	8.00	18.00	1.45%
Coronavirus COVID - 19	0.00	30.07	30.07	2.42%
Eye/Ear/Throat/Nose/Mouth/Dental	13.28	20.50	33.78	2.72%
Genitourinary / Gynaecological	1.38	0.00	1.38	0.11%
Heart / Blood Pressure / Circulation	52.00	17.00	69.00	5.55%
Infections	16.72	18.18	34.90	2.81%
Injury	0.00	0.00	0.00	0.00%
MSD including Back & Neck	51.00	11.00	62.00	4.99%
Neurological	34.84	27.67	62.51	5.03%
Other / Medical Certificate	52.21	19.88	72.09	5.80%
Pregnancy related	0.00	0.00	0.00	0.00%
Stomach / Liver / Kidney / Digestion	67.17	57.50	124.67	10.04%
Bereavement Related	38.00	79.07	117.07	9.42%
Other Mental illness	3.96	0.00	3.96	0.32%
Stress/Anxiety/Depression not work related	204.04	139.00	343.04	27.62%
Stress/Anxiety/Depression work related	130.05	140.70	270.75	21.80%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	673.64	568.57	1242.21	



COMMUNITIES DASHBOARD – PERFORMANCE Q2

Overall the directorate continues to perform fairly well and largely in line with budget. However, it is becoming clear that the pressures of an increased workload and the sustained delivery of high quality visible front facing services, against a backdrop of an increasing number of staff vacancies, is having an impact on the resilience of the very lean staff resources. Sickness levels in the Directorate have returned to pre-pandemic levels, however the numbers of staff absent through stress/anxiety/depression have increased. This will need to be monitored closely and we will continue to work with HR colleagues on addressing this issue.

Key areas of focus for the teams continue to be the delivery of the front line services and large capital projects. These include the Maesteg Town Hall project, the regeneration of Porthcawl waterfront, including the Metro Link Bus facility, the sea flood defences and the Placemaking Strategy, the progression of the Bridgend Town Centre Masterplan, the progression of the LDP post consultation and the innovative energy schemes, including the Bridgend District Heat Network and the Caerau Heat scheme. There are also a number of key documents being developed including the “Bridgend 2030” Decarbonisation Strategy and the Economics Futures Strategy. Other major areas of work include progressing the options for the Waste Service Contract post 2024 and looking at switching our corporate fleet to ultra low emission vehicles. Officers are also heavily engaged with Central Government on a number of large grant fund schemes, including the Community Renewal Fund, the Levelling up Fund and its successor the Shared Prosperity Fund. All of which, if successfully secured, will have a major impact on regeneration and the economic recovery of the borough.

What must also be recognised is that the Directorate is still responding to the Covid Pandemic. This includes the continued distribution of WG grants & advice to businesses, amending charges to car parking, sports clubs & commercial units in our ownership and continued assistance in providing locations for both Covid testing and vaccination centres for Public Health Wales.

Commitments 2021-22		BRAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
Q2 Directorate Commitments to delivering Wellbeing objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2020-21	Performance vs Target	Trend vs Q2 2020-21 (Excluding finance)
Wellbeing Objective One – Supporting a sustainable economy	5				5				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	1				1				
Wellbeing Objective Three – Smarter use of resources	8			1	7				
Finance						High Corporate Risks			
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2021-22 is £28.321m. The current year projected outturn is £28.008m meaning an under spend of £313,000. Capital Budget <ul style="list-style-type: none"> At Q2 the capital budget for the Directorate for 2021-22 is £52.594m with total expenditure of £6.485m and no foreseen under or over spend to planned budget. Efficiency Savings						Oversight of corporate risks are collectively undertaken and managed by Corporate Management Board. The Corporate risk register can be found attached (Appendix E) and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are council wide whilst others focus on specific directorates.			

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Savings (£000)	Savings carried forward	2021-22	% 2021-22
Savings Target	1,847	823	100%
Likely to be achieved	1,772	758	92.1%
Variance	125	65	7.9%

Additional financial information is provided in the Budget Monitoring 2021-22 – Quarter 2 Revenue Forecast report presented to Cabinet on 19 October 2021.

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

See comments in introduction above.

KEY:





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Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

Commitments		
Status	Meaning	Descriptor
BLUE	Complete	Project (or task within a project/plan) is completed and is no longer a priority.
GREEN	Progressing as planned and according to designated time, budget and desired outcomes.	Actions completed within timescales, on budget and evidence of achieving desired outcomes
AMBER	Issues that could delay progress	Task/action looks liable to go over budget Task/action agreed deadlines show slippage Task/action within 2 weeks of deadline - not started Risk or issue score increases (review required)
RED	Significant issues	Task/action over budget Task/action agreed deadline breached Risk or issue score increases to critical or catastrophic

Performance indicators	
Status	Definition
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more

National indicators	
PI Quartile	Local Authority ranking
1	1 st -6 th
2	7 th -11 th
3	12 th -16 th
4	17 th -22 nd

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	CP	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)	PAM	Public Accountability Measure (National Indicator)
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

WBO1: Supporting a successful sustainable economy

Commitment

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Code	Commitment	Status	Comments	Next Steps
WBO1.2.1	As part of regeneration to support the growth and prosperity of the county borough key developments are planned: • The Redevelopment of town centres across the Borough; including the production of a Master Plan for Bridgend Town Centre and the redevelopment of Maesteg Town Hall providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs • The regeneration of the Porthcawl waterfront including the development of the Salt Lake area for a mixed use sustainable development of retail, housing and leisure (COMM)	Green	Projects within the completed masterplan for Bridgend are being pursued, including a project to acquire the police station and to relocate elements of the College to the centre, the first phase of work to look at the rail station area and town history trail. The Town Hall project in Maesteg is progressing well despite some challenges that Covid and Uk wide shortage of materials has posed. We continue to be pursuing various elements to the Porthcawl Regeneration programme, including a placemaking strategy and public consultation, the sale of the first phase of land to ALDI and a revised Cosy Corner development whilst progressing with plans to bring forward mixed use development on both Salt Lake and Sandy Bay.	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.2	Create better town centres through improving property and the environment. Including seeking opportunities to work collaboratively with key stakeholders for mixed use developments which combine, live, work and social spaces to add vibrancy and promote conditions for growth and prosperity. (COMMM)	Green	Quarter 2: We are working alongside private and public sector partners, where work has begun on a variety of previously vacant buildings, through the support of a Transforming Towns grant. The Transforming Towns programme has also enabled us to make a number of positive permanent changes to businesses through the Outdoor Covid Grant to enhance businesses and vibrancy. We continue to work with partners on bringing forward development in some of the more challenging sites within our town centres. We are also commencing work on a greening strategy for Bridgend town, which will sit along side other programmes for bringing vacant premises back into use.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO1.1.3i CP WBO1	Number of vacant premises in town centres: Bridgend Lower Preferred	74	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: <i>No Performance Comments</i>
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg Lower Preferred	16	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: <i>No Performance Comments</i>
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl Lower Preferred	21	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: <i>No Performance Comments</i>
DCO1.1.3iv CP WBO1	The number of vacant premises in town centres: Pencoed Lower Preferred	7	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: <i>No Performance Comments</i>

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development Higher Preferred	£13,500,000	£13,000,000	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: These projects should continue & complete within 2021-22 Performance: <i>No Performance Comments</i>
DCO18.11 CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). Higher Preferred	1,960,919	benchmarking	N/A	1,589,255	1,077,309	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: At the beginning of April Welsh Government permitted retail to reopen, followed at the end of the month by pubs and restaurants being allowed to reopen using outdoors space. In May, Welsh Government began to lower the Alert Levels as part of a cautious reopening of town centres. In July, Wales was at Welsh Government Alert Level 2 and gradually throughout the summer many of the Covid-19 restrictions were lifted until at the beginning of August Wales reached Alert Level Zero. Initially footfall recovered well in response to the easing of restrictions helped by a spell of prolonged warm and dry weather in July. However, it was apparent that even during the summer there was a fragility to footfall levels with local spikes in Covid-19 cases resulting in a drop off in visitor numbers. Generally, Porthcawl performed exceptionally well with footfall exceeding 2020 levels and at times on a par with 2019 pre-pandemic numbers, which is the benchmark. There are some indications that remote working is also helping generate footfall as home workers reconnect with their community and shop locally. Consumer Spend remains low and despite the vaccination programme people are cautious about returning to the high street, especially those in the older demographic. .
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) Higher Preferred	3,129,858	benchmarking	N/A	2,332,180	1,520,195	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: At the beginning of April Welsh Government permitted retail to reopen, followed at the end of the month by pubs and restaurants being allowed to reopen using outdoors space. In May, Welsh Government began to lower the Alert Levels as part of a cautious reopening of town centres. In July, Wales was at Welsh Government Alert Level 2 and gradually throughout the summer many of the Covid-19 restrictions were lifted until at the beginning of August Wales reached Alert Level Zero. Initially footfall recovered well in response to the easing of restrictions helped by a spell of prolonged warm and dry weather in July. However, it was apparent that even during the summer there was a fragility to footfall levels with local spikes in Covid-19 cases resulting in a drop off in visitor numbers. Bridgend did not perform as well as Porthcawl & Maesteg and its footfall failed to reach pre-pandemic levels during the summer. There was some encouragement with the opening of a number of new independent businesses in the town and a burgeoning night-time economy. Consumer Spend remains low and despite the vaccination programme people are cautious about returning to the high street, especially those in the older demographic. .
DCO21.01 Local WBO1	The number of visitors to town centres (annual footfall in Maesteg) Higher Preferred	New 21.22	benchmarking	N/A	477,697	N/A	N/A	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: At the beginning of April Welsh Government permitted retail to reopen, followed at the end of the month by pubs and restaurants being allowed to reopen using outdoors space. In May, Welsh Government began to lower the Alert Levels as part of a cautious reopening of town centres. In July, Wales was at Welsh Government Alert Level 2 and gradually throughout the summer many of the Covid-19 restrictions were lifted until at the beginning of August Wales reached Alert Level Zero. Initially footfall recovered well in response to the easing of restrictions helped by a spell of prolonged warm and dry weather in July. However, it was apparent that

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
								even during the summer there was a fragility to footfall levels with local spikes in Covid-19 cases resulting in a drop off in visitor numbers. Generally, Maesteg performed exceptionally well with footfall exceeding 2020 levels and at times on a par with 2019 pre-pandemic numbers, which is the benchmark. There are some indications that remote working is also helping generate footfall as home workers reconnect with their community and shop locally. Consumer Spend remains low and despite the vaccination programme people are cautious about returning to the high street, especially those in the older demographic.

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Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.3	Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity. (COMM)	Green	The strong employment market and new provision from DWP has had an impact on numbers of referrals. Job starts are strong and vulnerable people are supported to access training and to improve their job situations thus reducing in work poverty.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS82 CP WBO1	The number of participants in the Employability Bridgend programme going into employment. Higher Preferred	401	329	164.50	354	168	↑	Quarterly Indicator Target Setting: Continue to target those most in need of the services. Performance: Employment is strong but referrals due to a strong labour market are dropping.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: • Supporting business start ups • Supporting resilience of businesses – (enterprise hubs) (COMMS)	Green	Local businesses continue to face a wide range of challenges resulting from the Covid pandemic. The team have adapted the support measures available to deliver with a different model of working that has seen support through the Bridgend Business Forum events continue and remain popular and interest from new and start-up businesses in receiving support from the Council grow.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO18.08 CP WBO1	Number of start-up business Higher Preferred	540	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: We will continue to promote and support new business startups & focus on resilience Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.5	Improving the visitor experience to boost tourism in the wake of the COVID19 crisis by: • Enhancing the natural environment through Valleys Regional Park • Deliver the Porthcawl Resort Investment Focus (PRIF) programme (COMM)	Green	Work is now completed with projects successfully delivered through the Valleys Regional Park Discovery Sites funding. The original programme of works for the PRIF scheme is now complete and work in underway in relation to the addition of Cosy Corner to the overall programme delivery.	

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO1.2.3 CP WBO1	Total annual expenditure by tourists Higher Preferred	£146,330,000	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on the tourism economy and develop a new strategy for economic recovery Performance: <i>No Performance Comments</i>

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.2	Work in partnership with town and community councils, third sector and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services. (COMM)	Green	The CAT process continues to gain momentum, recent employment of supporting officers will assist with this moving forward and a focus on "Quick Wins" such as transfer of management and maintenance of sports pitches to the sports clubs is being undertaken. Cabinet has agreed the proposal to award funding through the Town and Community Council (TCC) Fund to 5 applications. These were Bridgend Town (x2), Coity Higher, Coychurch Lower and Cefn Cribwr. The relevant TCC have been informed of their funding and given authority to proceed with their projects.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO16.8 CP WBO2	Number of council owned assets transferred to the community for running Higher Preferred	13	10	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target revised due to impact of Covid-19 on sports facilities who are at financial detriment and less able to progress CAT transfers this year Performance: <i>No Performance Comments</i>

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.1.1	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. (COMMS)	Green	Quarter 2: The disposal strategy for 2021-22 has been prepared and surplus land and assets clearly identified. The current disposals will generate £3.745m of capital receipts in the current year. A number of rationalisation projects are ongoing focusing on the retained assets and how these buildings will be improved and potentially remodelled to align with the Future Service Delivery Model. Digital transformation forms one work stream of the Future Service Delivery Model and will assist in identifying ways in which office accommodation could potentially be remodelled or utilised in a smarter digitally enabled way as we emerge from the Covid-19 Pandemic.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO16.9 CP WBO3	Realisation of capital receipts targets Higher Preferred	£3,090,000	£3,745,000	£1,872,500	£40,000	£0	Trend is not applicable	Quarterly Indicator Target Setting: Target revised to include Porthcawl food store site. Performance: The disposal programme for the current year remains as projected with all projected sales still progressing and with solicitors. The anticipated sale in Q1 completed in Q2, with remaining sales anticipated in Q4. The ability to meet target within the current year will rest upon the purchasers progress through the planning system, which we are monitoring.
DCO19.02 CP WBO3	Percentage of full statutory compliance across BCBC operational buildings Higher Preferred	62.7%	100%	100%	66.4%	55.8%	↑	Quarterly Indicator Target Setting: 100% compliance will always be the target that we aim to achieve Performance: Overall compliance continues to improve with the "Big 5" compliance items now at 81% and rising and overall compliance at 66.4%. This % figure is produced once the compliance certificate is uploaded to the IWMS. However, what is important to note is that there are currently no non-compliant buildings in operation on the corporate estate. Where items are being repaired and/or do not pass a compliance test, they are either decommissioned or an area is taken out of use until the issue is resolved. The impact of the pandemic continues to have a detrimental effect upon the availability of parts and materials that frustrates the timing of compliance repairs. In addition service inspection frequencies have also been increased in line with Covid recommendations and this has impacted the way in which our compliance data is collected and places negative pressure on the figures. The underlying picture however is one of strongly improving figures.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFs, in particular for the 2021-22 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (COMM)	Green	The net budget for 21/22 is currently projecting an underspend of 313K at Q2. This is mainly due to the projected under spend on street lighting due to a change in energy providers and reduced energy consumption due to the LED replacement programme. The 21/22 Budget Savings are on course to be delivered. Future budget and pressure proposals are still being developed. It is clear that this will be increasingly challenging and will require innovative solutions if the Directorate is to meet its expected targets.	

Performance Indicators

PI Ref No	PI Description	Annual target 21-22 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCO6.1.1i CP feeder WBO3	Value of planned budget reductions achieved (Communities)	823	60	7.3%	5	0.6%	758	92.1%	See comment under WBO3.2.2.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.5	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (COMM)	Green	Strategic principles developed and endorsed by Cabinet on 14th September 21. Cabinet also endorsed a revised timeframe for this work programme, with the target date extended to Spring 22. Progress is therefore reported as GREEN as the dates within this system are no longer correct. 5 workstreams identified and reporting back in to the Board.	Continue to develop the Council's new future service model, working through the programme Board and it's workstreams. Communication with officers and members remains a key focus for the work and engagement work is ongoing. It should be noted that the interim phase of this project is very much a dynamic phase, enabling officers to test, review and further develop implementation models whilst also ensuring the Council is able to respond to challenges.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.1	Invest £1.3m to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions. (COMM)	Green	The works element of the project commenced in Q1 and is proceeding well with a significant number of the Energy Saving Measurers installed across a number of identified BCBC assets. Project remains on target for full completion in Q4. The project involved 18 BCBC assets and includes the energy saving measures of Solar PV, LED Lighting, Intelligent Heating Plant controls, advanced lighting controls and energy time clocks.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO20.01 CP WBO3	Annual Gas Consumption across the Authority - kWh Lower Preferred	22,409,433 kWh	Establish Baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon footprinting commission Performance: No Performance Comments
DCO20.02 CP WBO3	Annual Electricity Consumption across the Authority - kWh Lower Preferred	8,166,632 kWh	Establish baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon footprinting commission Performance: No Performance Comments
DCO20.03 CP WBO3	Annual CO2 related to gas consumption across the Authority - kWh Lower Preferred	4,120 kWh	Establish baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon footprinting commission Performance: No Performance Comments
DCO20.04 CP WBO3	Annual CO2 related to electricity consumption across the Authority - kWh Lower Preferred	1,903 kWh	Establish baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon footprinting commission Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.2	Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the: • Caerau Minewater Heat Scheme • Bridgend Heat Network (COMM)	Green	Cabinet approval for the minewater community scheme in Caerau is being sought in November. Workstreams relating to Bridgend Heat Network are underway and on target.	

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Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.3	Continue to exceed the national recycling targets and increase opportunities for reuse of materials by: <ul style="list-style-type: none"> • Building a new community recycling centre with a reuse centre, • Recycling street scene waste, • Raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity. (COMM) 	Amber	The new community recycling centre is awaiting final completion on a few minor adjustments to accommodate the waste contractor and a NRW Environmental Licence. The contractor has finalised an agreement with charitable organisation for the running of the re-use shops in Pyle and Maesteg. The recycling of street litter commenced in August and we are monitoring the contract. Public campaigns are ongoing.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO20.05 CP WBO3	Percentage of Street cleansing waste prepared for recycling Higher Preferred	postponed	30%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To maintain current levels despite mixed & contamination of waste Performance: No Performance Comments
PAM/030 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 Higher Preferred	69.15%	68%	68%	72.29%	68.4%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments
PAM/030 a) CP feeder WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse Higher Preferred	0.77%	1.0%	1%	1.17%	0.94%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments
PAM/030 b) CP feeder WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled Higher Preferred	48.43%	45.0%	45%	48.93%	45.17%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments
PAM/030 c) CP feeder WBO3	Percentage of municipal waste collected by local authorities as source segregated biowastes that are composted or treated biologically in another way Higher Preferred	19.94%	20.0%	20%	22.18%	22.29%	↙	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments
PAM/043 CP, PAM WBO3	Kilograms of residual waste generated per person Lower Preferred	131.45 kg	123.00 kg	61.50 kg	65.75 kg	63.86 kg	↙	Quarterly Indicator Target Setting: To reduce the amount residual waste Performance: 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 which are above the associated targets.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.4	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough. (COMM)	Green	Work has progressed in relation to delivery of the Biodiversity and Ecosystems Resilience Plan. A review of delivery is currently underway which will aim to produce recommendations on future action.	

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO20.06 CP WBO3	Undertake schemes to increase the County Borough's tree cover Higher Preferred	2	2	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Increase the schemes in line with 2030 Agenda Performance: No Performance Comments
DCO20.07 CP WBO3	Deliver community biodiversity schemes Higher Preferred	2	2	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Increase the schemes in line with 2030 Agenda Performance: No Performance Comments
DCO20.08 CP WBO3	Undertake Local Nature Reserve Enhancement projects Higher Preferred	2	2	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Increase the schemes in line with 2030 Agenda Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.5	Develop a Corporate Decarbonisation Strategy - Bridgend 2030. (COMM)	Green	A baseline carbon footprint for the Council's activities has been established. The Draft 2030 Strategy and Action Plan is in the process of being completed and will be finalised and submitted to Cabinet in December, following which consultation will be undertaken. Work on the Bridgend County Citizens Assembly is underway and is proposed to start in mid December and complete in March 2022.	

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002i Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) Lower Preferred	7.19 days	no target	N/A	5.54 days	3.44 days	↓	Quarterly Indicator Target Setting: No target set' Performance: No Performance Comments
DCO5.6.13 Local Other priority	Number of working days lost to industrial injury (Communities) Lower Preferred	0 days	0 days	0 days	0 days	0 days	↔	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
DCO5.6.14 Local Other priority	Number of industrial injury incidents (Communities) Lower Preferred	0 days	0 days	0 days	0 days	0 days	↔	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments

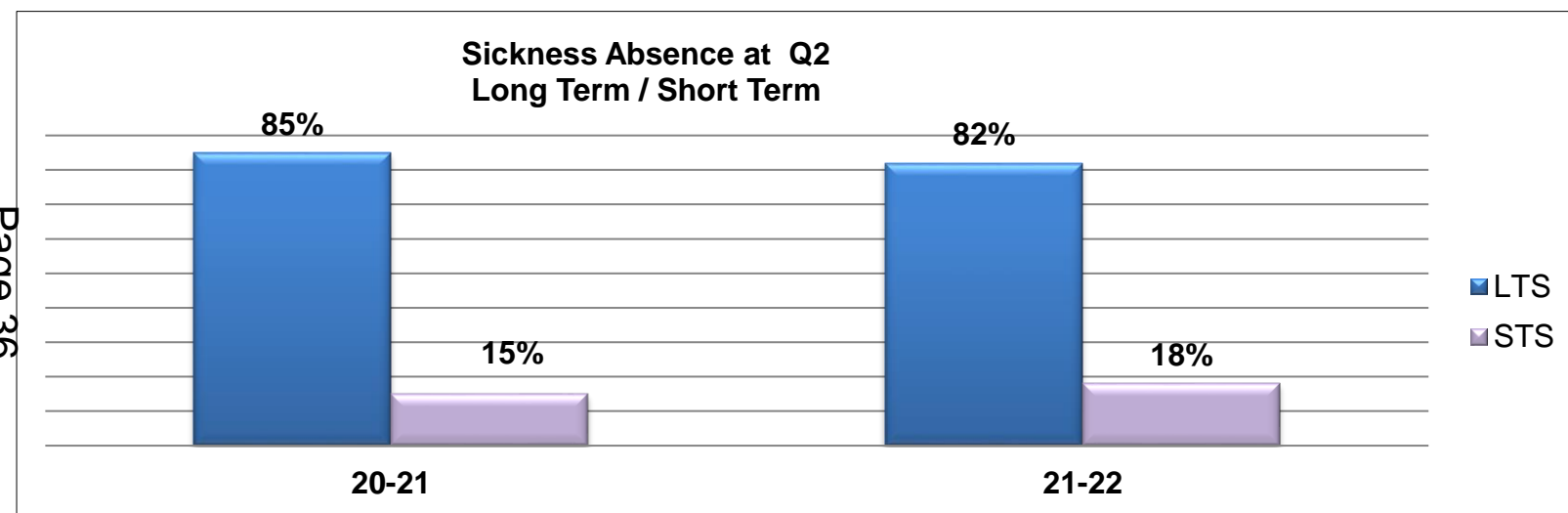
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO16.27 Local Other priority	Supervisors and managers in operational departments of Neighbourhood services to complete a Health and Safety checklist/ inspection for their section Higher Preferred	100%	100%	100%	To be confirmed	100%	N/A	Quarterly Indicator Target Setting: Target retained Performance: A review of the service areas to be included within the remit of this indicator is being completed, as well as establishing a rationale for the data inclusions/exclusions in order to ensure the data is comparable across the service areas. This will be completed and data collated by Q3.
DCO16.28 Local Other priority	Supervisory staff in Neighbourhood services to deliver a Safety communication (eg. toolbox talk) to their section Higher Preferred	95%	100%	100%	To be confirmed	56%	N/A	Quarterly Indicator Target Setting: Target retained Performance: A review of the service areas to be included within the remit of this indicator is being completed, as well as establishing a rationale for the data inclusions/exclusions in order to ensure the data is comparable across the service areas. This will be completed and data collated by Q3.
PAM/010 PAM Other priority	Percentage of highways inspected of a high or acceptable standard of cleanliness Higher Preferred	99.42%	97%	97%	98.6%	99.1%	↙	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/018 PAM Other priority	Percentage of all planning applications determined in time Higher Preferred	64%	80.1%	80.1%	52%	74%	↓	Quarterly Indicator Target Setting: % range falls within 'good' category of National Planning Performance Framework Performance: Large numbers of planning applications, restrictions to site visits via the pandemic and and resource issues have impacted on application determination times. However, the LPA is committed to delivering quality planning outcomes and is looking to restructure the department to add capacity.
PAM/019 PAM Other priority	Percentage of planning appeals dismissed Higher Preferred	82%	66%	66%	100%	66%	↑	Quarterly Indicator Target Setting: % range falls within 'good' category of National Planning Performance Framework Performance: No Performance Comments
PAM/020 PAM Other priority	Percentage of: Principal (A) roads in overall poor condition Lower Preferred	3.88%	4.5%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/021 PAM Other priority	Percentage of: non-principal (B) roads in overall poor condition Lower Preferred	3.18%	4.2%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/022 PAM Other priority	Percentage of: non principal (C) roads in overall poor condition Lower Preferred	7.34%	8.6%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/035 PAM Other priority	Average number of days taken to clear fly tipping incidents Lower Preferred	2.01 days	2.50 days	2.50 days	2.08 days	0.91 days	↓	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/036 PAM Other priority	Number of additional affordable housing units delivered per 10,000 households Higher Preferred	Postponed	To be confirmed	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Data to be provided by WG Performance: No Performance Comments

Additional Sickness Information by Service Area

Unit	FTE 30.09.2021	QTR2 2020-21			QTR2 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 2021/22	Target 2021/22	
		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	48.00	88.00	6	1.96	462.00	15	9.63	2.10	11.83	No Target set
	Corporate Landlord	129.24	346.50	49	2.89	420.26	72	3.25	2.92	6.76	
	Economy, Natural Resources & Sustainability	69.02	14.00	3	0.22	190.00	15	2.75	0.23	3.71	
	Highways & Green Spaces	175.30	243.34	27	1.38	560.83	42	3.20	1.44	5.06	
Planning & Development Services	36.35	0.00	0	0.00	5.00	2	0.14	0.00	0.14		
Strategic Regeneration	14.21	1.00	1	0.07	25.00	2	1.76	0.21	3.86		
Communities Directorate Total	475.62	746.84	87	1.66	1663.09	148	3.50	3.44	5.54		

Sickness Absence by Reason

Absence Reason	Communities Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	27.96	35.00	62.96	2.38%
Chest & Respiratory	14.00	28.14	42.14	1.59%
Coronavirus COVID - 19	7.34	33.00	40.34	1.52%
Eye/Ear/Throat/Nose/Mouth/Dental	7.76	51.50	59.26	2.24%
Genitourinary / Gynaecological	13.49	12.68	26.17	0.99%
Heart / Blood Pressure / Circulation	21.01	76.74	97.75	3.69%
Infections	46.69	88.61	135.30	5.11%
Injury	0.00	0.00	0.00	0.00%
MSD including Back & Neck	262.33	365.78	628.11	23.72%
Neurological	23.01	7.81	30.82	1.16%
Other / Medical Certificate	71.50	230.00	301.50	11.39%
Pregnancy related	2.70	3.51	6.21	0.23%
Stomach / Liver / Kidney / Digestion	38.27	161.97	200.24	7.56%
Bereavement Related	29.86	29.00	58.86	2.22%
Other Mental illness	22.00	23.00	45.00	1.70%
Stress/Anxiety/Depression not work related	290.68	300.84	591.52	22.34%
Stress/Anxiety/Depression work related	106.08	215.51	321.59	12.15%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	984.70	1663.09	2647.79	



Education and Family Support - Performance Q2

Commitments 2021-22		BRAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators																		
Q2 Directorate Commitments to delivering Wellbeing objectives		Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2020-21	Performance vs Target	Trend vs Q2 2020-21 (excluding Finance)																
Wellbeing Objective One – Supporting a successful sustainable economy		6	0	0	5	1																				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient		1	0	0	1	0																				
Wellbeing Objective Three – Smarter use of resources		4	0	0	3	1																				
Finance																										
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Education and Family Support Directorate for 2021-2022 is £127.137m. The current projections indicate an overspend of £1.089m at the year end. Capital Budget <ul style="list-style-type: none"> At Q2 the capital budget for the Directorate for 2021-2022 is £15.436m with total expenditure of £310,000 and no foreseen under or overspend to planned budget. Efficiency Savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>Savings carried forward</th> <th>2021-2022</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>344</td> <td>116</td> <td>100%</td> </tr> <tr> <td>Likely to be achieved</td> <td>344</td> <td>116</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>0</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> <p>Additional financial information is provided in the Budget Monitoring 2021-22–Quarter 2 Revenue Forecast report presented to Cabinet on 19 October 2021.</p>						Savings (£000)	Savings carried forward	2021-2022	%	Savings Target	344	116	100%	Likely to be achieved	344	116	100%	Variance	0	0	0%	High Corporate Risks <p>Oversight of corporate risks are collectively undertaken and managed by Corporate Management Board. The Corporate risk register can be found attached (Appendix E) and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are council wide whilst others focus on specific directorates.</p> <p>The Education and Family Support Directorate (EFS) currently (as of November 2021) has 23 directorate-level risks.</p> <p>As none of these risks have a residual (ie post-mitigation) score of more than 15, they are not escalated for consideration as a corporate-level risk</p>				
Savings (£000)	Savings carried forward	2021-2022	%																							
Savings Target	344	116	100%																							
Likely to be achieved	344	116	100%																							
Variance	0	0	0%																							
Implications of Financial Reductions on Service Performance and other Key Issues/challenges																										
<p>EFS's key challenges are as follows:</p> <ul style="list-style-type: none"> Significant, continuing impact of COVID-19 Budget pressures (particularly home-to-school transport and out-of-county additional learning needs (ALN) costs) Curriculum reform Legislative changes (eg ALN reform) Capacity issues (especially in specialist and statutory areas) Performance of the Bridgend Youth Justice Service 																										

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Officers continue to seek mitigation in respect of these risks by:

- focusing resources on statutory services;
- engaging with partners (such as other local authorities and Central South Consortium) to benefit from economies of scale;
- investing in in-house professional development to 'grow our own'; and
- targeting intervention where it is most required (ie Bridgend Youth Justice Service).

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KEY:

Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

Commitments		
Status	Meaning	Descriptor
BLUE	Complete	Project (or task within a project/plan) is completed and is no longer a priority.
GREEN	Progressing as planned and according to designated time, budget and desired outcomes.	Actions completed within timescales, on budget and evidence of achieving desired outcomes
AMBER	Issues that could delay progress	Task/action looks liable to go over budget Task/action agreed deadlines show slippage Task/action within 2 weeks of deadline - not started Risk or issue score increases (review required)
RED	Significant issues	Task/action over budget Task/action agreed deadline breached Risk or issue score increases to critical or catastrophic

Performance indicators	
Status	Definition
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more

National indicators	
PI Quartile	Local Authority ranking
1	1 st -6 th
2	7 th -11 th
3	12 th -16 th
4	17 th -22 nd

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	CP	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)	PAM	Public Accountability Measure (National Indicator)
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

WBO1: Supporting a successful sustainable economy

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.1	Sustain the current good pupil performance at key stage 4	Amber	<p>Central South Consortium has confirmed that Welsh Government provides each local authority with the pupil level results for individual subjects for GCSE and A level results, but these files do not contain any information that relate to any of either the legacy or interim performance measures for these key stages. For example, there is no longer any 'flags' or centrally calculated data that relate to Capped 9 points score, level 2 threshold or average points for literacy."</p> <p>Therefore, the data for Capped 9 points does not exist at a Welsh Government level so therefore cannot be shared.</p>	<p>There is the possibility that schools will have submitted their own data into the ALPS system and that this will have generated some information.</p> <p>It is not statutory that schools upload information which, if they don't, can lead to skewed comparisons.</p> <p>ALPS may be able to provide us with more information but currently their system is not showing anything linked to the Capped 9 performance measure.</p>

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM032 CP, PAM WBO1	Average Capped 9 Score for pupils in Year 11 Higher Preferred	N/A	N/A	N/A	N/A	N/A	N/A	As the data collection is suspended by the Welsh Government, there is no target setting. Local authorities have been advised not to use pupil attainment measures for comparison purposes. Therefore, the local authority is not in a position to provide meaningful data for this area.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.2	Raise standards of literacy in primary schools	Amber	<p>The valid and reliable form for data (Welsh Government) has very little to share for internal or external use. Critically, with such massive changes in assessment type any comparison is near impossible.</p> <p>The Welsh Government Information Management System (IMS) calendar does not require schools to set formal targets linked to outcomes or levels. Furthermore, the IMS calendar doesn't require schools to perform any data collection linked to outcomes or level in the foundation phase or key stage 2. Therefore, no data related to targets or outcomes is collected.</p> <p>Also, Welsh Government no longer publishes local authority level data linked foundation phase data; this is now only published at a national level (and was last published in 2019).</p> <p>Furthermore, additional quality assurance processes linked to data collection (eg moderation processes are no longer required).</p>	<p>As we transition to the new curriculum schools will be asked to develop their own assessment procedures linked to the development of their own curriculum. It is currently unclear what data will be required from schools by Welsh Government. This is being consulted on currently and we are waiting for an outcome: https://gov.wales/assessment-arrangements-subordinate-legislation-resultant-curriculum-and-assessment-wales-act-2021</p> <p>Finally, the latest draft 'School improvement guidance: framework for evaluation, improvement and accountability' provided by the Welsh Government (Jan 2021) is quite clear about the use of narrow performance measures, stating that:</p> <p>"Councils should:</p> <ul style="list-style-type: none"> • Use a broad range of information to monitor and understand well the performance of schools in their area, rather than a narrow focus on pupil attainment measures; • build on this broad range of information to support schools and, where necessary, to identify and intervene in schools causing concern, using the full range of statutory powers;" <p>Source (p25): https://gov.wales/sites/default/files/consultations/2021-01/210126-school-improvement-guidance-framework-for-evaluation-improvement-accountability.pdf</p> <p>As the data collection is suspended by the Welsh Government, there is no target setting. Local authorities have been advised not to use pupil attainment measures for comparison purposes. Therefore, the local authority is not in a position to provide meaningful data for this area.</p>

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCH2.1.1 CP WBO1	Percentage of pupils, at the end of the foundation phase, achieving at outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language, Literacy, Communication in English and Welsh)	N/A	N/A	N/A	N/A	N/A	N/A	As the data collection is suspended by the Welsh Government, there is no target setting. Local authorities have been advised not to use pupil attainment measures for comparison purposes.
EDU003 (PAM/004) 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	N/A	N/A	N/A	N/A	N/A	N/A	Therefore, the local authority is not in a position to provide meaningful data for this area.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.3	Improve outcomes for post-16 learners in school sixth forms	Amber	Central South Consortium has confirmed that: "The Welsh Government provides each local authority with the pupil level results for individual subjects for GCSE and A level results, but these files do not contain any information that relate to any of either the legacy or interim performance measures for these key stages."	There is the possibility that schools will have submitted their own data into the ALPS system and that this will have generated some information. It is not statutory that schools upload information which, if they don't, can lead to skewed comparisons and comparisons between cohorts are pointless due to the variations in assessment methods since 2019 (with traditional examinations in 2019, centre assessed grades in 2020, centre determined grades in 2021 and a plan to return to examinations in 2022 (subject to COVID-19 context).

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS114 CP WBO1	The percentage of learners gaining 3 A*-C grades at Level 3 Higher Preferred	N/A	N/A	N/A	N/A	N/A	N/A	As the data collection is suspended by the Welsh Government, there is no target setting. Local authorities have been advised not to use pupil attainment measures for comparison purposes. Therefore, the local authority is not in a position to provide meaningful data for this area.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.4	Assess the impact of the Covid-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic	Amber	While there is no consistent data available to make comparisons, feedback from schools, learners and (most importantly) learners indicates that, despite ongoing Covid-related challenges, current teaching and learning is effective. There has been a lot of activity to support schools to mitigate teaching and learning as a result of the pandemic, as follows: <ul style="list-style-type: none"> • There have been three reviews of blended learning self-evaluation looking at impact on standards • Monitoring of uses of additional grant funding (eg RRRS) • Deployment of additional NQTs (Welsh Government funded) 	Planning in response to findings of reviews and schools' self-evaluation processes Ongoing support for blended learning – Hwb/Central South Consortium website/improvement partners' support of schools/Sharing good practice in Bridgend School business resilience plans and risk assessments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.5	Support schools to provide safe learning environments for all learners and staff in schools	Green	<p>The local authority has:</p> <ul style="list-style-type: none"> developed risk assessments for schools and control measures have been advised on and quality assured; developed bespoke guidance; coordinated a dynamic response to critical issues; signposted schools to relevant information; developed several frequently asked questions (FAQs) documents for schools and parents/carers; coached and mentored school staff; and created relationships with TTP/PHW and feedback to schools on pertinent issues. 	<p>The local authority will:</p> <ul style="list-style-type: none"> monitor the impact of national guidance; provide ongoing support to develop and refresh risk assessments; support the implementation for national initiatives; and provide ongoing advice and guidance.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.6	Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh-medium education and increase the number of Welsh speakers to support Cymraeg 2050	Amber	<p>The WESP Forum now meets on a regular basis and engages a range of key stakeholders and delivery partners. In addition, we have established several sub-groups to ensure the objectives set out in our WESP are progressed. For example, over the past two years, the following sub-groups have met:</p> <ul style="list-style-type: none"> Welsh Language Steering Sub-Group Welsh-medium Childcare Sub-Group Training and Apprenticeships Sub-Group School Modernisation Capital Investment Sub-Group Welsh-medium Secondary School Band C Provision Sub-Group <p>The schemes in the School Modernisation Programme and continue to progress which will result in increased places in Welsh-medium education.</p>	<p>The draft WESP 2022-2023 is currently out for consultation, it closes on the 19 December 2021. This will be reported to Cabinet in January 2022. This will then be sent to Welsh Government for approval.</p>


Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS138 CP WBO1	Percentage of Year 1 learners taught through the medium of Welsh Higher Preferred	7.61%	Not available at present	Not available at present	Not available at present	Not available at present	Not available at present	<p>Currently in our Welsh-medium schools, there are 162 pupil places available for reception-age learners. The local authority has set a target of 300 reception places being available for Welsh-medium learners by the end of the plan period, which is an additional 138 additional pupil places. The 300 reception places equate to 10 forms of entry, and the aim is to ensure those places are filled. We are increasing our Welsh-medium sessional childcare places (creating potential for 176 additional sessional sessions) by establishing four new Welsh-medium childcare hubs through the childcare offer capital grant.</p>

WBO2: Helping people and communities to be more healthy and resilient**Commitment**

Code	Commitment	Status	Comments	Next Steps
WBO2.1.2	Target the use of early intervention services to reduce demand on statutory services	Amber	<p>There are a number of significant challenges to the delivery of early help support at the moment and this will inevitably impact on the ability of the service to continue to divert cases from statutory services.</p> <p>These challenges include</p> <ul style="list-style-type: none"> • staff absence due to COVID-19; • recruitment and retention of staff (often linked to short-term grant funding); and • increased number and complexity of referrals (often pandemic-related) <p>Increased demand for support from the communication and relationships team (CART) in relation to autistic spectrum disorder (ASD), support for behavioural, emotional and social difficulties (BESD).</p> <p>The need for support has increased further as a result of the pandemic.</p>	Prioritise the most complex cases and submit a pressure bid for additional resources.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS29 CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome Higher Preferred	68%	67%	69%	69%	69%		Waiting lists for early help services driven by increased demand and complexity of cases. Early help pressures paper recently considered by CMB and agreement in principle for additional recurring funding for this service.

WBO3: Smarter use of resources**Commitment**

Code	Commitment	Status	Comments	Next Steps
WBO3.1.2	Provide sufficient school places in the right areas by delivering 21st century schools under the council's schools' modernisation programme	Amber	<p>Feasibility studies were well underway for all capital schemes ie Bridgend North East (ie Ysgol Gymraeg Bro Ogwr), Mynydd Cynffig Primary School and Heronsbridge Special School</p> <p>Outline business cases in respect of these scheme were submitted to Welsh Government for consideration.</p> <p>Feasibility had concluded on the Mutual Investment Model schemes in Bridgend West (ie replacement Ysgol Y Ferch O'r Sgêr and a two-form entry English-medium school).</p> <p>A statutory consultation process was undertaken for Bridgend West and Cabinet approval was received to proceed with both schemes.</p>	<p>Conclude the feasibility studies in respect of the capital schemes.</p> <p>Request Cabinet approval to undertake a statutory consultation process in respect of the replacement schools and commence each process.</p> <p>Receive Welsh Government's response to the Outline Business Case submissions.</p> <p>Submit the stage 1 request to the Welsh Education Partnership Co. in respect of the Mutual Investment Model schemes.</p>

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DCH2.1.11.1 CP WBO3	The percentage surplus capacity in primary schools Lower Preferred	11.9%	10%	10%	12.6%	11.9%	↙	Welsh Government recommends that local authorities should aim to retain no more than 10% surplus places. The local authority is responsible for the planning and management of school places and must secure provision efficiently to focus resources on improving educational outcomes for young people.
DCH2.1.11.2 CP WBO3	The percentage surplus capacity in secondary schools Lower Preferred	20.5%	18%	18%	18.6%	20.5%	↑	We review provision where there are excessive numbers of surplus places (ie Welsh Government considers 25% or more to be 'significant surplus'), and where feasible make proposals for reorganisation or alternative use of school premises so that the assets provide the best possible value for money. We ensure that accommodation is being used effectively, challenging schools as to the usage of rooms where appropriate, to maximise the value of the property. The local authority takes a proactive stance in this regard but works with schools to ensure the balance between some 'healthy' surplus and sufficient places is maintained. This use of space to support COVID-19-related controls may, for some time skew the actual available surplus space in schools as space is used differently. The local authority challenges schools, where for example, there is current pressure on school admissions to ensure that space is used effectively, and the published admission number (PAN) is correct and reflects the individual school's ability to support the right number of pupils.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2021-2022 financial year, set annual balanced budgets and establish long term financially sustainable solutions	Amber	Full savings achieved for 2021-2022 (as identified in MTFS). Prior year commitments (relating to learner transport) remain challenging.	We are awaiting the outcome of the forthcoming Welsh Government guidance in respect of home-to-school transport. Subject to the findings of this review, policy changes may be made which could impact positively on MTFS pressures in this area.

Performance Indicators

PI Ref No	PI Description	Annual target 21-22 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DEF143 CP feeder WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	116	0	0%	0	0%	116	100%	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Embrace and invest in innovation and technology including improvements in connectivity and new and replacement classroom-based, end-user devices in our schools	Green	<p>Devices</p> <ul style="list-style-type: none"> 2,645 chrome devices received in June 2021. 2021-2022 Welsh Government Hwb order (£720k) placed in June 2021, 1,372 Windows devices, 168 chrome, 196 Apple and 95 trolleys. Apple and Chromebook devices received by schools, and so far, 1 laptop scheduled for delivery on 3 November 2021. Schools have been allocated money to purchase from Lot 2 or Lot 3 of the Welsh Government catalogue. Six schools carrying money over till next year. 47 orders placed. 7 schools yet to respond. <p>Infrastructure</p> <p>All schools complete apart from Heronsbridge which is not cost effective, and we will wait for the Band B school modernisation new build.</p> <p>Hwb transition</p> <p>All schools transitioned to Hwb Office365 for emails.</p>	Meeting to be held with Welsh Government Hwb technical team before we push forward with the transition of data from our existing Citrix "cloud" solution

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.5	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID-19	Amber	<p>Significant progress has been made by schools and local authority teams in respect of using technology to support remote working over the past year.</p> <p>Schools, in particular (staff and learners) have been provide with appropriate IT equipment to support blended learning. A key challenge for the directorate going forward is the procurement of an effective management of information system (MIS). We hope to conclude this procurement in early 2022.</p>	EFS officers will continue to work with Procurement and Finance colleagues to ensure the new MIS system is in place as soon as possible.

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002iv Local Other priority	Number of working days per full-time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools) Lower Preferred	10.32	No target set	No target set	4.83	3.89	↓	
DCH5.6.2 Local Other priority	Number of working days lost per FTE due to industrial injury (Education and Family Support Directorate staff, excluding schools) Lower Preferred	0.01	0	0	0.0026	0	↓	

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS23 Local Other priority	The number of industrial injury incidences (Education and Family Support Directorate staff, excluding schools) that result in an absence Lower Preferred	1	0	0	3	0	↓	
DEFS132 Local Other priority	Number of working days per FTE lost due to sickness absence (schools) Lower Preferred	6.78	No target set	No target set	3.97	1.71	↓	
DEFS134 Local Other priority	Number of working days lost per FTE due to industrial injury (schools) Lower Preferred	0.12	0	0	0.0453	0.05	↑	
DEFS135 Local Other priority	The number of industrial injury incidents that result in an absence (schools) Lower Preferred	11	0	0	2	4	↑	
DRE5.3.13ii Local Other priority	Number of individual injury incidences (Corporate) that have resulted in an absence Lower Preferred	26	0	0	12	9	↓	
DRE5.6.8 Local Other priority	Number of days lost per FTE through industrial injury (Corporate) Lower Preferred	0.13	0	0	0.0805	0.03	↓	

Additional Sickness Information by Service Area – Education

Unit	FTE 30.09.2021	QTR2 2020-21			QTR2 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 2021/22	Target 2021/22
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Business Support	25.52	20.00	2	0.84	0.00	0	0.00	3.60	0.18	No Target set
Catering Services (CAT)	106.53	228.28	82	2.03	253.28	82	2.38	5.35	5.83	
Family Support	183.88	439.15	25	2.41	405.11	34	2.20	13.71	4.52	
Learner Support	125.82	133.02	24	1.02	348.32	49	2.77	2.51	6.07	
School Modernisation	3.00	0.00	0	0.00	5.00	1	1.67	0.00	2.00	
School Support	14.77	0.00	0	0.00	0.00	0	0.00	0.00	0.00	
Education & Family Support Directorate Total	461.52	820.45	133	1.74	1011.71	166	2.19	3.89	4.83	

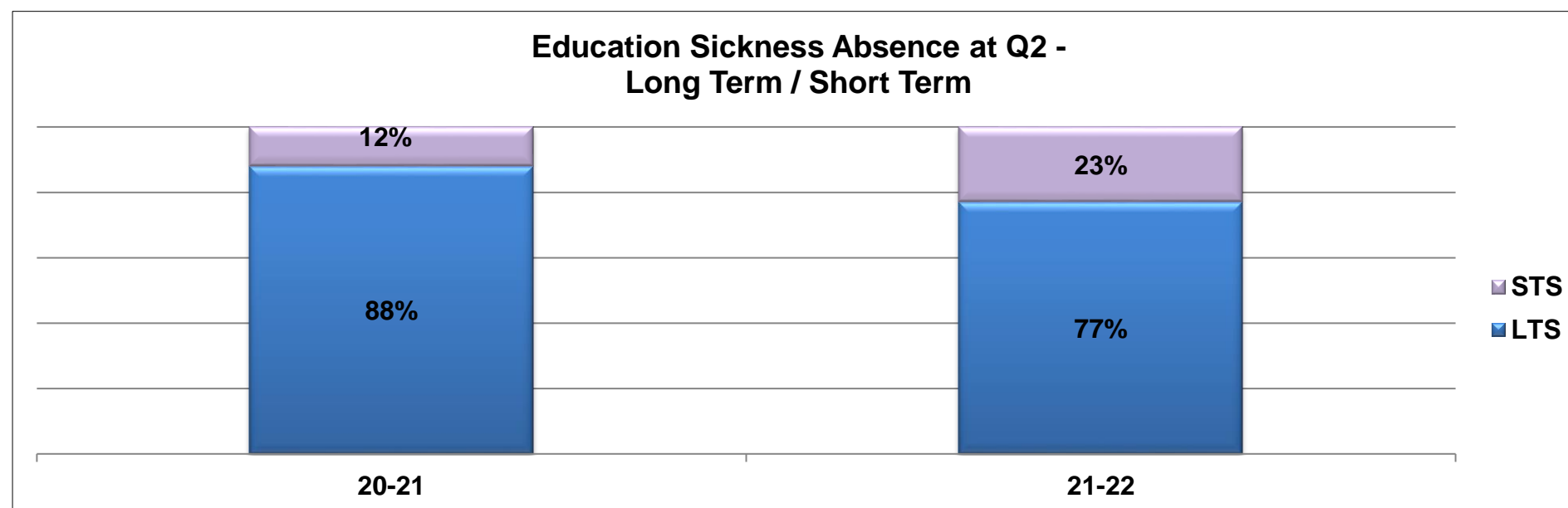
Additional Sickness Information by Service Area – Schools

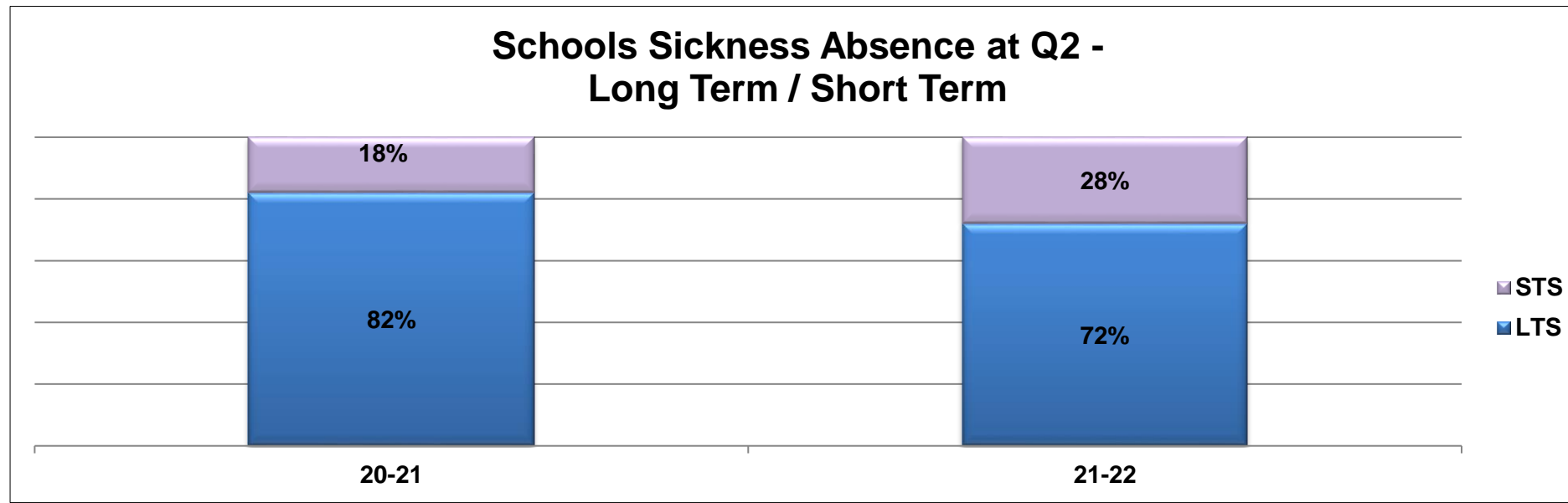
Unit	FTE 30.09.2021	QTR2 2020-21			QTR2 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 2021/22	Target 2021/22
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Primary Schools	1079.45	982.06	168	0.93	1563.72	297	1.45	1.93	3.93	No Target set
Secondary Schools	893.94	550.39	107	0.64	869.30	204	0.97	1.26	2.71	
Special Schools	239.74	317.35	58	1.36	809.51	96	3.38	2.34	8.74	
Schools Total	2213.13	1849.80	333	0.86	3242.53	597	1.47	1.71	3.97	

Additional Sickness Absence by Reason

Absence Reason	Education & Family Support Directorate				Schools			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	13.55	13.55	0.60%	85.09	132.71	217.80	2.52%
Chest & Respiratory	21.17	28.22	49.39	2.18%	75.85	69.61	145.46	1.68%
Coronavirus COVID - 19	6.55	32.26	38.81	1.72%	402.73	171.86	574.59	6.64%
Eye/Ear/Throat/Nose/Mouth/Dental	41.95	19.96	61.91	2.74%	115.07	77.11	192.18	2.22%
Genitourinary / Gynaecological	50.87	6.76	57.63	2.55%	8.99	5.41	14.40	0.17%
Heart / Blood Pressure / Circulation	3.76	71.13	74.89	3.31%	140.53	158.22	298.75	3.45%
Infections	39.85	19.80	59.65	2.64%	536.29	384.78	921.07	10.65%
Injury	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
MSD including Back & Neck	341.90	259.02	600.92	26.56%	953.89	694.24	1648.13	19.06%
Neurological	61.48	95.49	156.97	6.94%	348.52	203.38	551.90	6.38%
Other / Medical Certificate	62.50	27.62	90.12	3.98%	1.62	38.03	39.65	0.46%
Pregnancy related	35.22	27.41	62.63	2.77%	108.77	110.80	219.57	2.54%
Stomach / Liver / Kidney / Digestion	69.09	57.43	126.52	5.59%	504.30	270.81	775.11	8.96%
Bereavement Related	121.41	49.99	171.40	7.58%	399.05	190.76	589.81	6.82%
Other Mental illness	24.32	0.00	24.32	1.08%	0.00	0.00	0.00	0.00%
Stress/Anxiety/Depression not work related	350.59	278.18	628.77	27.80%	1489.83	618.52	2108.35	24.38%
Stress/Anxiety/Depression work related	19.73	24.89	44.62	1.97%	234.63	116.29	350.92	4.06%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%
TOTALS	1250.39	1011.71	2262.10		5405.17	3242.53	8647.70	

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SOCIAL SERVICES & WELL-BEING DASHBOARD – PERFORMANCE Q2

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Social Services and Well-being remain at the centre of public services response to the global pandemic. There are increased need and demand for services, particularly domiciliary care, which are impacting on the ability to deliver the quality and quantity of timely service response. There are also challenges in children's social care services. Casework is particularly complex as the impact of the extended periods of lockdown on our most vulnerable children and families is understood. There have been 5 unexpected child deaths in the County Borough and 3 of these children had been supported by Children's Services. The BCBC Corporate Director of Social Services and Wellbeing presented to the Regional Safeguarding Board a proposal for a rapid review on the effectiveness of multi-agency safeguarding in Bridgend which was agreed by the Board and is being undertaken by Dr Claire Thomas from Public Health Wales. This review is particularly focussed on the effectiveness of staff support arrangements. Workforce, support for the current workforce – their wellbeing and continued professional development – and recruitment to the social care and social work workforce is the key challenge the directorate faces and has the highest priority in delivering the improvement steps set out in this dashboard. These challenges are common to all local authorities across Wales and the case for long term sustainable investment and national workforce deliverables such as national terms and conditions is being strongly made by professional leaders across the social care sector.

Commitments 2021-22		BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)				Corporate Plan Indicators																
Q2 Directorate Commitments to delivering Wellbeing objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2020-21	Performance vs Target	Trend vs Q2 2020-21 (Excluding finance)																		
Wellbeing Objective One – Supporting a successful sustainable economy	0																										
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	5		1	2	2																						
Wellbeing Objective Three – Smarter use of resources	2				2																						
Finance						High Corporate Risks																					
Revenue Budget <ul style="list-style-type: none"> The Directorate's net budget for 2021-22 is £74.053 million. The current year's projected outturn is £74.524m, meaning an overspend of £471,00. Capital Budget <ul style="list-style-type: none"> At Q2 the capital budget for the Directorate for 2021-22 is £1.575m with total expenditure of £361,000 and no foreseen under or over spend to planned budget. Efficiency Savings						Oversight of corporate risks are collectively undertaken and managed by Corporate Management Board. The Corporate risk register can be found attached (Appendix E) and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are council wide whilst others focus on specific directorates.																					
<table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>Savings carried forward</th> <th>2021-22</th> <th>% 2021-22</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>185</td> <td>315</td> <td>100%</td> </tr> <tr> <td>Likely to be Achieved (in 2021-22)</td> <td>40</td> <td>315</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>145</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>						Savings (£000)	Savings carried forward	2021-22	% 2021-22	Savings Target	185	315	100%	Likely to be Achieved (in 2021-22)	40	315	100%	Variance	145	0	0%						
Savings (£000)	Savings carried forward	2021-22	% 2021-22																								
Savings Target	185	315	100%																								
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Variance	145	0	0%																								
Additional financial information is provided in the Budget Monitoring 2020-21 – Quarter 2 Revenue Forecast report presented to Cabinet on 19 October 2021.																											

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

Social services and wellbeing in Bridgend is currently benefiting from significant short term grant investments. These investments whilst helpful do not address the sustainability over the medium term of social care and the social care sector. Work undertaken by ADSS Cymru demonstrates there is a gap of £250m across Wales which would equate to around £5-6 million in Bridgend in order to achieve a sustainable workforce (social care and social work) and address increasing need and demand for services, In addition, leadership structures in the service require review and strengthening and short interim additional capacity is being sourced whilst a review is undertaken. These pressures highlight that whilst the directorate will always seek to deliver the most cost efficient and effective model of service, that significant investment is required to ensure the quality of practice and quality and quantum of service to meet needs going forward.

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KEY:

Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

Commitments		
Status	Meaning	Descriptor
BLUE	Complete	Project (or task within a project/plan) is completed and is no longer a priority.
GREEN	Progressing as planned and according to designated time, budget and desired outcomes.	Actions completed within timescales, on budget and evidence of achieving desired outcomes
AMBER	Issues that could delay progress	Task/action looks liable to go over budget Task/action agreed deadlines show slippage Task/action within 2 weeks of deadline - not started Risk or issue score increases (review required)
RED	Significant issues	Task/action over budget Task/action agreed deadline breached Risk or issue score increases to critical or catastrophic

Performance indicators	
Status	Definition
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more

National indicators	
PI Quartile	Local Authority ranking
1	1 st -6 th
2	7 th -11 th
3	12 th -16 th
4	17 th -22 nd

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	CP	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)	PAM	Public Accountability Measure (National Indicator)
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

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

Commitment

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Code	Commitment	Status	Comments	Next Steps
WBO2.1.1	Develop a sustainable operating model for integrated community services with Cwm Taf Morgannwg Integrated Locality Group. (SSWB)	Red	The current staffing capacity crisis across the statutory and independent sector has indelibly negatively affected the operating model for this year. The reliance on social care capacity both inside and outside of the operating model has impacted on its outputs and outcomes. Business continuity plans have been activated and there is senior management focus on the situation. The service is currently working with the ILG in a bid to diversify the staffing resource in order to stimulate additional capacity, although capacity outside of the service is still required to sustain flow through the service and create new capacity for new referrals	A new operating model is being developed which will encompass the investment from the revised ICF and Transformation Fund. A draft optimal model has been developed which is common across the region and will drive investment through the new fund.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) Higher Preferred	1,974	2,200	1,650	1,470	993	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid. Performance: The referral rates into our service have been significantly reduced for a number of Covid related reasons including elective surgery being stood down, number of people in hospital unable to leave due to lack of social care capacity and homes being on lockdown intermittently. Community referrals are received although flow through our short term services due to the lack of social care capacity means that people are waiting longer for appropriate services.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support Higher Preferred	34.32%	33%	33%	10%	36.82%	↓	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid. Performance: Due to reduced flow of people through the short term services, performance figures are going to be adversely affected and will potentially change towards year end. In addition to this, the service is supporting higher percentages of people with a higher complexity of needs and reduced stamina that will adversely affect outcomes.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support Lower Preferred	5.05%	11%	11%	18%	8.79%	↓	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: Due to reduced flow of people through the short term services, performance figures are going to be adversely affected and will potentially change towards year end. In addition to this, the service is supporting higher percentages of people with a higher complexity of needs and reduced stamina that will adversely affect outcomes. Therefore within that context this performance is a positive achievement.
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support Higher Preferred	52.00%	48%	48%	64.4%	47.70%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: Excellent performance in view of the current situation.
SSWB38d CP WBO2	Percentage of reablement packages completed that increased need for support Lower Preferred	8.63%	8%	8%	7.6%	7.79%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: Excellent performance in view of the current situation.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.1	Continue the safe reduction of children looked after numbers, and support children looked after to achieve the best possible outcomes by <ul style="list-style-type: none"> Ensuring CLA are supported to live with their families and where this is not possible identify alternative permanence options at the earliest opportunity Ensuring CLA enjoy the same life chances as other children (SSWB) 	Amber	During the first six months of the year there has been a slight decrease in the overall number of children looked after by Bridgend CBC (from 390 to 385). When this is broken down further and we exclude children placed with family members and Unaccompanied Asylum Seeking Children the reduction is greater (from 222 to 205). 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. During Q2 the Care Experienced Children's Team has been created, which should support the safe reductions of our Looked After Children numbers.	The Care Experienced Children's Team will need to embed and deliver on the action plan. The priority is to recruit to all vacant positions in the team as there are currently a number of vacancies that need to be filled.

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB39 (CH/039) CP, SSWBPM WBO2	The number of children and young people looked after Lower Preferred	390	371	380	385	396	↑	Quarterly Indicator Target Setting: In line with target reported to WG Performance: There continues to be focused work in this area, underpinned by the LAC strategy action plan. There remains a focus on the safe reduction of the LAC population. During the quarter the Care Experienced Children's Team has been created, the restructure should aid us with this strategy. However, in this quarter the number of children looked after has remained at 385. Despite us continuing to make progress in respect of care order discharges, the Local Authority has needed to take appropriate safeguarding measures in respect of a number of children that has meant they have been accommodated in to Local Authority Care.
SSWB48a CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 12 months since leaving care Higher Preferred	New 21-22	31%	31%	50%	New 21-22	N/A	Quarterly Indicator Target Setting: Based on 20/21 actual performance Performance: Performance above target.
SSWB48b CP WBO2	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 Higher Preferred	New 21-22	37%	37%	42.86%	New 21-22	N/A	Quarterly Indicator Target Setting: Based on 20/21 actual performance Performance: Performance above target.
SSWB49 CP WBO2	Percentage of care leavers who experience homelessness during the year, as defined by the Housing (Wales) Act 2014 within 12 months of leaving care Lower Preferred	New 21-22	17%	17%	28.57%	New 21-22	N/A	Quarterly Indicator Target Setting: Based on 20/21 actual performance Performance: Four young people have had to present as homeless during this period. One had left prison, another's When I Am Ready placement broke down, one young person was not engaging with services, and another young persons supported accommodation ended at Ty Mor.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.1	Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place. (SSWB)	Green	The multi-disciplinary team meetings are well established and being embedded in each cluster network and referrals are increasing.	Bridgend is at the fore of the Welsh Government priority to develop accelerated community clusters with primary care and the priority will be to align more community services to that model and further enhance integrated working with cluster leads.

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB43 CP WBO2	Proportion (%) of individuals in managed care supported in the community Higher Preferred	75.34%	75%	75%	75.82%	73.92%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: Whilst this target is being met, it is extremely challenging with the current domiciliary care situation. The impact of the market challenge will inevitably affect the longer-term ability of the local authority to maintain people at home.
SSWB44 CP WBO2	Proportion (%) of individuals in managed care supported in a care home setting Lower Preferred	24.66%	25%	25%	24.18%	26.08%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: This targets remains volatile because of the inability to deliver high levels of care in the community, which unfortunately means more people are likely to be placed. This target will potentially be affected by this in quarters 3 and 4.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.2	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and supporting individual wellbeing and community Covid recovery. (SSWB)	Amber	Welsh Government restrictions on leisure and cultural venues and activities has eased during quarter 2 and moving to level zero requirements by the end of the quarter. The application of risk assessment and covid safe management practice continues to restrict the volume and range of participation although positive progress is being made. Where services had needed to be curtailed or delivered in alternative formats they are slowly returning to face to face activity. There is a recognition that some of our more vulnerable groups have developed poorer physical and mental wellbeing and will benefit from re-engaging with opportunities	Work with Halo and Awen is well developed but the implications of changes to WG covid related restrictions need to be understood which impact on the timescales for recover in leisure and cultural activities.

Performance Indicators

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB46 CP WBO2	Number of individuals engaged in targeted programmes linked to leisure and cultural facilities and services Higher Preferred	1,137	Establish baseline	Establish baseline	2,428	653	↑	Quarterly Indicator Target Setting: New baseline required as a result of Covid impact Performance: Positive progress being made. National Exercise Referral Scheme has supported 204 people, feel good for life programme 100 people, summer reading challenge 1491 registrations, super agers programme 80 people, and 104 walkers participated in walking festival. The books at home programme also supported 449 people during this period.
SSWB47 CP WBO2	Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part Higher Preferred	No data available	Establish baseline	Establish baseline	1,559	No data available	N/A	Quarterly Indicator Target Setting: New baseline required as a result of Covid impact Performance: 913 members of the access to leisure scheme plus 575 cash payers, 15264 free swims, 449 beneficiaries of books at home programme, supported as part of national programme, summer of fun school holiday programme has supported hundreds of children and young people- details will be known in quarter three. 21 children with disabilities and 50 young people known to social care supported in activity programmes.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.3	Work with partners to develop a mental health strategy and action plan to support children, young people and all adults particularly with the added and often acute pressures from Covid-19 and lockdown. (SSWB)	Green	The Adult's Mental Health Strategy has been written and will be considered by the Bridgend Partnership Board. The implementation of the plan is being overseen by the Joint Operational Group. The CYP strategy is being progressed at a regional level through the Regional Partnership Board. A writing group has been established which includes colleagues from EFS & CS>	The strategies will be brought forward to CCMB for consideration

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFs, in particular for the 2021-22 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (SSWB)	Green		

Performance Indicators

PI Ref No	PI Description	Annual target 21-22 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12) CP feeder WBO3	Value of planned budget reductions achieved (SS & Wellbeing)	315	0	0%	0	0%	315	100%	See comment on 'Implications of Financial Reductions on Service Performance'

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.5	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (SSWB)	Green	Bridgend social services and wellbeing have adapted to blended working as have other parts of public services and will continue to use virtual methods of working with people with care and support needs where this is their best interest to do so. Staff have embraced blended working but have been challenged by the performance of the WCCIS case management system.	A major priority is the switch from analogue to digital of telecare systems. This switch will present further opportunities to use telecare innovatively and creatively to support people's independence.

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Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Target 21-22	Q2 Target 21-22	Q2 position 21-22 & RYAG	Q2 20-21 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002iii (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) Lower Preferred	16.85 days	No target	0 days	9.16 days	7.37 days	↓	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments
DWB5.6.8.5 (SSWB14) Local Other priority	Number of working days lost per FTE due to industrial injury (SS & Wellbeing) Lower Preferred	0.38	0 days	0 days	0.2999	0.04 days	↓	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments
SSWB15 Local Other priority	Number of individual injury incidences (SS & Wellbeing) Lower Preferred	14	0	0	7	5	↓	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments

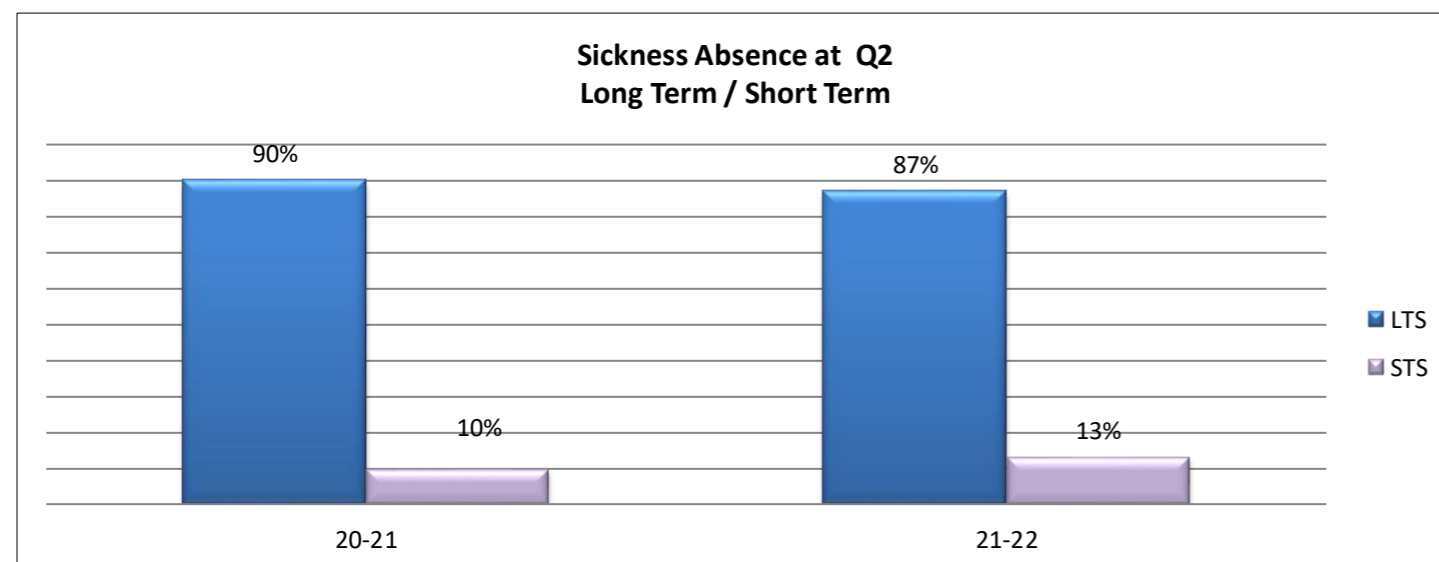
Sickness broken down by Service Area

Unit	FTE 30.09.2021	QTR2 2020-21			QTR2 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 2021/22	Target 2021/22
		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	579.23	2160.67	197	3.57	3251.54	243	5.61	8.15	10.37	No Target set
Business Support - SS&W	39.00	3.00	2	0.08	77.50	10	1.99	0.49	7.45	
Children's Social Care	187.25	737.85	46	3.88	681.03	57	3.64	6.91	6.74	
Prevention and Wellbeing	20.02	0.00	0	0.00	2.00	1	0.10	0.00	0.60	
Social Services and Wellbeing Directorate Total	826.50	2901.52	245	3.41	4012.07	311	4.85	7.37	9.17	

Sickness broken down by absence reason

Social Services & Wellbeing Directorate				
Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	160.44	157.87	318.31	4.16%
Chest & Respiratory	135.73	188.52	324.25	4.24%
Coronavirus COVID - 19	217.64	201.59	419.23	5.48%
Eye/Ear/Throat/Nose/Mouth/Dental	75.95	115.83	191.78	2.51%
Genitourinary / Gynaecological	95.97	98.66	194.63	2.55%
Heart / Blood Pressure / Circulation	145.18	117.71	262.89	3.44%
Infections	130.71	233.90	364.61	4.77%
Injury	0.00	0.00	0.00	0.00%
MSD including Back & Neck	659.98	977.34	1637.32	21.42%
Neurological	89.34	76.64	165.98	2.17%
Other / Medical Certificate	115.84	25.61	141.45	1.85%
Pregnancy related	67.02	43.00	110.02	1.44%
Stomach / Liver / Kidney / Digestion	175.74	180.70	356.44	4.66%
Bereavement Related	151.07	110.84	261.91	3.43%
Other Mental illness	2.43	36.49	38.92	0.51%
Stress/Anxiety/Depression not work related	1083.08	1077.66	2160.74	28.26%
Stress/Anxiety/Depression work related	327.20	369.71	696.91	9.12%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	3633.33	4012.07	7645.40	

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No.	IDENTIFIED RISK		ACTION PLAN										Well-Being Objective				
	There is a risk that	Consequences of risk	Raw risk score			Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review		Action completed by	Residual risk score		
			Li	Im	Total										Li	Im	Total
Page 58 3	The council is unable to respond to legislative change	If reducing budgets and a reducing workforce decreases the council's ability to ensure compliance with statutory requirements and to adapt successfully to an ever changing legislative landscape there is a risk that the council will be in breach of its legal responsibilities and may receive adverse regulatory reports, adverse publicity, fines and ultimately the threat of prosecution.	5	4	20	Treat or Transfer	Jan-19	The council manages this risk in a number of ways that are contingent on the particular service area affected. This might include reducing service quality or reprioritising a response to a legislative change over other activity or transferring risk - for example, where legally possible, by transferring responsibility to another provider. However, some service areas are subject to a non delegable duty of care. Examples of where the council has shared risk are Leisure, Cultural services and Waste.	The Council has kept in close contact with its partners throughout the pandemic and has been able to flex and adapt services as required. Waste services continued with some adaptations, but there will be a prolonged period of re-start and recovery for leisure and cultural services, and a shared risk for continuation of services.	CMB	Sep-2021	Dec-2021	On-going	3	4	12	All Well-Being Objectives
4	The council is unable to identify and deliver infrastructure required in the medium to longer term	If the council does not raise sufficient capital to maintain its infrastructure, including roads, street lights, buildings and technology then it may deteriorate bringing financial and safety risks which could lead to adverse incidents, reports, publicity, fines and ultimately prosecution.	4	5	20	Treat	Jan-19	The council has a ten year capital programme. The development of this programme and arrangements for its review and updating are well established. However the council has identified scope to improve upon this to ensure that these needs are balanced with other demands for capital (such as new schools).	The Council will consider all seek external and match funding for projects where possible, in order to maximise its capital programme spending capability. Where feasible the capital earmarked reserve will be replenished on an annual basis to mitigate the decline in available and potential new capital receipts. The Council will continue to operate a strategy where capital receipts are not ring-fenced, to ensure that maximum flexibility is available. All capital bids will be fully considered by CMB and CCMB in line with the Capital Strategy, before inclusion in the capital programme. Schemes must have been subject to a full feasibility assessment. This should inform more accurate costings and profiling of spend to avoid potential overspends or delays in schemes. The procurement process will also be considered and qualification criteria updated to try and avoid supplier issues.	CMB	Sep-2021	Dec-2021	Complete with ongoing review	3	5	15	Supporting a successful sustainable economy and smarter use of resources
5	The council is unable to develop positive working relationships across all partners within the new region to ensure that the needs of the Bridgend community are fairly recognised in the immediate future.	If the council is unable to successfully build on the progress made, during the first year, of operating within a new region with the health Board, local government and third sector partners, there is a risk that appropriate care to citizens through new service models and relationships will be slowed down or not be delivered resulting in citizens receiving a less satisfactory service with poorer outcomes.	4	4	16	Treat	Jan-19	The Council has worked hard during the first year to embed Bridgend in the new Cwm Taf Morgannwg partnerships and build a solid platform for delivery of services. This was tested through the COVID pandemic and there are a number of strands of work to look at 'what worked' and 'what worked less well'. It will be important for the Council to learn lessons from this period, both as a body and as a key partner, and to build on those strengths for the future. By working with the new region, Bridgend has continued to receive Integrated Care Funding for a range of bids that have enabled either the continuation of previously funded services or assisted with the development of new service initiatives. It will be important to continue this relationship to secure further ICF for future projects.	Continue to work with the Health Board, local government and third sector partners to ensure processes are in place to develop regional approaches to service delivery. This includes effective management and monitoring of regional grant funding that is directed through the Partnership Board and the ongoing development of integrated services.	CMB	Sep-2021	Dec-2021	Feb-2021	2	4	8	Helping people and communities to be more healthy and resilient and smarter use of resources
6	The council fails to safeguard vulnerable individuals e.g. children, adults in need of social care, homeless etc.	If budgets and the workforce continue to decline there is a risk that the council will be unable to provide the necessary services to vulnerable people resulting in the possibility that vulnerable people will not be kept safe and be encouraged to greater-self-reliance.	4	5	20	Treat	Jan-19	The council has well established mechanisms to ensure compliance with statutory responsibilities. This includes its own operational safeguarding board and active management of demand and caseloads. All meetings of CMB and of Cabinet/CMB have a standing item to consider safeguarding matters and allow for appropriate management actions to be taken quickly. Good management oversight with robust quality assurance and risk management arrangements will mitigate presenting risks.	The review by internal audit identified gaps in completion of mandatory training through e learning. These gaps are identified, reported on and monitored by Human Resources Department. The Director of Social Services and Well-being presented the action plan to address the recommendations made by Internal Audit and the Audit Committee in July 2020. Members were content with the action plan and asked for a progress report in due course. The full range of Safeguarding activities was reported to Overview and Scrutiny Committee on 3 July 2019.	CMB	Sep-2021	Dec-2021	Completed with ongoing monitoring	3	5	15	Helping people and communities to be more healthy and resilient and smarter use of resources

No.	IDENTIFIED RISK		ACTION PLAN										Well-Being Objective				
	There is a risk that	Consequences of risk	Raw risk score			Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review		Action completed by	Residual risk score		
			Li	Im	Total										Li	Im	Total
Page 59 7	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	If the council does not have the capacity and expertise to plan for and protect itself against major threats such as cyber-attack, civil emergencies and significant financial variations there is a risk that there may be a failure to deliver services and a balanced financial position which could harm citizens who rely on council services.	4	4	16	Treat	Jan-19	The council has anti virus installed which is regularly updated. All critical data is backed up and located offsite. Software update processes exist that includes the installation of patches. Security awareness training is provided to all employees. The council has established emergency planning arrangements including a Major Incident Plan and contributes to the South Wales Local Resilience Forum (SWLRF) and South Wales Resilience Team (SWRT). Contract conditions are included in relevant contracts. The terms of these conditions will vary depending on the nature of the contract, but will cover compliance with GDPR, security of personal information and general cyber security. Where contracts are awarded via a framework the necessary conditions will be imposed by the contracting agency for the framework. This has been an increased risk throughout the COVID period with significantly increased risk of attack and many more sophisticated attempts to disrupt the Council's network.	Cyber resilience training continues to be rolled out. The situation is constantly being monitored on an ongoing basis, ICT are reviewing options to mitigate potential cyber attacks as the attack landscape is continually changing. The council has responded swiftly and appropriately to the increased risk posed by increased reliance on ICT and the network. A number of changes - some significant - were made during this period that has helped to mitigate the increased risk. Throughout the period the Council has stayed connected and resilient with many services being delivered remotely. The situation is being monitored on an ongoing basis.	CMB	Sep-2021	Dec-2021	TBC Ongoing	3	4	12	All Well-Being Objectives
8	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	If there is a continual decreasing number of suitably skilled and experienced staff then there may not be the expertise required to deliver services and protect the interests of the council. This is a particular concern for the statutory Section 151 role. This could lead to the wellbeing of citizens suffering and a loss of morale amongst the remaining staff if they feel unsupported and are seeking to work elsewhere.	4	4	16	Treat	Jan-19	In areas where there are recruitment challenges, a variety of approaches are being taken. The marketing of vacancies to reach as wide an audience as possible, promoting specific careers and maximising the use of social media in recruitment advertising, are some examples. Opportunities are being taken to increase capacity and develop skills through trainee type roles, enabling the council to "grow our own", including Apprenticeships; a new Graduate programme and a new Secondment scheme to train staff to become Qualified Social Workers. A market supplement policy has been approved by Council(20 October 2021). The Market Supplement Policy will enable the council, in exceptional circumstances to respond to any established recruitment and retention issues by temporarily increasing the pay awarded to a post, without altering the determined job evaluation grade. Dedicated projects are being established in Social Services and Wellbeing to focus specifically on recruitment and retention in domiciliary care and children's social work.	There is a need to continue to seek alternative approaches to recruit to service areas, acknowledging that one size does not fit all. The benefits of working for the council will be promoted alongside different ways of attracting staff. Consideration will also be given to how the council's agency provider can support this agenda. Different recruitment, advertising and selection methods are being introduced for recruiting Apprentices, to improve the level and quality of applicants and with the aim of developing a pool of Apprentices. The Market Supplement policy will be considered where appropriate to address market issues affecting recruitment. Action plans are in place and being developed to address challenges in the Social Services and Wellbeing Directorate.	CMB	Sep-2021	Dec-2021	Ongoing	4	4	16	All Well-Being Objectives

IDENTIFIED RISK			ACTION PLAN										Well-Being Objective				
No.	There is a risk that	Consequences of risk	Raw risk score			Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review		Action completed by	Residual risk score		
			Li	Im	Total										Li	Im	Total
Page 60 9	Important council services are compromised due to the failure of a key supplier	If the suppliers of council services are not resilient there is a risk that they may fail to deliver those services leading to disruption for citizens and the council, which will be impacted as it seeks to restore provision and suffers a loss of reputation.	4	4	16	Treat or Transfer	Jan-19	The council's strongest defence against this is through its procurement strategy and procurement processes. When tendering for services the council requires contingency arrangements to be in place to allow for the eventuality of supplier failure (for example in the case of refuse and recycling collection contracts). The council also seeks to shape the market where possible to avoid over reliance on single suppliers (for example in social care). Where appropriate contract conditions are included to ensure the contractor has the appropriate level of security required for the service they provide. This will differ depending on the nature of the service and the legal requirements applicable.	Social Services have quarterly forum meetings with providers where risks, issues and pressures are identified. There are regular contract monitoring visits to monitor performance and quality. This has continued throughout the pandemic.	CMB	Sep-2021	Dec-2021	Ongoing	4	3	12	Helping people and communities to be more healthy and resilient and smarter use of resources
								Directorates to monitor the financial performance and stability of contractors on an ongoing basis. Dialogue with some major suppliers is required and contingency planning has been progressed. This has become increasingly important due to the fragility of the market and the economic situation as a result of COVID. Many suppliers are going through difficult times and we will need to monitor closely to ensure that critical services do not collapse.	Ongoing								
10	The Council is in breach of the GDPR because Directorates do not take ownership of, or properly resource, their responsibilities under the Regulation (GDPR).	If Directorates do not comply with the GDPR action may be taken by the regulator which could result in fines and in a loss of reputation for the council, including with citizens. Properly complied with, GDPR will increase public trust and citizens confidence in how their data is handled by the Council.	4	4	16	Treat	Jun-20	Prior to GDPR an implementation group was established with representation from each Directorate and each Directorate undertook an audit of the data it holds. The Information Governance Board meets quarterly. A Data Protection Officer has been appointed and the council has undertaken a review of its data protection and privacy policies and procedures, established an E-Learning model for staff and also provided training to Members. There is a data breach reporting procedure in place.	Directorates to ensure that staff have access to all the data protection policies and undertake the mandatory e-learning training. There is a risk of GDPR not being reflected by staff when performing certain activities leading to non compliance and penalties imposed by the ICO. The information Governance Board is continuing to meet. Following the move to remote working, staff have been reminded of compliance via Bridgenders messages and another message is due imminently.	CMB	Sep-2021	Dec-2021	Ongoing	3	2	6	Smarter use of resources

No.	IDENTIFIED RISK		ACTION PLAN										Well-Being Objective				
	There is a risk that	Consequences of risk	Raw risk score			Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review		Action completed by	Residual risk score		
			Li	Im	Total										Li	Im	Total
11	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 .	Additional measures will need to be considered, with revised protocols with potentially additional costs, and increased operational burdens, to meet relevant guidance and provide safe service and working environments. Specific measures at a Directorate level will need to be assessed for the reopening of schools, including school transport and catering arrangements and assessing the needs of pupils with additional learning needs. Assessing the additional social care implications from having to work more remotely including the impact of remote assessments and less direct face to face contact for things like day services, the additional service requirement to meet the enhanced expectation that all homeless people will be provided with housing options and wrap around services, and the safe distancing, cleansing and hygiene and enhanced ICT provision required to allow effective reopening of the Council's core office portfolio on a gradual basis as well as better supporting agile working and working from home on an ongoing and more permanent basis, ensuring all health and safety requirements are understood and addressed. There is also a general risk that some members of the public, some staff and some elected members will not necessarily understand why new and different ways of working are necessary and may not be supportive, for example increased working away from the office and services offered on a predominantly 'digital' basis. These issues may result in decreased capacity and therefore an inability to meet service demands, potential for claims against the Council based on health and safety, an increased likelihood that some residents will be unable or unwilling to take up provision of services, an increased financial burden on the Council on a recurring basis.	5	4	20	Treat	Sep-20	Full risk assessments at a service level provide evidence of where interventions are required and new ways of working need to be implemented. A risk tool for individual members of staff and elected members has been distributed for self assessment to determine if special measures are required to be implemented to protect those individuals. Revised protocols have been developed to advise staff on good practice and business cases are prepared where additional investment is required to meet new operating procedures. Enhanced communication with staff, elected members and the public (including parents and pupils) will be necessary to mitigate some concerns and fears and ensure a better understanding of the Council's position. Coronavirus measures are continually updated as and when the advice from Welsh Government is received.	Comprehensive service risk assessment, implement key actions from the service recovery plans completed by Directorates, identify and action the lessons learnt from the experiences of service provision during the pandemic and lockdown, identify and consider service business cases for additional investment (as well as where there might be some savings from stopping areas of service or closing previous provision), ensuring ongoing and comprehensive communication and engagement as necessary. The Council continues to move to a 'recovery' position whereby as well as continuing to deliver some Covid related services and respond to some of the Covid legacy issues such as significantly increased demand for social care, early help and homelessness services, there is an expectation from the public that other Council services will have returned to 'normal'. Based on business cases some Council services have now partially returned to working in an office environment but the return is still being managed in a cautious and prudent way with employee safety at the forefront of considerations. A report is due to be presented to Cabinet in September and to Overview and Scrutiny in October setting out the direction of travel with regard to a new operating model for the Council, embracing the best of the practices of the last 18 months but also recognising the need to ensure working methods moving forward properly reflect wellbeing concerns and the need for face to face interaction on occasion based most likely on a hybrid working model of some home/remote working and some office based working where appropriate. This was supported by the preferences in the recently completed staff survey.	CMB	Sep-2021	Dec-2021	Ongoing recovery once second wave of virus eases & subject to future peaks.	5	3	15	Smarter use of resources

IDENTIFIED RISK			ACTION PLAN										Residual risk score	Well-Being Objective				
No.	There is a risk that	Consequences of risk	Raw risk score			Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review			Action completed by	Residual risk score		
			Li	Im	Total											Li	Im	Total
12	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.	A need to divert resource to ensure adequate planning, together with our partners in the Health Board and the third sector, of programmes of work to address these matters which if they are not dealt with properly or the measures are ineffective will lead to increased local infection and potentially increased fatalities, increased sickness levels including for the Council, significantly increased demand for services and in a worst case scenario further local lockdowns.	3	5	15	Treat	Sep-20	Planning effectively with our partners a joint Cwm Taf Morgannwg TTP team has been established across the Bridgend, RCT and Merthyr area. There will be ongoing recruitment to this team to deal with peaks and troughs in demand. BCBC officers have assisted in planning and staffing of mass vaccination centres and continue to support regional arrangements. There is enhanced wellbeing support available for staff.	Ongoing monitoring of the performance of the regional TTP team and additional recruitment undertaken when necessary. Continued support to the vaccination programme. SRS continue to advise businesses to promote good Covid practices and ensure relevant risk assessments are in place.	CMB	Sep-2021	Dec-2021	Ongoing during the remainder of the financial year and into 2021-22, particularly in view of the enhanced risk of the prevalence of the virus increasing during winter months, although some of these activities are likely to stay with us long term and will in due course need to become business as usual	3	5	15	Smarter use of resources	
13	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.	There will be an increase in unemployment and the number of local benefit claimants. This impact may increase further at the end of the UK government's 'furlough' scheme which has been extended to the end of March 2021, with the potential for further business failure at that point. In addition there is likely to be a consequential impact on town centre footfall and increased empty retail properties, as potentially there will be less disposable spending locally. Increased financial hardship may also lead to an increase in demand for some Council services including those of the economic development, council tax, employability, mental health, domestic abuse and homelessness services.	5	3	15	Treat	Sep-20	By seeking to support local businesses and individuals by signposting them to appropriate financial support, skills training and support services, and progressing schemes to develop opportunities to set up and establish new business. Local coronavirus restrictions were replaced when at the end of December 2020 higher-level restrictions came into force in all of Wales to control the spread of the virus which was accelerating and present in all local communities, these restrictions would protect the public health for people living in the country. Please refer to Risk 11 for details of the restrictions in place.	Support the aims set out by local economic recovery taskforce and identify and implement the recommended actions through the development of a new Economic Strategy. Liaise closely with colleagues in the Cardiff Capital Region and Welsh Government to identify and target opportunities for investment to add to investment provided by BCBC to stimulate and invigorate the economy. Seek to signpost opportunities for training, support and new jobs by targeting the work of the Council's Employability teams. Administer and target financial grant schemes and provide support to local businesses to adapt to new circumstances. Progress existing economic development schemes to provide more opportunities for business 'start up' by developing enterprise hubs throughout the County Borough. Agreeing direct intervention initiatives where the Council controls the cost of some relevant services, for example free car parking /car parking offers in town centres, rental holidays/reductions for businesses where the Council is the landlord. Develop proposals for the UK Government's Levelling Up Fund as well as other external funding sources as considered appropriate.	CMB / Economic Recovery Panel	Sep-2021	Dec-2021	Ongoing	5	2	10	Supporting a successful sustainable economy	

No.	IDENTIFIED RISK		ACTION PLAN										Residual risk score	Well-Being Objective				
	There is a risk that	Consequences of risk	Raw risk score			Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review			Action completed by	Residual risk score		
			Li	Im	Total											Li	Im	Total
14	Page 63 schools are closed for a significant period of time (in particular closures related to the Covid-19 pandemic), the impact on children and young people (in terms of wellbeing, safeguarding and educational standards) might be significant.	Not able to ensure standards, wellbeing and safeguarding of learners. Inhibits progress of those schools in special measures/in need of significant improvement.	3	4	12	Treat	Sep-20	Business resilience plan developed in partnership with schools. Use of RRRS (Recruit, Recover, Raise Standards) grant to recruit more teachers to support catch up programmes for pupils. Planning and contingencies identified. Strong emphasis of blended learning. Identification of digitally excluded learners and provision of ICT equipment and connectivity (MIFI units). Use of Hwb and CSC (Central South Consortium) resources. Strong support through ICT Schools Strategy Group and Team Bridgend. Strong support from CSC. Support from 'Team Bridgend'. Focus on developing more effective cluster working with funding from CSC used to facilitate approach. Strategy On A Page (SOAP) developed for each team/cluster. Support and challenge from School Improvement Group(SIG) and Performance and Financial Monitoring Board. Consideration of use of statutory powers.	Allocation of suitable budget to support additional ICT devices for digitally excluded learners. Ongoing use of resources made available through Welsh Government's EdTech project. CSC has provided a range of training to schools. Schools to attend professional learning webinars run by CSC. CSC provided repository of direct teaching resources to support the delivery of remote learning kept up-to-date and shared with schools. Information about resources and professional learning available can be found on the CSC website. Strong support from CSC. Liaison with Schools Executive. Focus on developing more effective cluster working with funding from CSC used to facilitate approach. Support and challenge from School Improvement Group(SIG) and Performance and Financial Monitoring Board. The long-term impact of the pandemic on education cannot, as yet, be determined and we will need to continue to work with partners such as Welsh Government and Central South Consortium to keep this under review	CMB	Sep-2021	Dec-2021	Ongoing	2	4	8	Smarter use of resources	
16	The WCCIS (Welsh Community Care Information System) Social care system (national system) will fail to operate. This is an ICT system which holds all BCBC social care records and is supported by an external contractor.	As all of Bridgend social care records and services are held on this system when it fails this could cause safeguarding issues as understanding previous referrals and interactions and undertaking lateral checks are critical to safeguarding decision making. On one occasion when the system failed for 2 days, the Authority was not able to provide advice to other agencies on a Safeguarding issue in a time crucial way - causing a high risk to children and adults at risk. System down time potentially leaves the authority people vulnerable in its safeguarding role. Practitioners would also be unable to update care and service plans and there is therefore a risk to front line care services. Processing of documentation which commence services to vulnerable citizens could cause potential delays to care packages. In addition, services being unable to share social care records to service providers, and partners. The foster care payments system is operated from this system so internal foster carers will not be paid this could potentially result in us losing foster carers if the payments fail regularly. There is also a risk to the ability to in a timely way provide reports and management information for key social care services to WG. The system is currently failing on a daily basis and /or running so slow that makes it unable to function. On one occasion the system has failed for more than a day sometimes these drop outs are planned but often the system fails without warning and the support from the supplier in overcoming issues experienced has not been robust. The performance of the system is causing extreme frustration for practitioners and presents a risk to retention and recruitment as workers may chose to leave and work in LAs with other systems which perform better. This risk will affect the reputation of the Council as well as affecting partnership working as the NHS and other partners (police and probation working in the MASH) will not deploy a system which performs so poorly. This presents further safeguarding risks in respect of poor information sharing. There are also risks to non compliance and the overarching risk is failure to maintain effective and safe services to vulnerable residents of Bridgend. Undertaking contract enforcement action is itself a high risk strategy as a new system would need to be procured. Implementation of a new system would move away from a single integrated system for Wales, would present risks in terms of transfer of records and would incur significant additional costs	5	3	15	Treat	Jun-21	BCBC SSWV together with the support of BCBC ICT and legal services will develop a local approach to working with the Supplier/Provider to overcome the local WCCIS issues being experienced and are also exploring all possible actions in terms of contract compliance and exit. A review of the local issues facing practitioners and users of the system will be collated jointly by the service and ICT so a full understanding can be presented to senior managers within the supplier in meetings with them to review the ongoing BCBC issues. In addition a review of the contractual obligations will be undertaken by colleagues in legal in order that BCBC can challenge any non contract compliance with the supplier. Action is also being undertaken as part of the all-Wales arrangements with regular links with the programme SRO and exploring co-ordinated action on a national basis, recognising that managing and mitigating risks and issues on a national is important when dealing with such a well resourced supplier.	There is an improvement in the current functionality and operation of the WCCIS system which resulted in the interventions put in place by Advanced in June/July, this was in turn the result of national involvement by Corporate Directors of Social Services expressing grave concerns about the significant issues at that time with the operation of the system day to day. The plan to upgrade the system remains on track at the moment - with Advanced the National Programme Team and local authorities working together to deliver actions which include final testing bug fixes defect resolution functionality testing online e learning for end users on the new system and support to ensure operational readiness for the planned downtime of the system when the transfer onto the new CRM Platform takes place	CMB	Sep-2021	Dec-2021	Ongoing - Residual Risk to be reviewed	5	3	15		

Control Method**Definition**

Definition	Meaning
Treat	To continue with the activity, but at the same time take action to bring the risk to an acceptable level.
Transfer	Transferring the responsibility of the risk to outside the Council.

Risk Scores

1-6 - Green - Low

8-12 - Amber - Medium

15-25 - Red - High

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

12 JANUARY 2022

REPORT OF THE CHIEF EXECUTIVE

CORPORATE PLAN 2018-2023 REVIEWED FOR 2022-23

1. Purpose of report

- 1.1 To present the Council's Corporate Plan 2018-2023 reviewed for 2022-23 (**Appendix A**) for the Committee to consider.

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

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

- **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.
- **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** – 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.

3. Background

- 3.1 The Corporate Plan 2018-2023 describes the Council's vision for Bridgend County Borough, our 3 well-being objectives and our organisation values and principles that underpin how we will work to deliver our priorities.
- 3.2 The Plan represents our contribution to achieving the 7 national well-being goals as set out in the Well-being of Future Generations (Wales) Act 2015 (WFGA) and our improvement objectives under the Local Government (Wales) Measure 2009 (*the 2009 Measure*).

- 3.3 Under the WFGA, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. Under the 2009 Measure, the Council has to set Annual Improvement Objectives and publish these as soon as possible at the start of the financial year. Our Well-being Objectives are also our Improvement Objectives.
- 3.4 The Local Government and Elections (Wales) Act (*the LGE Act*) received Royal Assent on 20 January 2021 in the Senedd and will place new performance and governance duties on Local Authorities. These duties will change how we assess progress in achieving our well-being objectives.
- 3.5 Performance is now a continuous, organisation-wide self-assessment of how effectively a Council is operating, not only in terms of meeting individual objectives, but how it is delivering its functions, using its resources and governing itself. The evidence and the stakeholders involved in self-assessment will be much wider than the previous reporting requirements as prescribed in the 2009 Measure.

4. Current situation/proposal

- 4.1 The Corporate Plan has been refreshed for 2022-23. This follows a corporate planning process with Corporate Directors/ Heads of Service and through each Directorate's Departmental Management Team. The process was carried out between October 2021 and December 2021 to review progress, streamline the plan to focus on reviewing commitments and indicators and to further maximise our contribution to the national well-being goals, whilst recognising the current challenging environment.
- 4.2 Well-being objectives, aims and strategic priorities remain unchanged. Some commitments have been revised, and performance indicators to measure outcomes have been agreed. Where possible targets for 2022-23 have been set. COVID-19 continues to impact on the availability of data to set meaningful targets, and Welsh Government has also to agree how education standards will be measured.
- 4.3 To ensure a flexible approach to corporate planning, we have introduced an end of year target review to ensure all indicators have meaningful targets for 2022-23.
- 4.4 This plan replaces the current corporate plan. Delivery will be supported by the Medium Term Financial Strategy (MTFS) and directorate business plans. Progress will be monitored through the Corporate Performance Assessment (CPA) process, which now includes a Position Statement at Q4. This will provide an overall judgement on performance against our well-being objectives.
- 4.5 Performance challenge will also take place at directorate management team meetings, and twice yearly at the Corporate Overview and Scrutiny Committee. To meet the new performance duty of the LGE Act, The Governance and Audit

Committee now has a role in the assessment of performance which includes among other areas, the corporate plan.

- 4.6 Financial information will be incorporated into the Plan when the Council's budgets are finalised for the Medium Term Financial Strategy (MTFS).
- 4.7 Any comments from the Committee will be considered when the reviewed Plan is finalised for Cabinet to consider at its meeting on 22 February 2022 and for Council to approve on 23 February 2022 for publication by 31 March 2022.
- 4.8 Once approved, this Plan replaces the current Corporate Plan. It will be monitored through the Corporate Performance Assessment process, directorate management team meetings and this Committee.

5. Effect upon policy framework and procedure rules

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

8. Financial implications

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

9. Recommendation

- 9.1 That the Committee consider the Corporate Plan 2018-2023 reviewed for 2022-23 for onward consideration at Cabinet and Council in February 2022.

Mark Shephard
CHIEF EXECUTIVE
January 2022

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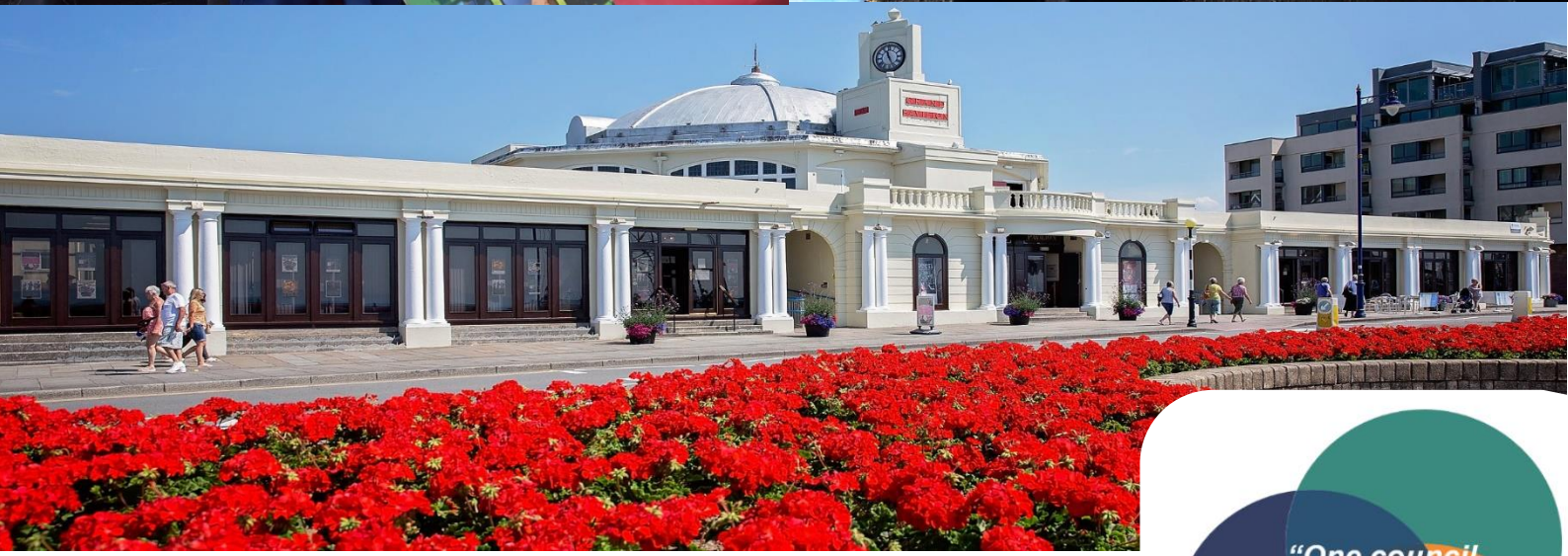
Background Documents: None

CORPORATE PLAN

2018-23

reviewed for

2022-23



Bridgend County Borough Council
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



Introduction

Welcome to the council's revised corporate plan for 2022-23

(DRAFT CORPORATE PLAN FOR CONSIDERATION)

Introduction – TBC



Councillor Huw David
Leader of the Council



Mark Shephard
Chief Executive



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A snapshot of Bridgend County Borough



Population	147,539
Size	98.5 square miles
Households	64,766
Average house price	£187,812
Active businesses	4160
People in employment	69.4%

Representation

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

Homelessness

Homeless hostels	2
Domestic abuse refuges	2
Rough sleepers provision	3
Supported and temporary accommodation schemes	13

Education

Primary schools (excluding. Welsh medium and Faith)	39
Secondary schools (excluding. Welsh medium and Faith)	7
Special schools	2
Pupil referral unit	1
Faith schools	6
Welsh medium schools	5

Leisure and Well-being

Swimming pools	5
Life centres and sports facilities	9
Libraries	11

Social Care

Extra care homes	3
Reablement unit	1
Resource centre for people with complex needs	1

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



Total Council Income (2022-23)



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

We have **4,360** full-time equivalent staff delivering a full range of key services to over 147,000 people, which include:

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

Our vision, principles and values

Our Vision

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

“One council working together to improve lives”.

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

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

Our Principles

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

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

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

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

Our Values

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

Fair - taking into account everyone's needs and situation

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

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

Efficient - delivering services that are value for money

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

Well-being objectives

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

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

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

In setting our well-being objectives we set out what we aim to achieve and why they are important. More detail is available in our well-being statement <insert new link when ready>. Our well-being objectives are integrated, which ensures we are working together to achieve shared outcomes. This plan sets out the steps we will take and identifies the priority areas to drive improvements. Details on how we have already made progress towards these objectives can be found in our Annual Report 2020-21 <https://www.bridgend.gov.uk/media/12051/annual-report-2020-21-english.pdf>

Our well-being objectives



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

Our contribution to the well-being goals

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

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

How we are using the five ways of working

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

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

























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

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

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

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

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

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

Steps and targets

We review our steps (commitments) and targets every year to ensure we continue to take steps to meet our well-being objectives. The challenges of the COVID-19 pandemic have continued to have an impact on the availability of reliable data to inform targets for 2022-23. Furthermore, how learner outcomes will be measured has not yet been agreed by Welsh Government. To ensure flexibility in our corporate planning, targets will be reviewed during quarter 3 when yearend positions will be available, and we can set meaningful targets. It is also expected that guidance on the PAMs (public accountability measures) will be finalised and should provide a better understanding of how education performance will be assessed.

Well-being Objective 1

Supporting a successful sustainable economy

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

Our well-being aims

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

Why these are important

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

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

- A Replacement Local Development Plan (LDP), which sets out our objectives for the development and use of land in the county borough up to 2033, including the need to build around 7,500 homes.
- The Cardiff Capital Region City Deal, which the local authority is part of, with the aim of creating 25,000 jobs across the entire region and bringing in £4bn of private sector investment by 2036. The City Deal includes four strategic themes, which will benefit the county borough - skills and employment, innovation, connecting the region and infrastructure.
- The Valleys task force programme, an initiative the local authority is committed to, along with other South East authorities, which includes supporting the Maesteg Town Hall project, along with grant programmes for housing and business and tourism investment across the valleys, including the £6.6m Valleys Regional Park programme.
- Delivering the projects outlined in the Bridgend Masterplan for the regeneration of Bridgend Town Centre. This will include bringing forward a number of projects in partnership with key stakeholders to increase the range and number of facilities in the town centre, which will inject vibrancy and a sense of place. It will also encourage more use of public transport and active travel, provide opportunities for education and learning and assist in the economic recovery of the town centre.
- Progress and deliver the range of projects that form part of the Porthcawl Regeneration Programme. Including the Placemaking strategy, the development of Cosy Corner, the Metro Link bus facility, the flood defences on the Porthcawl Breakwater and mixed-use schemes for housing, retail, leisure and community facilities. All of these will provide economic vibrancy to the town and enhance both the amenity of local residents and the visitor economy.
- Working in partnership with Welsh Government, Registered Social Landlords (RSLs) and the private sector to increase social housing opportunities throughout Bridgend, and support the effective and best use of Social Housing Grant for the development of new housing to meet housing needs.

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

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

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

Due to the COVID-19 pandemic, schools closed in March 2020 and reopened in September 2020, with new ways of teaching through blended learning with schools and parents/carers supporting their children in continuing their education at home. A significant investment in technology from Welsh Government's 'Hwb EdTech' project and from schools, saw thousands of end-user devices being provided to learners to support their blended learning both at home and in schools. This also included the provision of 'Mi-Fi' devices to digitally excluded learners, to ensure that they were able to connect online. Welsh Government's decision to replace exams with teacher managed assessments for 2021 provided unique challenges at this difficult time.

We look forward to the implementation of the new Curriculum for Wales, supporting the diverse needs of our young people through the medium of Welsh and English, raising standards, improving educational outcomes for key groups of learners, including the most vulnerable, with a relevant real-world curriculum to equip them for their future lives.

Our priority areas to support this well-being objective

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

Who will help us?

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

Steps we will take to support this well-being objective

To help improve learner outcomes we will

Sustain the current good pupil performance at key stage 4.

Raise standards of literacy in primary schools.

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

Assess the impact of the COVID-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic.

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

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

To support growth and prosperity we will

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

- The redevelopment of town centres across the County Borough; including delivering the projects outlined in the Bridgend Town Centre Masterplan, including assisting in the relocation of Bridgend College to brand new building on the former the South Wales Police site in the town centre. Also, to complete the £8m redevelopment of Maesteg Town Hall, providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs.
- The regeneration of the Porthcawl waterfront including, a Placemaking Strategy, developing a new Metro Link bus facility and the development of the Salt Lake area for a mixed-use sustainable development of retail, housing and leisure and the redevelopment of the Grand Pavilion.

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

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

Providing the right infrastructure and support for business to overcome the impact of the Covid-19 situation by:

- Supporting business start ups
- Supporting resilience of businesses
- Deliver and implement the corporate procurement strategy to boost the foundational economy

To support growth and prosperity we will

Improving the visitor experience to boost tourism in the wake of the Covid-19 crisis by

- Enhancing the natural environment and act as host for the Valleys Regional Park programme team.
- Take forward the Cosy Corner project as part of the Visit Wales Tourism Attractor Destination Programme.

How will we know we are successful?

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

Priority area: Improve learner outcomes

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
Percentage of all schools that have effective evaluation and improvement processes in place	N/A	100%	100%

Priority area: Growth and prosperity

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
The number of vacant premises in town centres: a) Bridgend b) Maesteg c) Porthcawl d) Pencoed	a) 74 b) 16 c) 21 d) 7	Bench marking	To be confirmed
The number of visitors to town centres- footfall for a) Bridgend b) Porthcawl	a)3,129,858m b)1,960,919m	Bench marking	To be confirmed
Financial value of externally funded town centre regeneration projects underway/in development.	£13.5m	£13m	£20m
Total annual expenditure by tourists.	£146.33M	Bench marking	To be confirmed
Number of business start-ups.	540	Bench marking	To be confirmed
The number of participants in the Employability Bridgend programme going into employment.	401	329	To be confirmed

Well-being Objective 2

Helping people and communities to be more healthy and resilient

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

Our well-being aims

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

Why these are important

Local authorities have a key role to play in supporting people and communities to create their own solutions and reduce dependency on the council and statutory services. By using a community development approach that understands the strengths and assets within communities, the council can work with people and communities to build on these strengths and this can support individual and collective wellbeing and connection. The council recognises the importance of the third sector in developing capacity within communities, and how it can help to identify and respond to local needs.

In response to the Welsh Government Strategy 'Together for Mental Health' the Bridgend Joint Partnership Board agreed a number of actions to be taken to develop adult community mental health services in partnership with Cwm Taf Morgannwg (CTM) University health Board. This agreement was driven by the opportunity to build on the strong partnership working in Bridgend and in response to the anticipated rise in the number of people with mental health difficulties as a result of the covid pandemic. One of the main priorities identified is to review operating models and care pathways in adult community mental health services, so as to strengthen and focus service responses on the needs of the population of Bridgend with a particular focus on the effects of the covid pandemic.

Working alongside our regional partners, we are also developing a Mental Health Strategy for children and young people across the CTM region, where the main area of initial focus is to implement the NEST (Nurturing, Empowering, Safe, Trusted) framework across the region. The NEST Framework is a whole school approach to emotional health and well-being that aims to ensure a 'whole system' approach for developing mental health, well-being and support services for babies, children, young people, parents, carers and their wider families across Wales.

The council is committed to working with and alongside people and communities to improve health and wellbeing and support connect for local people and communities. By intervening early and focusing on prevention and early intervention we can help people and communities to live their lives inter-dependently, reducing the need for council services and more likely to achieving better outcomes and living good lives. Timely and effective interventions achieve better outcomes for

individuals and are more cost effective which helps to safeguard the sustainability of services, ensuring the council can effectively support those with greatest need.

The prevention and well-being focus includes “place based” developments where community buildings, places and spaces, have an expanded ability to meet needs and can support a wider range of services that support better physical health and emotional well-being.

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

Empty properties are a wasted resource and a missed opportunity to improve well-being. The council is committed to reducing the number of empty properties across the county borough and helping to contribute towards increasing the availability of quality affordable housing for sale or for rent. The additional wider benefits include improving the aesthetic of the local environment, creating training and job opportunities.

Our priority areas to support this well-being objective

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

Who will help us?

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

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

Steps we will take to support this well-being objective

To develop and enhance community support and services we will

Develop a sustainable operating model for social care services, as we understand the short, medium and long term impact of the covid-19 pandemic, ensuring that the Local Authority is able to meet needs for care and support through effective assessment, care planning, commissioning and service development.

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

Ensure a sufficiency and high standard of all social care services

To build resilient communities we will

Continue the safe reduction of care experience children numbers, and support children looked after to achieve the best possible outcomes by:

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

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

Work with households and partners to prevent people from becoming homeless, and support vulnerable people including rough sleepers, by providing a range of accommodation options reacting to the changing guidance from Welsh Government as part of the COVID-19 response. Aim to support households to transition into long term solutions to prevent homelessness and escalation into statutory services.

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

To support better health and well-being we will

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

Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and supporting individual well-being and community COVID-19 recovery.

How will we know we are successful?

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

Priority Area: Developing and enhancing community support and services

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
Number of people aged 65+ referred to Community Resource Team.	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	a) 34.32% b) 5.05 c) 52% d) new	a) 33% b) 11% c) 48% d) 8%	a) >33% b) <11% c) >48% d) <8%

Priority Area: Building resilient communities

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
Number of council owned assets transferred to the community for running.	13	10	20
Percentage of households threatened with homelessness successfully prevented from becoming homeless.	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.	50.4%	30%	30%
Number of additional dwellings created as a result of bringing empty properties back into use.	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.	3.36%	6%	6%
Number of children and young people looked after.	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	New for 2021-22	>31%	>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	New for 2021-22	>37%	>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.	New for 2021-22	<17%	<17%

Priority Area: Better health and well-being

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
Percentage of completed Team Around the Family (TAF) support plans that close with a successful outcome.	68%	69%	70%
Percentage of individuals in managed care supported in the community.	75.34%	75%	>75%
Percentage of individuals in managed care supported in a care home setting.	24.66%	26%	<26%
Total library issues, including physical issues, digital issues and books on wheels service to people's homes	New for 2022-23	New for 2022-23	Establish Baseline
Total visits to leisure centres operated by Halo Leisure for all purposes.	New for 2022-23	New for 2022-23	Establish Baseline

Well-being Objective 3

Smarter use of resources

This means we will ensure that all of our resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the council's well-being objectives. It will be particularly important to reflect the post pandemic way that businesses operate and how residents now live and work.

Our well-being aims

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

Why these are important- what about the accommodation work?

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

Over the past four years, we have made budgetary savings of more than £17.9 million. The COVID-19 pandemic has not only led to unexpected costs of some £12.5m per annum, but an estimated £3m loss of income per annum, which provides us with additional financial challenges going forward. These challenges continue and we still must make a further £22m savings by 2026. Some big decisions will need to be made on what services the council provides over the longer term and how it works in partnership to use and deliver resources in the most effective way.

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

Over the longer term this well-being objective is essential for the sustainability of council services and for the local economy. The Welsh Government has set an ambitious target for public sector organisations to be net carbon zero by 2030, in 4 areas. These include energy use, transport, buildings and open space. Our ambitions, baselining, and road map to delivering this, will form part of the "Bridgend 2030" decarbonisation strategy. The transition to decarbonisation is one of the largest economic development opportunities that Bridgend County Borough will have in the next 30 years. Working with others we also need to better manage our natural resources, seek to maintain and enhance biodiversity as well as continuing to consider how best to dispose of waste, with an emphasis on reducing, reusing and recycling.

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

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

Our Digital Strategy (<https://www.bridgend.gov.uk/media/10089/bridgend-county-borough-council-digital-strategy-2020-to-2024.pdf>) sets out our clear direction on what we have achieved so far and what we plan to achieve in relation to the digital citizen, digital council and digital place, including supporting new practices. This was evidenced in the rollout of equipment and software to staff at the start of the COVID-19 pandemic for staff to be able to work effectively from home. Work continues apace to increase digital inclusion for the citizen, council and place, increasing access to existing and proposed digital services. Progress will be monitored by the Digital Transformation Board and reported on annually.

Having access to technology for online study can also support positive outcomes for learners. As part of the 'Hwb EdTech Programme' funded by Welsh Government, £2m is being invested in our schools to provide high speed and quality broadband, together with new and replacement classroom-based, end-user devices. All schools in Bridgend have recently received upgraded network infrastructure that will provide enhanced connectivity for many years to come.

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

Our priority areas to support this well-being objective

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

Who will help us?

Employees; Schools; Contractors; Trade Unions

Steps we will take to achieve our well-being objective

To transform the council's estate we will

Have 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.

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

To support areas of corporate change we will

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

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

Implement the planned budget reductions identified in the MTFS, in particular for the 2021-22 financial year, set annual balanced budgets and establish long term financially sustainable solutions.

Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID-19.

To support decarbonisation and environmental sustainability we will

Deliver a corporate decarbonisation strategy – “Bridgend 2030” and associated action plan.

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

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

- Caerau Heat Scheme,
- Bridgend District Heat Network

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

- operating a new community recycling centre and reuse shop at Pyle,
- recycling street scene waste,
- raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity

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

How will we know we are successful?

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

Priority Area: Transforming the councils' estate

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
Realisation of capital receipts targets.	£3.09m	£3.745m	£1.170m
Percentage of BCBC operational buildings achieve full statutory compliance.	62.7%	100%	100%

*Target set by WG

Priority Area: Areas of corporate change

Success Indicators	Actual 2020-21	Target 2021-22	Target 2022-23
Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees.	7.49 (N=34)	7.75 N=35	N=36
Percentage budget reductions achieved (Overall BCBC budget).	85.8%	100%	100%

Priority Area: Decarbonisation and environmental sustainability

Success Indicators	Actual 2019-20	Target 2020-21	Target 2021-22
Kilograms of residual waste generated per person.	131.45KG	123KG	Post COVID baseline
Percentage of waste reused, recycled or composted.	69.15%	68%	70%
Percentage of waste: a) reused b) recycled c) composted	a) 0.38% b) 48.48% c) 9.96%	a) 1% b) 45% c) 20%	a) 1% b) 47% c) 20%
Percentage of street cleansing waste prepared for recycling.	postponed	30%	30%

Managing our Budget

The charts below outline our income and spending plans for 2022-23. The council's gross revenue budget for 2022-23 is £xxxxx million.

In addition to spending money on providing day-to-day services, the council also spends money on providing new facilities, improving assets and the infrastructure, enhancing assets or providing capital grants to others. Planned capital expenditure for 2022-2023 amounts to £xxx million.

The chart (above) provides details of the service areas where capital expenditure is planned and (below) how the expenditure will be financed in the year.

The local authority has a net revenue budget of £xxxx million that supports the delivery of the council's corporate Well-Being Objectives, core services and statutory functions. The net budget is financed by the Revenue Support Grant, Non-Domestic Rates (NDR) and Council Tax income. It excludes income from other financing streams such as other government grants, customer and client receipts, and interest which finance the gross revenue expenditure. The chart overleaf provides details of how the net revenue budget has been allocated for 2022-23.

Democracy and Partnership

How the Council Works

Council

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

Cabinet

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

Overview and Scrutiny

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

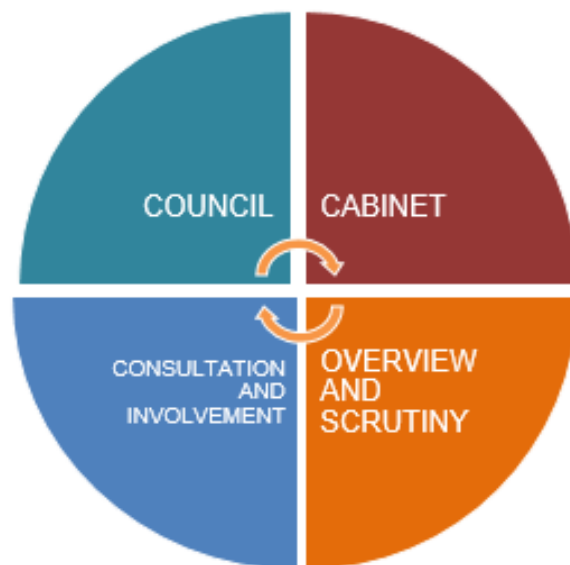
Consultation and Involvement

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

Over 21,500 engagements took place in the 2020-2021 year through a range of survey completions, online interactions, citizens' panel engagement and social media engagement. We engaged with the public on a range of topics such as:

- Bridgend Town Centre Masterplan
- Free school meals
- Outdoor and green spaces
- Bridgend West school development

Members of the Citizens' Panel receive up to three surveys per year on diverse service areas. They also receive updates through our "You said we did" newsletter. We have also engaged with specific groups of people, such as parents and carers of service children, and businesses impacted by COVID-19. We use social media to promote engagement within the community and this year we have had over **79,000 (TBC)** interactions. Social Media polls also proved an effective way of engaging with the public as well the use of videos to promote and enhance engagement.



Working with Others

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

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

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

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

Feedback

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



Our website: www.bridgend.gov.uk



Instagram: www.instagram.com/BridgendCBC/



Facebook: www.facebook.com/BridendCBC



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



Email: talktous@bridgend.gov.uk



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

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

APPENDIX B

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

Project Description (key aims): Corporate Plan 2018-2023 reviewed for 2022-23	
Section 1 Complete the table below to assess how well you have applied the 5 ways of working.	
Long-term (The importance of balancing short term needs with the need to safeguard the ability to also meet long term needs)	1. How does your project / activity balance short-term need with the long-term and planning for the future?
	<p>Working with our partners and communities we will develop, through co production, new and innovative alternatives to improve well-being and to support and sustain delivery over the longer term. New service models will be less reliant on the council and will reflect a positive shift in responsibility by empowering other organisations and local people.</p> <p>The decarbonisation strategy is completed, and the focus shifts to delivery of the action plan to fulfil our commitment to meet the Welsh Government ambition for public sector organisations to be net zero by 2030. The plan focuses on energy use, transport, buildings and open space. The transition to decarbonisation is arguably the largest economic development opportunity for Bridgend County Borough over the next 30 years.</p> <p>There are commitments to improve learner outcomes for all children and young people which will reap substantial future benefits relating to health, equality and job creation.</p> <p>The Welsh Government set an aspiration of 100,000 hectares of new woodland by 2030 to help Wales meet its carbon emission reduction targets. In the Corporate Plan the council sets out its contribution to this ambition by collaborating with Public Services Board (PSB) partners on a tree planting project to increase the tree cover across the county borough. In addition to the long term benefits that fully matured trees provide to the environment, there are also many well-being benefits for individuals and communities.</p>
Prevention (How acting to prevent problems occurring or getting worse may help)	2. How does your project / activity put resources into preventing problems occurring or getting worse?
	<p>Our strategy for the next few years is to manage demand and introduce new ways of working in order to lessen dependency and enable people to maximise their independence. As part of the Cwm Taf Morgannwg regional transformation programme, we are committed to transforming services in order to keep people well and supported at home and in the community rather than in hospital. To this end, we are committed to</p>

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

<p>Collaboration</p> <p>(Acting in collaboration with any other person (or different parts of the body itself) that could help the body meet its well-being objectives)</p>	<p>4. How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</p> <p>It follows that the increased level of integrated working within the corporate plan, has led to more collaboration to deliver our well-being objectives:</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Community Asset Transfer to enable sustainable management of community assets • Working with landlords to help return empty properties back into use • Joint working and contract arrangements with third sector organisations to deliver housing projects for people with complex needs • Children’s social care working with early help and intervention services to provide timely effective support • Tree project with Natural Resources Wales and other PSB partners including the Cwm Taf Morgannwg health board • Collaborating with Halo Leisure and the Awen Trust to transform our venues into next generation wellbeing hubs • On a regional foot print we are collaborating with other local authorities as part of the Cardiff Capital Region City Deal, the Valleys Taskforce, and working as part of the Cwm Taf Morgannwg Regional Partnership Board that includes the Cwm Taf Morgannwg University Health Board, and other partners, to deliver the Regional Transformation programme • As part of our efforts to create better town centres we will be seeking opportunities to work collaboratively with key stakeholders for mixed use developments which combine, live, work and social spaces to add vibrancy and promote conditions for growth and prosperity
<p>Involvement</p> <p>(The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area)</p>	<p>5. How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</p> <p>Consultation is carried out using a mixed method approach to ensure and promote the widest range of participation to ensure the views of people living in Bridgend County Borough are considered as part of the evidence when identifying priorities.</p> <p>Work continues apace to increase digital inclusion among citizens with a commitment to build on the technological progress accelerated by COVID-19.</p>

<p>which the body serves)</p>	<p>Our commitment to remove the barriers that prevent people from accessing leisure services is supported by the Champions of Wales project which aims to increase the participation of girls and young women in physical activity. We invite participants to identify their own well-being needs and then develop the opportunities to help meet them. For older people, their involvement in the super-agers programme has improved the opportunities to be physically active and increased the level of engagement with the programme.</p> <p>BCBC, supported by Cwm Taf Morgannwg University Health Board is involving stakeholders in the development of wellbeing hubs in our leisure and cultural facilities.</p>
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Section 2 Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use Appendix 1 to help you).		
Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there any way to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>The corporate plan refreshed for 2022-23 will promote the conditions for growth and prosperity by focusing on:-</p> <ul style="list-style-type: none"> • regeneration projects to boost tourism and town centres, • skills and employability to upskill residents, • supporting business with direct support packages and enterprise hubs, • utilising procurement to boost the foundational economy, and • the opportunities of the decarbonisation agenda <p>On a regional basis we continue to contribute to projects as part of the Cardiff Capital Region City Deal to deliver investment to benefit the local economy.</p>	<p>Education is key for improving the life chances and resilience of future generations, so they can benefit from the economic opportunities available. The corporate plan is committed to improving the outcomes for all learners.</p> <p>The transition to decarbonisation not only supports the shift towards a low carbon society but is arguably the largest economic development opportunity for the county borough over the next 30 years. Our Smart Energy Plan identifies the projects and activities to support the transition agenda. The programme of work set out in the plan, when fully secured will, inject £35m into the decarbonisation.</p> <p>We are the lead authority for the Valleys Regional Park project. The aim is to unlock and maximise the potential of the natural and associated cultural heritage of the Valleys to generate social, economic and environmental benefits.</p>

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

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

<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	<p>The Welsh language has a stronger presence in the refreshed corporate plan. Under well-being objective 1 we now have a commitment to promote Welsh medium education and increase the number of Welsh speakers.</p> <p>Culture also has a more explicit reference in the plan, and is recognised as equal to leisure services when improving well-being.</p>	<p>Compliance with the Welsh Language Act 1993 is embedded in council policies and procedures.</p>
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	<p>The refreshed corporate plan is more strongly aligned to the global calls for greater action to tackle climate change. There are commitments to reduce our carbon footprint and actions to support the transition to decarbonisation. We have commitments to increase opportunities to reuse and recycle, and commitments to improve our natural resources and the resilience of our biodiversity.</p>	

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

Section 4 Identify decision meeting for Project/activity e.g. Cabinet, Council or delegated decision taken by Executive Members and/or Chief Officers	
Corporate Overview and Scrutiny Committee, Cabinet, Council	
Compiling Officers Name:	Ann-Marie Mc Cafferty
Compiling Officers Job Title:	Corporate Improvement Officer
Date completed:	15 December 2021

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

12 JANUARY 2022

REPORT OF THE CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE

CAPITAL STRATEGY 2022-23 TO 2031-32

1. Purpose of report

- 1.1 The purpose of this report is to present to the Corporate Overview and Scrutiny Committee the draft Capital Strategy 2022-23 to 2031-32, which includes the Prudential Indicators against which the Council measures itself during the financial year (**Appendix A**) and for the Committee to provide any comments for consideration in finalising the Capital Strategy for Cabinet and Council approval in February 2022.

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

- 3.2 In December 2021, the Chartered Institute of Public Finance and Accountancy (CIPFA) published a new edition of the Prudential Code for Capital Finance in Local

Authorities. The Code requires local authorities to determine a Capital Strategy, to be approved by full Council, which demonstrates that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. A significant change in the Code is that, in order to comply with the Code, an authority must not borrow to invest primarily for financial return. It goes further to clarify that *“it is not prudent for local authorities to make any investment or spending that will increase the capital financing requirement, and so lead to new borrowing, unless directly and primarily related to the functions of the authority and where any financial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose”*. The Capital Strategy has been updated to reflect these changes, and sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

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

4. Current situation/proposal

- 4.1 The principles within the Capital Strategy have been applied to the allocation of capital resources and schemes within the Capital Programme included within the Medium Term Financial Strategy (MTFS). This will be approved by Council before the start of the financial year in accordance with the Constitution. Following approval, any schemes for which external funding has been approved will be added to the capital programme once the funding has been accepted and included in the next capital programme report to Council. Urgent expenditure not included in any budget approval, which needs to be agreed prior to the next meeting of Council, may only be incurred with the approval of the Chief Finance Officer.
- 4.2 The draft Capital Strategy is at **Appendix A**. The financial information included within the Capital Strategy will be updated when the Council's budgets are finalised for the Medium Term Financial Strategy. Any comments from the Committee will be considered when the Capital Strategy is finalised for Cabinet to consider at its meeting on 22 February 2022, and for Council to approve on 23 February 2022.
- 4.3 The Capital Strategy confirms the Council's compliance with the Prudential Code for Capital Finance in Local Authorities. It sets out the guiding principles for capital decisions in respect of:

Principle 1: Focusing capital investment on delivery of the Council's Well-being Objectives and Priorities

Principle 2: Ensuring strong governance over decision-making

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

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

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

- Capital Strategy Framework
- Asset Management Planning
- Risk
- Governance and Decision Making
- Capital investment programme and funding
- Managing borrowing

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

4.5 The Capital Strategy has been updated to reflect the latest CIPFA Capital Strategy Guidance 2021 and its layout is much changed from previous years. It aims to provide the strategic context for capital investment, and how the Council manages risk in relation to the Capital Programme. It also provides a focus on managing the level of debt to finance capital expenditure and appropriate levels of borrowing. Some of the key changes are noted below.

4.5.1 Capital Strategy Framework

The Capital Strategy is the policy framework document that sets out the principles to be used to guide the allocation of capital investment across the Council's services. It is an integral part of the Council's Budget and Policy Framework, as set out on page 4 of the Capital Strategy.

4.5.2 Risk

All projects involve an element of risk, and managing that risk is crucial in contributing towards the successful completion of projects. A particular risk currently facing the Council is the impact of inflation on costs of capital works and challenges in the timing of securing supplies to undertake such works. This is reflected within the section on Risk. Included also is the potential impact of recent changes to restrict Public Works Loans Board (PWLB) borrowing solely for commercial yield. This is also emphasised in the revised CIPFA Prudential Code for Local Authorities. Given the need to borrow to support significant schemes such as 21st Century Schools Band B programme, it is unlikely the Council would wish to consider borrowing purely for commercial reasons as this would prevent it from accessing PWLB borrowing for the Band B programme.

4.5.3 Governance and Decision Making

This section brings together the prioritising of capital schemes, what happens with approvals during the year, how the programme is monitored throughout the year and post project evaluation.

4.5.4 Capital Investment Programme 2022/23 to 2031/32 and Financing

Section 4.0 of the Capital Strategy summarises the 10-year Capital Programme in line with the Council's corporate well-being objectives. It identifies some of the key

projects within the programme and references the detailed 10-year Capital Programme at Annex A of the Capital Strategy. Key indicators are then included at section 5.0 – Funding the Strategy and Section 6.0 – Managing the Borrowing Requirement. These Performance Indicators are crucial in determining the effective management of borrowing to support the Capital Programme and are reported to Cabinet and Council on a quarterly basis.

4.5.5 Minimum Revenue Provision Policy Statement

The Minimum Revenue Provision Policy Statement is now included within the Capital Strategy as a separate section, rather than an Appendix. This ensures its importance of putting aside revenue resources to repay borrowing.

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

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

6. **Equality 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.

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

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

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

1. **Long term:** the Capital Strategy is a 10 year strategy and considers the need for capital investment over the medium to long term.
2. **Prevention:** the Capital Strategy seeks to ensure that assets and capital investment are fit for the future, to enable the Council to successfully deliver its services for the benefit of its communities.
3. **Integration:** the Capital Strategy is an integral element of the Council's medium term financial strategy, ensuring coherence between revenue and capital budgets to enable delivery of the Council's services.
4. **Collaboration:** the Capital Strategy brings together the capital plans of the Council to ensure the delivery of the well-being objectives.
5. **Involvement:** the Capital Strategy is developed through directorates identifying capital needs and schemes to meet those needs. It is subject to scrutiny by this Committee and is presented to Cabinet and then Council for approval.

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

8. Financial implications

8.1 The financial implications are included in the report. Both the financial information and Prudential Indicators will be updated in advance of Cabinet and Council in February 2022.

9. Recommendations

9.1 The Corporate Overview and Scrutiny Committee is recommended to:

- Note the Capital Strategy 2022-23 to 2031-32 including the Prudential Indicators 2022-23 to 2024-25 and its associated Schedules (**Appendix A**) and provide any comments for consideration in finalising the Capital Strategy.

Carys Lord
Chief Officer – Finance, Performance and Change
January 2022

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Background documents:

None

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Draft Capital Strategy

2022-23 to 2031-32



INTRODUCTION

Welcome to the Council's 2022-23 – 2031-32 Capital Strategy. The Strategy sets out the Council's plan for capital expenditure, and how that is to be funded, over the next 10 years. It underpins the Council's vision of contributing to a place where people want to live, work, study and do business, where people have the skills and qualifications they need to improve their life chances, enjoy good health and a sense of well-being and independence.

To deliver the Council's vision will require capital investment including in new schools, regenerating the Borough's towns, developing innovative de-carbonisation schemes to deliver the Council's 2030 Decarbonisation Strategy, and continued investment in IT infrastructure to ensure the Council can deliver its services digitally moving forward.

In developing long term investment decisions, it is crucial that decisions are based on clear information, including a long-term plan of capital expenditure, ensuring affordability and having in place clear asset management plans.

The Capital Strategy is reviewed and updated at least annually to take account of changing plans and guidance as appropriate. There will be challenges ahead as the Borough recovers from the impact of Covid-19 and the Council continues to plan for the future.



Cllr Huw David
Leader of the Council



Mark Shepherd
Chief Executive

STRATEGIC CONTEXT

Bridgend is conveniently situated between Wales' capital city, Cardiff, to the east and the city of Swansea to the west, approximately 20 miles from each. Nestled along the M4 corridor with easy access from both major cities, bounded by the Bristol Channel to the south, it is at the heart of the South Wales industrial and coastal belt. Bridgend as a County Borough is home to over 140,000 residents and continues to grow. The County Borough's towns are undergoing redevelopment and a number of historic buildings and the town centres have been rejuvenated over recent years. To the north is the residential town of Maesteg, to the south west is the coastal town of Porthcawl and to the east is Pencoed. Bridgend County Borough Council is one of 22 Councils in Wales, and accounts for approximately 4.5% of the country's population.

Population	147,049
Land area	98.5 square miles
Households	63,609
Council employees	5,858
Councillors	54



The Council faces significant challenges moving forward. These include demographic pressures including pupil demographic growth, an ageing population, an increasing number of young people with complex disabilities living into adulthood and adding progressively to the demand for care, the need for the public sector to decarbonise by 2030 and the continued investment in digitalisation in service delivery. In addition to this there are inflationary pressures arising from specific contractual commitments and significant increases in staffing costs arising from the above inflation increases in the national living wage, and calls to implement the real living wage, especially for Social Care staff. As a result of the Covid pandemic the Council will need to focus on restoring services, supporting communities and particularly the most vulnerable in our society, as well as doing all we can to help our local economy to recover.

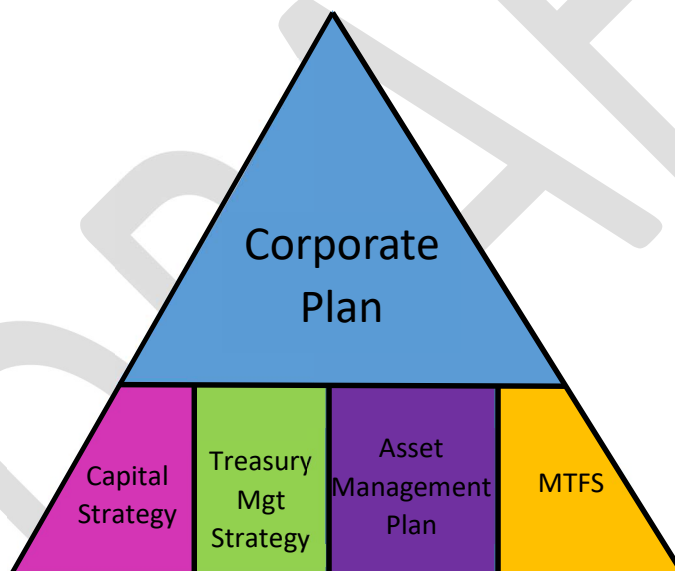
Where capital investment is needed to deliver the Council's priorities, the Capital Strategy is the framework that the Council can rely on to develop a clear, consistent and informed process in undertaking capital investment decisions.

CAPITAL STRATEGY FRAMEWORK

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

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

The Capital Strategy is presented to Council as an integral part of the Council's Budget and Policy Framework. It links with the Corporate Plan, Treasury Management Strategy (TMS), Medium Term Financial Strategy (MTFS) and the Council's Asset Management Plan (AMP).



The Capital Strategy sets out the Council's approach to:

1. asset management planning
2. risk
3. governance and decision making
4. capital investment in 2022/23 and indicatively to 2025/26
5. funding the strategy
6. managing the borrowing requirement
7. prudent Minimum Revenue Provision (MRP) Policy for repayment of capital expenditure
8. affordability

The remainder of this strategy considers these in more detail.

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

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

To reflect these the capital strategy is based on the following guiding principles:

PRINCIPLE 1 : Focus capital investment on delivery of the Council's Well-being Objectives and Priorities
<ul style="list-style-type: none"> • Ensuring that capital investment plans are driven by the Council's Corporate Plan • Ensuring decision-makers are clear on the positive contribution capital investment makes to our well-being objectives • Appraising all investments in the context of objectives/priorities • Ensuring there is a corporate business planning process incorporating service transformation and the impact on property assets
PRINCIPLE 2 : Ensure strong governance over decision-making
<ul style="list-style-type: none"> • Ensuring that proposals demonstrate that a rigorous process of options appraisal has been followed, requiring evidence of need, cost, risk, outcomes and methods of financing • Schemes will only be added to the capital programme once an affordable business plan is in place and it demonstrates value for money • All major capital schemes have a lead Project Sponsor and follow project management principles • The approval process within the Financial Procedure Rules contained in the Constitution are strictly adhered to
PRINCIPLE 3 : Ensure capital plans are affordable, sustainable and prudent
<ul style="list-style-type: none"> • Promote capital investment which allows invest to save outcomes and which contribute to future MTFS savings • Make sure assets perform at an optimal level through effective ongoing asset management and are consistent with levels of investment • Review and challenge the Council's assets, including the need, cost and performance of the estate • Maximise the use of internal borrowing and maintain an under-borrowed position compared to its Capital Financing Requirement if feasible
PRINCIPLE 4 : Maximise and promote the best use of available funds
<ul style="list-style-type: none"> • Generate funding, where possible, from the rationalisation of existing assets with a strong Disposal Strategy

- | |
|--|
| <ul style="list-style-type: none">• Minimise the use of ring-fencing capital receipts to ensure a One-Council approach |
| <ul style="list-style-type: none">• Bidding for external funds where appropriate and ensuring that there are effective working relationships with external funders |
| <ul style="list-style-type: none">• Have clear policies for the consumption of our reserves |
| <ul style="list-style-type: none">• Ensuring that there is effective pre- and-post project appraisal including a “lessons learned” exercise. |
| <ul style="list-style-type: none">• Ensuring up to date property information relating to condition surveys, life cycle costs and maintenance back logs |



Ogmores Valley

1.0 ASSET MANAGEMENT PLANNING

The Council's Asset Management Plan vision has been re-aligned with the Corporate Plan 2018-23 and reviewed for 2021-22 "One Council Working Together to Improve Lives" as follows:

"To have a lean sustainable estate that enables BCBC to live within its means and support delivery of our well-being objectives"

The following principles drive the decisions on the on-going challenge, management and use of BCBC property assets to support the achievement of our corporate priorities and statutory duties:

1. The AMP 2030 supports and maintains alignment with the MTFs, Capital Strategy and Corporate Plan, linking with other resource strategies and corporate transformation programmes including carbon reduction.
2. The AMP 2030 works to deliver effective management covering not just health, safety and effective maintenance but supporting wider benefits such as carbon reduction.
3. Capital investment decisions support the Council's corporate priorities and mitigate any statutory risks taking account of return on investment and sound option appraisals. Appraising all investments in the context of objectives/priorities.
4. Decisions on the treatment of surplus assets are based on an assessment of the potential contribution to the revenue budget, the capital programme and corporate priorities.
5. A balance will be maintained within the non-operational portfolio between rental income, capital receipts, economic development/ community support.
6. Capital receipts generated will support the capital programme.

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

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

The HAMP sets out how the levels of service for the infrastructure network determined by the Council will be achieved.

HEALTH AND SAFETY WORKS

There is an earmarked reserve for Asset Management including funding for Condition Surveys. The Council is now in the final phase of the condition survey programme, dealing with queries and ongoing Community Asset Transfer surveys. The surveys include planned preventative maintenance data which will inform the Council's budget allocation for both revenue and capital repairs, maintenance and new build. Given the limited capital and revenue

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

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

Funding is available within the Capital Programme for a Capital Asset Management Fund and a Highways Asset Management Fund. The purpose of these is to fund schemes that have been prioritised by the condition surveys as posing a Health and Safety risk either within buildings or within our Highways Infrastructure. The balances on these as at 31 December 2021 are £0.82 million and £0.932 million respectively.



Ogmore Washeries

2.0 RISK

In undertaking complex projects, decision making needs to be supported by business cases in line with best practice covering strategic, economic, financial, commercial and management cases.

It would be expected that in nearly all circumstances, any proposed investment in land and buildings will require the completion of a full feasibility study in the first instance. The purpose of a feasibility assessment is to evaluate the practicality and desirability of a capital project, and assess its deliverability, before the Council invests time and money into the project. It may be that the proposed project cannot be delivered to time or cost or may not deliver the outcomes necessary. If this is the case the feasibility study would confirm that the project should not proceed. The Council needs to understand how successful the project will be, what will be delivered, at what cost, how funded, and what potential risks may be inherent in the project (which may also affect cost). This will determine whether the proposed scheme can proceed to a **capital expenditure bid** and, if approved, subsequent inclusion into the capital programme as a fully funded scheme.

A key area of risk since the start of the Covid-19 pandemic has been the increasing costs of construction, especially in relation to the supplies of materials. This has, and will continue to have, an impact on the estimated scheme costs. This needs to be considered at the early stages of project feasibility to ensure that anticipated cost increases are factored into each scheme's forecast budget. Time considerations also need to be considered for any delays in suppliers' ability to source and deliver materials for capital schemes. This could affect external funding particularly grants where schemes have to be completed within a set deadline.

Capital investment is technically described as:

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

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

Expenditure can be capitalised where it relates to the:

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

Enhancement of an existing fixed asset means:

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

Capital investment can be broadly split into three types:

1. Expenditure on **creation of new assets, specific projects or non-treasury investments to meet strategic aims**. Non treasury investment to meet service or Council obligations could include loans or equity towards capital expenditure incurred by external bodies, Council subsidiaries or joint ventures.
2. Expenditure on **existing assets** to ensure they meet the requirements of service delivery, are fit for purpose, meet health and safety guidance, and reduce future costs.
3. Expenditure on **non-treasury investments purely to maximise financial return on assets and generate revenue income**. However, it is unlikely that the Council will pursue any such investments due to the limits it would place on accessing PWLB loan finance.

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

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

The Council currently does not make use of any capitalisation flexibilities nor capitalise any borrowing costs associated with the capital programme. The Council's capital expenditure plans are linked to the Corporate Plan, Asset Management Plan, priorities and service delivery plans with the inclusion of the 'Future Property Needs' within the business plan template.

Commercial Activities

The Council has acquired relatively few property assets over the last few years. Its focus has been on releasing or remodelling existing assets. From time to time it has acquired property required for service developments, for example purchasing land and buildings for school modernisation projects. In 2014 the Council approved £1 million of capital funding for commercial property investment, of which £560,000 was spent on acquiring an income-producing leased property. This investment generates a rental income of £56,000 per year or just over 9% return on investment. To date the remainder is unspent as no suitable options which meet the Council's criteria have been forthcoming.

The Council is mindful of a recent HM Treasury consultation and subsequent restrictions on borrowing from the PWLB solely for commercial yield. HM Treasury issued revised lending terms for Public Works Loans Board (PWLB) borrowing by local authorities in November 2020. As a condition of accessing the PWLB, local authorities will be asked to confirm that there is no intention to buy investment assets primarily for yield in the current, or next two financial years. Local Authorities' section 151 Officers or equivalent will be required to confirm that capital expenditure plans are current and that the plans are within acceptable use of the PWLB.

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

The Council does have an existing investment portfolio which is 100% based within the County Borough and primarily the office and industrial sectors. The income streams are generally spread between the single and multi-let office investments on Bridgend Science Park, the multi-let industrial estates and the freehold ground rent investments. The portfolio therefore does not accord with the risk balance in location and sectoral terms to the majority of investment portfolios and is also management intensive, with a large number of units relative to the overall income and value. The total value of Investment Properties was £4.635 million at 31 March 2021. This would be expected to generate a rental income of £456,000 per annum excluding any vacant or rent-free periods. The lessees are responsible for all repairs and maintenance associated with these properties.

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

The income receivable from the commercial property portfolio is not deemed to be a financial resilience risk in terms of being 'un-proportionate' to the Council's overall income. This will be an ongoing consideration where expenditure on the types of non-treasury investments identified previously are proposed, including development of any limits and indicators to determine any risk proportionality.

Management of Risk

Major capital projects require careful management to mitigate the potential risks which can arise. The effective monitoring, management and mitigation of these risks is a key part of managing the capital strategy. General risks are those which are faced as a consequence of the nature of the major projects being undertaken. Most of these risks are outside of the Council's control but mitigations have been developed as part of the business planning and governance process.

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

3.0 GOVERNANCE AND DECISION MAKING

The Council has robust processes in place to approve, manage and monitor capital projects arising from the Capital Strategy.

Prioritisation, Evaluation and Skills

The Council will maintain a rolling ten-year capital programme, to be updated on an annual basis (or more frequently as required) to take into account revised priorities, new schemes and changes in the availability of funding.

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

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

- Proposed project
- Timescale
- Potential cost
- Potential revenue savings
- Link to Corporate Priorities
- Risk of not undertaking

These will be ranked in order of fit to:

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

Ranking assessment:

High	High risk to BCBC in terms of service delivery and/or meeting MTFs Savings e.g. urgent/ essential works to prevent imminent building failure and closure. Requirement to meet approved Bridgend Change Programme Project to deliver MTFs Savings
Medium	Medium risk to BCBC in terms of service delivery and/or meeting MTFs Savings e.g. identified works required over the next 2 to 5 years. Requirement to meet proposed Bridgend Change Programme Project to deliver MTFs Savings
Low	Low risk to BCBC in terms of service delivery and/or meeting MTFs Savings e.g. identified works desirable, Requirement to meet yet to be identified Bridgend change Programme Project to deliver MTFs Savings

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

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

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

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

In Year Approvals

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

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

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

To support prioritisation and to avoid slippage and potentially unanticipated additional costs, the Council will need to ensure access to sufficient skills and capacity both within the Council and externally in order to deliver the investment programme. Such capacity could be project management and development skills, technical and design skills, knowledge, availability of contractors as well as wider market factors.

In procuring any capital goods or works the Council's Contract Procurement Rules must be followed to ensure that the Council achieves value for money and abides by all Procurement legislation. The Council's process and authority for the acquisition and disposal of land or property is set out in the Council's Constitution.

Approval, Monitoring and Reporting the Capital Programme

It is important given the risks surrounding Capital Projects that the appropriate Governance framework is in place. This is highlighted in **PRINCIPLE 2** above. The Capital Strategy informs the Council's capital investment programme and Treasury Management Strategy. This integration is one of the reasons why it is deemed that full Council should continue to consider and approve the affordability of the Capital Strategy and detailed programme as part of the Council's budget proposals recommended by Cabinet.

Council approves the capital investment programme having consideration of CIPFA's Prudential and Treasury Management Code indicators highlighting the impact of capital decisions on the revenue budget and affordability, prudence and sustainability.

A monitoring process is in place which:

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

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

Variations to the capital programme, other than those permitted under Rules 3.4.5 and 3.4.6 of these Rules, shall require the approval of the Council following a report of the Chief Finance Officer after taking into consideration the recommendations of the Cabinet.

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

Post Project Evaluation

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

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

Knowledge and Skills

Within the Finance section, the Capital Programme and Treasury Management Strategy are managed by professionally qualified accountants or staff with extensive Local Government

finance experience. They all undertake Continuous Professional Development (CPD) and attend courses on an ongoing basis to keep abreast of new developments and skills. The Council has access to courses and documentation on developments within the capital and treasury management fields from both CIPFA and the Council's appointed Treasury Management advisors. The Council's Section 151 Officer is the officer with overall responsibility for Capital and Treasury activities and is a professionally qualified accountant and follows an ongoing CPD programme. All Treasury Management Practices (TMPs) are reviewed and updated as necessary. Where staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite. Arlingclose will be the Council's Treasury Management Advisors until September 2024.

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



Maesteg Town Hall artist's impression

4.0 CAPITAL INVESTMENT PROGRAMME 2022/23 TO 2031/32

The ten-year rolling programme has been initially set for 2022/23, and on an indicative basis for the nine years thereafter. It has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans.

In 2022-23, the Council is planning capital expenditure of £23.43 million as summarised below. The following two year's indicative figures are also shown by Wellbeing Objective in line with the Corporate Plan:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

Wellbeing Objective	2020-21 actual £	2021-22 projection £	2022-23 budget £	2023-24 budget £	2024-25 budget £
Supporting a sustainable economy	5,748	25,937	12,411	4,940	203
Helping people to be self-reliant	3,484	6,141	4,582	1,950	1,950
Smarter use of resources	13,945	41,494	6,070	8,621	32,098
Core services and statutory functions	284	3,028	367	200	200
Leases recognised under IFRS 16	0	0	6,040	0	0
Total Council Fund Services	23,461	76,600	29,470	15,711	34,451

**£6.040m of capital expenditure in 2022/23 arises from a change in the accounting for leases and does not represent cash expenditure*

The main Council Fund services projects in this period include:

- 21st Century schools (Band B). Forecast expenditure of £38.050 million is included in the above table for 2022-23 to 2024-25.
- Annual commitments to Disabled Facilities Grants and other housing adaptation schemes of £1.950 million per annum.
- Cardiff Capital Region City Deal - £7.691 million. This is an existing scheme which is focused on raising economic prosperity, increasing job prospects and improving digital and transport connectivity across South Wales region.
- Caerau Heat Network - £6.293 million in 2022-23.
- Bridgend Town Heat Scheme - £3.000 million in 2022-23.
- Depot rationalisation – £8.144 million is included in 2022-23 for this scheme.
- Annual commitments to capital minor works of £1.130 million.

The detailed ten-year Capital programme proposed is included at the end of this document in Appendix 2.

5.0 FUNDING THE STRATEGY

The Council has several funding streams available to support capital investment. These include the following cash resources:

Cash Resources	
Non ring-fenced grants	These are for use on Council determined priorities. These include an annual 'General Capital Grant' from Welsh Government
Ring-fenced grants	These are to achieve a particular outcome and therefore with restricted use as specified by the funder. The main source of external grant is from Welsh Government, which in most cases follows an application or bidding process for schemes or distribution of grants on a formula basis. The short-term nature of grant awards makes long term planning and delivery of strategic schemes very difficult. Where external grant funding bids are made, it is essential that these are in line with Council priorities and include consideration of any revenue budget consequences. Where grants require match funding, the Council will prioritise such support to increase the likelihood of a successful bid.
External contributions	For example from planning agreements (S106).
Revenue budgets and Earmarked Reserves	Held specifically to support the affordability of capital investment.
Capital Receipts	These are as a result of the disposal of Council assets

Further detail is included in Appendix 1 Capital Funding Sources.

Financial Context

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

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

Principles for Allocation of Capital Allocation

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

Nature of Capital Expenditure	Funding Source				
	General Capital Funding / Supported Borrowing	Capital Receipts / Uncommitted Reserves	Interest Free Loan	Unsupported Borrowing - Corporate Funding	Unsupported Borrowing - Directorate Funding
Mandatory	Eligible	Eligible	Eligible	Eligible	Not eligible
Well-being Objective	Eligible	Eligible	Eligible	Eligible	Not eligible
Investments which attracts Matched Funding	Not eligible	Eligible	Eligible	Not eligible	Eligible
Invest to Save / Income Generation - Commercial	Not eligible	Not eligible	Eligible	Not eligible	Eligible

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

In summary the main principles of capital allocation are:

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

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

Unsupported (Prudential) Borrowing will be prioritised as follows:

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

by allocating uncommitted reserves, maximising interest free loans or unsupported borrowing.

- To capital expenditure which provides a good financial return. Borrowing for such projects must be funded by the directorate, and therefore the financial benefit accruing to the directorate will be net of financing costs. This approach aligns the directorate incentives with the corporate benefit of such projects. Advantage will be taken of interest free loans where available.

Borrowing to pay for Capital Investment

There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment. The Council approves its own affordable borrowing limit as part of the Local Government Act 2003 and this is set at a level consistent with the programme of capital investment proposed. There are two main types of borrowing to pay for capital investment which form part of the Council's borrowing requirement and is managed as part of the Treasury Management Strategy:

- 'Supported Borrowing' – costs of servicing are included within the annual Revenue Support Grant (RSG) the Council receives from Welsh Government.
- 'Unsupported Borrowing' - costs of servicing to be met from Council tax, rent, savings, additional income or sale of assets.

The planned financing of capital expenditure is outlined in Table 1 is as follows:

Table 2: Capital financing

	2020-21 actual £m	2021-22 projection £m	2022-23 Budget * £m	2023-24 budget £m	2024-25 budget £m
External sources	15.583	24.482	9.927	6.473	23.497
Own resources	1.511	35.408	7.600	5.300	7.016
Net Financing Requirement	6.367	16.710	11.943	3.938	3.938
TOTAL	23.461	76.600	29.470	15.711	34.451

*£6.040m of capital expenditure in 2022/23 arises from a change in the accounting for leases and does not represent cash expenditure

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

Table 3: Replacement of debt finance

	2020-21 actual £m	2021-22 projection £m	2022-23 budget £m	2023-24 budget £m	2024-25 budget £m
Minimum Revenue Provision (MRP)	2.927	2.969	3.113	3.138	3.158
Additional Voluntary Revenue Provision	1.502	1.832	2.500	2.650	2.650
Total MRP & VRP	4.429	4.801	5.613	5.788	5.808
Other MRP on Long term Liabilities	0.743	0.801	0.863	0.929	1.001
Total Own Resources	5.172	5.602	6.476	6.717	6.809

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces by the MRP amount within the year. Debt-financed expenditure is that which is **not** funded by grants, contributions, reserves or capital receipts. The CFR is expected to decrease by £0.573 million during 2022-23. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2020-21 actual £m	2021-22 projection £m	2022-23 budget £m	2023-24 budget £m	2024-25 budget £m
Opening Capital Financing Requirement	171.776	172.971	184.079	189.546	186.767
Movement in Financing Requirement	1.195	11.108	5.467	(2.779)	(2.871)
Closing Capital Financing Requirement	172.971	184.079	189.546	186.767	183.896

*£ 6.040 million of the CFR increase in 2022/23 arises from a change in the accounting for leases

Lease accounting

Lease obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning and delivering such assets itself. In consideration of new accounting requirements from 2022-23, the Council will undertake a data gathering exercise to understand materiality and the detailed financial implications.

Asset Disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be reinvested in new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council anticipates receiving around £6.043 million of capital receipts for 2021 to 2023 as set out in Table 5.

Table 5: Forecast capital receipts receivable in £ millions

	2020-21 actual £m	2021-22 projection £m	2022-23 budget £m	2023-24 budget £m	2024-25 budget £m
Opening balance	18.608	21.519	5.358	7.203	7.203
Asset sales	3.213	2.543	3.500	-	-
Applied in capital programme	(0.302)	(18.704)	(1.655)	-	(1.762)
Closing balance	21.519	5.358	7.203	7.203	5.441

As can be seen from the above table, the anticipated receipts from asset sales are substantially committed in the capital programme over the 4 years 2022-2025.



Porthcawl Regeneration Artist Impression

6.0 MANAGING THE BORROWING REQUIREMENT

The Council's major objectives when borrowing are:

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

Limits to Borrowing Activity

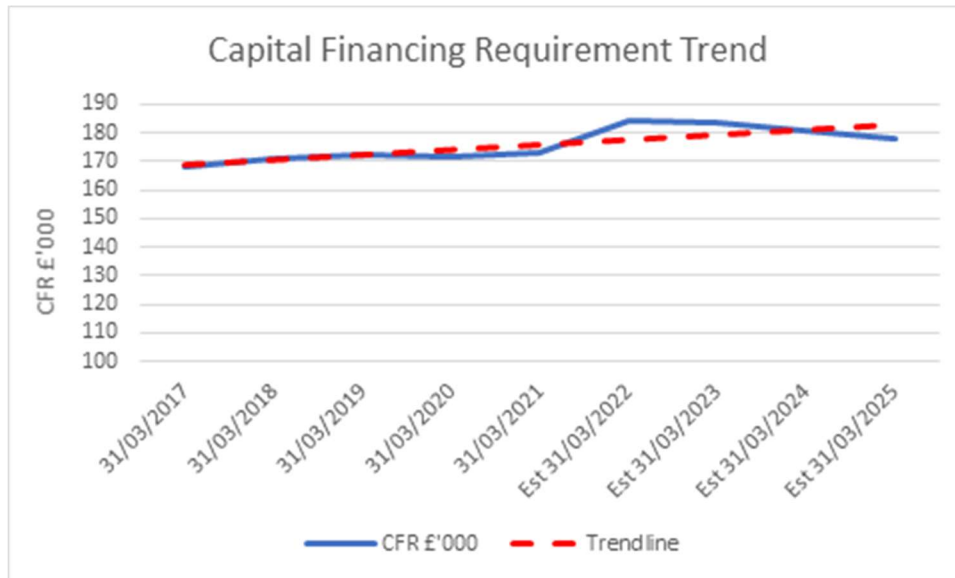
The Council's long-term borrowing at 31 December 2021 was £96.87 million at an average interest rate of 4.69%. The majority of lending is Public Works Loan Board with maturity dates between 2025 and 2057. £19.25 million of borrowing relates to Lender's Option Borrower's Option (LOBO) loans that have a maturity date of 2054, however these may be rescheduled in advance of this maturity date.

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

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2020-21 actual £m	2021-22 projection £m	2022-23 estimate £m	2023-24 estimate £m	2024-25 estimate £m
Debt (incl. PFI & leases)	114.768	114.266	119.050	117.716	116.437
Capital Financing Requirement	172.971	184.079	189.546	186.767	183.896

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen, the Council expects to comply with this in the medium term. The chart below shows the trend in the CFR from 2017 onwards. The increasing trend reflects the anticipated increases in spend in the capital programme from commitments which are assumed to pay for themselves.



To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This includes the expectation to need to borrow £3.76 million in 2022-23 and a further £3.46 million in 2023-24 based on the assumptions within the Capital Programme and the use of Capital Receipts and Reserves. Further details of the Liability Benchmark can be found within the Treasury Management Strategy 2022-23. The actual amount will be monitored and assumptions challenged and borrowing will only be taken if there is no opportunity to use Internal Borrowing.

Table 7: Borrowing and the Liability Benchmark

	2020-21 actual £m	2021-22 projection £m	2022-23 estimate £m	2023-24 estimate £m	2024-25 estimate £m
Outstanding Borrowing (excl. PFI & Leases)	96.867	96.867	100.626	104.081	104.081
Liability Benchmark	52.975	96.604	106.669	110.124	115.269

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

Table 8: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2021-22 limit £m	2022-23 limit £m	2023-24 limit £m	2024-25 limit £m
Authorised limit – borrowing	170.000	170.000	170.000	170.000
Authorised limit – other long term liabilities	30.000	30.000	30.000	30.000
Authorised Limit Total	200.000	200.000	200.000	200.000
Operational boundary – borrowing	120.000	130.000	130.000	130.000
Operational boundary – other long term liabilities	25.000	25.000	25.000	22.000
Operational Boundary Limit Total	145.000	155.000	155.000	152.000
Total Borrowing and Long Term Liabilities	114.266	119.050	117.716	116.437

The authorised limit and operational boundary for 2022-23 and subsequent years will need to be reviewed in light of changes to lease accounting under IFRS16, due to be implemented from April 2022. This new Standard will require that operating leases are brought onto the balance sheet as a right of use asset and a lease liability. The impact of this is that it will increase the Council's liabilities and therefore its borrowing. The current estimate is that the borrowing requirement will increase by approximately £12 million from 2022-23 to 2024-25. It is anticipated that the current limits do not need amending and borrowing will fall within the boundaries set.

Other Long Term Liabilities

Private Finance Initiative

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

Mutual Investment Model

The Mutual Investment Model (MIM) is a new approach to investment in public infrastructure in Wales. Private partners will build and maintain schools, in return for a fee, which will cover the cost of construction, maintenance and financing the project. At the end of a specific period of time, the asset will be transferred to the local authority. Welsh Government has advised that it will present packages of schemes to the market as design and build projects. These packages would be made up of a number of schemes within a geographical area (including across local authority areas) and be of sufficient monetary size overall in order to attract large companies (eg £100 million).

The Council is proceeding with the following developments;

- **Bridgend West – Welsh-medium provision.** Enlargement of Ysgol Y Ferch O'r Sgêr – 2 form entry plus 60-place nursery. The school will be built on the existing school site which is shared with Corneli Primary School and Corneli Integrated Childrens Centre.
- **Bridgend West – English-medium Provision.** New English-medium school – 2 form entry plus 60-place nursery (ie to replace Afon Y Felin and Corneli Primary Schools which will discontinue). The new school will be built on land at Marlas Estate.

Funding of the annual revenue service charge will be met from contributions from Welsh Government (81%) and BCBC (19%). It is currently estimated that Bridgend's annual revenue contribution will be in the region of £400,000 and will start to be paid once the building is operational.

Capital funding will be utilised for the provision of furniture, equipment and ICT. The funding allocation is within the overall Band B funding envelope which has a Welsh Government intervention rate of 65% for mainstream schools.

Pension Guarantees

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

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



New strategic employment site Brocastle. Credit: JLL

7.0 PRUDENT MINIMUM REVENUE PROVISION POLICY STATEMENT 2022-23

The Annual Minimum Revenue Provision Statement needs to be approved by Council before the start of each financial year. The MRP charges for 2022-23 will be on the following bases:

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

The MRP Charge 2022-23 based on the estimated capital financing requirement is detailed below:

	Options	Estimated Capital Financing Requirement 31/03/22 £m	2022/23 Estimated MRP £m
Capital expenditure before 01/02/2008 and any after 01/04/2008 that does not result in a significant asset (Supported)	(i)	138.623	2.982
Supported capital expenditure that results in a significant asset, incurred on or after 1 April 2008 (Supported)	(ii)	2.894	0.132
Unsupported capital expenditure, exercised under the Prudential Code (Unsupported)		27.796	2.500
PFI, Finance Leases and other arrangements – PFI School	(iii)	14.766	0.863
TOTAL COUNCIL FUND		184.079	6.476

8.0 AFFORDABILITY

Capital investment and the proposed Capital programme form an integral part of the Council's revenue budget and Medium Term Financial Strategy. The revenue budget impact of capital schemes for Council Tax and Rent payers include:

- The costs of operating/maintaining new assets.
- The capital financing costs of servicing any borrowing required to pay for investment.
- The revenue costs of preparing and delivering projects.
- Abortive costs required to be charge to revenue budgets if schemes do not proceed.

The percentage of the Council's revenue budget that is committed to capital financing costs is increasing in the long term. Given the pressure on revenue budgets, this clearly limits the affordability of other priorities in future years and must be a factor considered by Members when determining the Capital Programme.

Table 9 below shows the proportion of the budget that will need to be set aside to finance capital expenditure, which is expected to increase over the life of the current capital programme, accelerating the pressure that capital expenditure, funded from debt, puts on the revenue budget. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. An increasing ratio limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. A gross ratio is also calculated which indicates the gross financing cost i.e. it represents a worst case scenario

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %
General Fund - Net Capital Financing Budget	3.51%	3.43%	3.87%	3.93%	3.93%
General Fund - Gross Capital Financing Budget	3.82%	3.76%	4.21%	4.26%	4.26%

Appendix 1

Capital Funding Sources

Borrowing

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

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

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

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

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

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

External Grants

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

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

Any additional capital grant funding received from external sources must be managed in line with the Council's Grants Policy. Delegated authority is required to bid for and accept any external funding, and external funding applications should be supported by a strong business case which demonstrates how the project meets the Council's Corporate Priorities and how any future revenue costs will be met.

Capital Receipts from Asset Disposals

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

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

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

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

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

S106 contributions

Section 106 (S106) Agreements are legal agreements between Local Authorities and developers; these are linked to planning permissions and can also be known as planning obligations. A section 106 agreement is designed to make a development possible that would otherwise not be possible, by obtaining concessions and financial contributions from the developer. Any contributions received from the developer are 'ring-fenced' for the purpose as

set out in the relevant S106 agreement and are applied to fund schemes within the capital programme once an eligible scheme has been identified. S106 contribution agreements can be used, for example, for the provision of educational facilities, highways infrastructure, affordable housing, play areas and open spaces, in line with the Council's adopted policy on the use of section 106 agreements. Consideration of available S106 funding should be taken when agreeing the capital programme for future years to maximise the use of the available funding and reduce the reliance on other sources of funding. Contributions can be time limited in that if they are not spent within an agreed timescale, typically 5 – 10 years, dependent on what has been agreed in the S106 agreement, any funds not spent in line with the agreement would have to be repaid to the developer.

Revenue and Reserves

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



Porthcawl Marina

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

12 JANUARY 2022

REPORT OF THE CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY

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 recent 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 19th 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 9th 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 recent 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 AND REGULATORY SERVICES, HR AND CORPORATE POLICY

6 January 2022

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Background documents: None.

**Forward Work Programme 2021-22
Corporate Overview and Scrutiny Committee:**

APPENDIX A

Date of Meeting:	Report Topics:
Mon 5 th July 9.30am	<ul style="list-style-type: none"> - Revenue Budget Outturn 2020-21 - Council's Performance against its Wellbeing Objectives for 2020 -21 (Year End Performance)
Wed 1st September 9.30am	<ul style="list-style-type: none"> - Budget Monitoring 2021-22 – Quarter 1 Revenue Forecast - Director of Social Services Annual report - Scrutiny Annual Report - BREP Review Report
Thurs 7 th October 9.30am	<ul style="list-style-type: none"> - Future Service Delivery Model - Update on the work of the Shared Regulatory Service
Wed 1 st December 9.30am	<ul style="list-style-type: none"> - Budget Monitoring 2021-22 – Quarter 2 Revenue Forecast
Wed 12 th January 9.30am	<ul style="list-style-type: none"> - Corporate Plan 2018-2023 reviewed for 2022-23 - Q2 Performance Report 2021-22 - Capital Strategy 2022-23 onwards
Wed 19 January 9.30am	<ul style="list-style-type: none"> - Draft Medium Term Financial Strategy 2022-23 to 2025-26 and Budget Proposals
Tues 1 February 9.30am	<ul style="list-style-type: none"> - Scrutiny and Budget Research and Evaluation Panel Recommendations on Medium Term Financial Strategy 2022-23 to 2025-26 and Draft Budget Consultation Process.
Wed 2 nd March 9.30am	<ul style="list-style-type: none"> - Budget Monitoring 2021-22 – Quarter 3 Revenue Forecast - Employee Wellbeing
Date TBA	<ul style="list-style-type: none"> - Annual Safeguarding Report - Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) - Replacement Local Development Plan - Ethical Procurement - Shared Workspace - Future Service Delivery Model

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

APPENDIX B

<u>Date of Meeting:</u>	<u>Report Topics:</u>
Mon 14 th June 9.30am	<ul style="list-style-type: none"> - Corporate Parenting Champion Nomination report; - Nomination to the Public Service Board Scrutiny Panel report; - Draft Outline Forward Work Programme
Mon 12 th July 2.30pm	Additional Learning Needs and Educational Tribunal (ALNET) Act 2018
Thurs 16 th Sep 9.30am	How Central South Consortium supports Bridgend Schools.
Mon 18 th Oct 2.30pm	New Curriculum for Wales
	School Governing Bodies
Thurs 20 th Jan 9.30am	Medium Term Financial Strategy and Budget Proposals
Mon 14 th Mar 9.30am	Post Inspection Action Plan
TBA	How Schools coped with the Pandemic
	Youth Justice Service

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<u>Date of Meeting:</u>	<u>Report Topics:</u>
Thurs 17 th June 9.30am	<ul style="list-style-type: none"> - Care Inspectorate Wales (CIW) Domiciliary Care Inspection Report; - Corporate Parenting Champion Nomination report; - Nomination to the Public Service Board Scrutiny Panel report; - Draft Outline Forward Work Programme.
Thurs 15 th July 9.30am	Social Services and Wellbeing Strategic Programme <i>(followed by Thematic reports one to each meeting via a rolling programme as below)</i>
Thurs 23 rd Sep 9.30am	First Theme – Wellbeing * (including Partnerships****) <ul style="list-style-type: none"> - Early help and Permanence Strategy - Re-commissioning Regulated Care and Support at Home
Wed 10 th Nov 9.30am	Second Theme – People - voice and control** (including Partnerships****) Embedding strength based practice in adult and children’s services
Fri 21 Jan 9.30am	Medium Term Financial Strategy & Budget Proposals
Wed 2 nd Feb 9.30am	Third theme – Prevention *** (including Partnerships****) Progress in delivering priorities for wellbeing, leisure and cultural services in Bridgend.
	Mental Health Strategy
TBA	Workforce – 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

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

Briefing Session requested:

Financial Assessments for all social care packages be arranged for Members of the Committee, to include what happens when the person does not have capacity and Health Board funded care and nursing care funding.

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.

<u>Date of Meeting:</u>	<u>Report Topics:</u>
Mon 28 th June 9.30am	Corporate Parenting Champion Nomination Nomination to the Public Service Board Scrutiny Panel Draft Outline Forward Work Programme
Mon 19 th July 9.30am	Progress of the Bridgend 2030 Decarbonisation Strategy (Ultra Low Emission Vehicles) Update on the Waste Service Contract 2024
Wed 4 th Oct 9.30am	The Bridgend County Economic Futures Framework
Wed 24 th Nov 9.30am	Infrastructure Delivery (including roads, street lights, building and technology)
Mon 24 th Jan 9.30am	Medium Term Financial Strategy & Budget Proposals
Wed 16 th Feb 9.30am	Transport Projects in the County Borough
Date TBA	Changes in External Economic Funding - Economic Development
Date TBA	The introduction of the 20 mph speed limit and WG Pavement Parking Enforcement (following the surveying of streets and collation of information for potential Traffic Parking Orders, but before implementation)

The following Member Development Sessions are proposed:

Corporate Joint Committees Transport, Planning and Economic Development

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Corporate Overview & Scrutiny Committee

RECOMMENDATIONS MONITORING ACTION SHEET

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
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	ACTIONED - response and information circulated to Committee Members 29 June 2021
9 June 2021	Forward Work Programme	The Committee concluded by making a number of recommendations.	Scrutiny	ACTIONED - response and information circulated to Committee Members 2 July 2021
5 July 2021	Forward Work Programme	The Committee requested Ethical Procurement to be added to the Forward Work Programme.	Scrutiny	ACTIONED - added to the FWP with date to be confirmed.
1 September 2021	Budget Monitoring 2021-22- Quarter 1 Revenue Forecast	The Committee requested further information.	Scrutiny	ACTIONED - information circulated to Committee Members.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
7 October 2021	Future Service Delivery Model	The Committee concluded by making a number of recommendations and requests for Information.	Scrutiny / Chief Executive	ACTIONED - response and information circulated to Committee Members 25 November 2021
	Shared Regulatory Services Update	The Committee concluded by making a number of recommendations and requests for Information.	Scrutiny / Chief Officer Legal and Regulatory Services, Human Resources and Corporate Policy	ACTIONED - response and information circulated to Committee Members 25 November 2021
	Forward Work Programme	The Committee requested a report upon Shared Workspace to be added to the Forward Work Programme.	Scrutiny	ACTIONED - report added to the Committee's Forward Work Programme.
1 December 2021	Budget Monitoring 2021-22 – Quarter 2 Revenue Forecast	The Committee requested that consideration be given to the rescheduling of Budget Monitoring - Quarterly Revenue Forecast reports in the future to enable the Corporate Overview and Scrutiny Committee to consider reports first and its comments to be fed back to Cabinet to be considered along with the report.	Scrutiny / Chief Executive / Chief Officer- Finance Performance and Change.	Requested information - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		The Committee requested that a breakdown of the £300k savings likely to be achieved for Budget Reductions Proposal COM 1, Appendix 2 - Monitoring of 2021-22 Budget Reductions, including the CAT Transfers that had taken place and to be progressed, be circulated to Members of the Committee.	Scrutiny / Corporate Director – Communities.	Requested information - to be provided.

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