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Bridgend County Borough Council



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Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

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

Gofynnwch am / Ask for: Democratic Services
Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Friday, 15 July 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 **Thursday, 21 July 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. Budget Monitoring 2022-23 - Quarter 1 Revenue Forecast 3 - 30
Invitees

Councillor Huw David - Leader of Council
Councillor Jane Gebbie - Deputy Leader of Council and Cabinet Member for Social Services and Early Help
Councillor Hywel Williams - Cabinet Member for Resources
Councillor Jon-Paul Blundell - Cabinet Member for Education
Councillor John Spanswick - Cabinet Member for Communities
Councillor Neelo Farr - Cabinet Member for Regeneration
Councillor Rhys Goode - Cabinet Member for Wellbeing and Future Generations

Mark Shephard - Chief Executive
Carys Lord - Chief Officer - Finance, Performance and Change
Lindsay Harvey - Corporate Director - Education and Family Support
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. Council Performance Against its Commitments for the Year 2021-22 31 - 86
As above for Item 3.

By receiving this Agenda Pack electronically you will save the Authority approx. £2.00 in printing costs

5. Nomination to the Public Service Board Scrutiny Panel 87 - 90
6. Forward Work Programme Update 91 - 100
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 health and safety requirements 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:

H T Bennett
F D Bletsoe
P Davies
RM Granville

Councillors

S J Griffiths
M L Hughes
M Jones
RL Penhale-Thomas

Councillors

T Thomas
G Walter
A Williams
AJ Williams

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

21 JULY 2022

REPORT OF THE CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE

BUDGET MONITORING 2022-23 – QUARTER 1 REVENUE FORECAST

1. Purpose of report

- 1.1 The purpose of this report is to provide the Committee with an update on the Council's revenue financial position as at 30th June 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**:-
1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county borough.
 2. **Helping people and communities to be more healthy and resilient** – taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
 3. **Smarter use of resources** – ensuring that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.
- 2.2 The allocation of budget determines the extent to which the Council's well-being objectives can be delivered.

3. Background

- 3.1 On 23rd February 2022, Council approved a net revenue budget of £319.510 million for 2022-23 based on the provisional local government settlement received from Welsh Government on 21st December 2021. The Welsh Government announced its final settlement on the 1st March 2022 and as a result of a technical adjustment, there was an increase in the Revenue Support Grant (RSG) for the Council of £4,336, increasing the net revenue budget for 2022-23 to £319.514 million. As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

4. Current situation/proposal

4.1 Summary financial position at 30th June 2022

4.1.1 The Council's net revenue budget and projected outturn for 2022-23 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 30th June 2022

Directorate/Budget Area	Original Budget 2022-23 £'000	Revised Budget 2022-23 £'000	Projected Outturn Q1 2022-23 £'000	Projected Over / (Under) Spend 2022-23 £'000	Projected Over / (Under) Spend Qtr 1 2021-22 £'000
Directorate					
Education and Family Support	131,430	132,318	132,725	407	771
Social Services and Wellbeing	78,434	82,022	83,570	1,548	(647)
Communities	28,995	29,307	28,848	(459)	624
Chief Executive's	21,895	22,389	21,782	(607)	156
Total Directorate Budgets	260,754	266,036	266,925	889	904
Council Wide Budgets					
Capital Financing	7,329	7,292	7,292	0	0
Levies	8,177	8,210	8,210	0	0
Apprenticeship Levy	650	650	650	0	0
Council Tax Reduction Scheme	16,054	16,054	15,300	(754)	0
Insurance Premiums	1,363	1,363	1,363	0	0
Repairs & Maintenance	670	670	670	0	0
Pension Related Costs	430	430	430	0	0
Other Corporate Budgets	24,087	18,809	17,929	(880)	0
Total Council Wide Budgets	58,760	53,478	51,844	(1,634)	0
Total	319,514	319,514	318,769	(745)	904

4.1.2 The overall projected position at 30th June 2022 is a net under spend of £745,000 comprising £889,000 net over spend on directorates and a net under spend of £1.634 million on Council wide budgets. A detailed analysis of the more significant projected under and over spends is set out in section 4.3.

4.1.3 It is too early in the financial year to provide a realistic indication of projected council tax for this financial year, and whether the Council is likely to see a reduction in council tax income over the 2022-23 financial year as more people have suffered financial hardship through the pandemic, alongside the current cost of living crisis. Bridgend received £1.151 million from Welsh Government in 2021-22 in recognition of the reduced collection rates experienced by councils as a consequence of the Covid-19 pandemic but there is no indication yet of any support for 2022-23. A 1% reduction in the council tax income collection rate could result in an additional pressure to the Council of around £1 million. Council tax collection rates will be monitored continuously throughout the year and reported accordingly.

Covid-19

- 4.1.4 The UK was put into lockdown on 23rd March 2020 in an unprecedented step to attempt to limit the spread of coronavirus. A Covid-19 Hardship fund was set up at an early stage by the Welsh Government which the Council was able to draw on for financial support. Bridgend successfully claimed over £14.682 million in expenditure claims and over £1.762 million in loss of income claims in 2021-22. In addition, WG recognised the need for homelessness accommodation to be secured in advance to continue the commitment to focus on support for homeless individuals, providing them with accommodation, and approved £1.479 million to cover these costs for the first six months of 2022-23.
- 4.1.5 Covid-19 restrictions were removed in Wales from 18th April 2022 and the WG Hardship Fund ended on 31 March 2022. In recognition of this a budget pressure of £1 million was approved by Council for 2022-23 as part of the Medium Term Financial Strategy to meet ongoing budget pressures, both in respect of additional cost pressures and ongoing loss of income. This budget will require close monitoring during 2022-23, especially given the rise in Covid infections across the UK recently reported by the Office for National Statistics. Updates will continue to be provided to Cabinet through the quarterly revenue budget monitoring reports throughout 2022-23.
- 4.1.6 Cabinet and Corporate Management Board (CCMB) agreed to establish a one-off £1 million Covid-19 Recovery Fund in 2020-21 to provide funding for conscious and proactive decisions aimed at boosting recovery that were unlikely to be paid for by WG through the Hardship Fund. The balance on this fund has been carried into 2022-23 and CCMB have approved the use of this fund to support the free car parking offer for town centres to the end of September. Further proposals will be considered by CCMB during 2022-23.
- 4.1.7 Whilst the WG Hardship Fund ended on the 31st March 2022, local authorities continue to administer three elements that were paid through the Hardship Fund on behalf of WG – Self Isolation Payments (to end of June 2022), Statutory Sick pay enhancement scheme (recently extended to end of August 2022) and Free School Meal payments (to end of school summer holiday 2022). Table 2 summarises the amounts claimed to date in 2022-23.

Table 2 – Covid related claims to Welsh Government for Quarter 1 2022-23

Specific Hardship fund	Claimed and Approved £'000
Self Isolation Payments (SIP)	403
Statutory Sick Pay Enhancements (SSP)	55
Free School Meals	290
TOTAL	748

Budget virements/technical adjustments

4.1.8 There have been a number of budget virements and technical adjustments between budgets since the Medium Term Financial Strategy (MTFS) was approved by Council in February 2022. The budget position is reported on the assumption that these virements will be approved.

4.1.9 The MTFS approved by Council in February included a £500,000 budget pressure to mitigate emerging pressures, to be allocated in line with need and reported through quarterly monitoring reports. Table 3 sets out how the budget pressure has been allocated.

Table 3 – Allocation of £500,000 Budget Pressure

Directorate	Service Area	Purpose Of Funding	£
Education & Family Support	MIS System	Management Information System (MIS) Co-ordinator to provide support for implementation of the system and to lead on data integration, aggregation and reporting as well as the development of queries/coding.	46,468
Education & Family Support	Emotional well-being	Education Engagement Team Co-ordinator - supporting learners' emotional well-being	41,852
Education & Family Support	Home to School Transport	Home To School Transport Contract Monitoring Officer - monitoring and compliance	38,450
Education & Family Support	Performance	Performance Lead - co-ordinating the directorate's operational self-evaluation and business planning function.	38,450
Social Services & Wellbeing	External care home pressures	Additional budget pressure to further mitigate cost increases being experienced across the care home sector	75,000
Social Services & Wellbeing	Workforce development	Social Care Assessor – to support an induction programme for new recruits from different sectors to address the recruitment of people from different sectors into social care roles	30,000
Social Services & Wellbeing	Multi-Agency Safeguarding Hub/Information, Advice and Assistance and safeguarding	Additional managerial and supervision resources	60,000
Chief Executives	Human Resources	Learning and Organisational Development Advisor to support the ongoing well-being support of BCBC staff and to support the Service Delivery model going forward	42,000
Chief Executives	Democratic Services	Technical support officer – the move to hybrid meetings has increased the number of clerks to be at the meeting	34,000
Chief Executives	Land charges	Land charges – transfer to Land Registry resulting in shortfall in income previously generated.	66,780
Chief Executives	ICT	Officer to focus on national and strategic priorities of Welsh Community Care Information System (WCCIS)	27,000

4.1.10 The other main virements and technical adjustments are outlined below:

Budget Virements

Service vired from / to	Amount
Transfer of funding from the Social Services Wellbeing Directorate to Chief Executive's to fund the increase in Direct Payments Team as a result of procurement exercise to develop an in-house Advisor service	£43,946
Additional Learning Needs (ALN) budget held in schools delegated budget transferred to central Education and Family Support budget for coordinated 1:1 support	£185,000
Transfer of funding from Capital Financing budget to Communities Directorate to cover the cost of prudential borrowing for highways maintenance schemes	£37,476
Transfer of funding from Covid Pressures budget to Social Services and Wellbeing Directorate to fund regional Personal Protective Equipment (PPE) contract (See 4.1.5)	£120,000
Transfer of funding from the Chief Executive Directorate to the Social Services and Wellbeing Directorates to manage the annual service level agreement with BAVO	£52,079
Transfer of part of budget pressure approved by Council in February 2022 (CEX 2 - Phase 2 Business Support Review) from Chief Executive Directorate to Social Services and Wellbeing Directorate	£106,000

Technical Adjustments

Service vired from / to	Amount
Allocation of funding retained centrally in respect of National Joint Council (NJC) pay award 2021-22**	£1,756,470
Allocation of funding retained centrally in respect of NJC pay award 2021-22 (punched hours)**	£88,985
Allocation of funding retained centrally in respect of Joint Negotiating Committee (JNC) pay award 2021-22 for Chief Officers**	£33,890
Allocation of funding retained centrally in respect of Soulbury pay award September 2021 to August 2022	£14,520
Transfer of funding to Levies budget for 2022-23 agreed uplifts	£32,385
Allocation of funding to Direct Payments budget for increase to Personal Assistant and Agency rates due to increase in Real Living Wage	£600,564
Allocation of funding retained centrally in respect of the financial implications of the Independent Remuneration Panel for Wales Annual Report	£150,103
Allocation of funding retained centrally in respect of National Insurance increases for Social Services and Wellbeing (SSWB) Directorate SWB Commissioned Services	£135,783
Allocation of funding retained centrally in respect of Real Living Wage increases for SSWB Commissioned Services	£1,040,480
Allocation of funding retained centrally in respect of other inflationary increases for SSWB Commissioned Services	£804,365

** Budget virements for 2021-22 related pay awards actioned in 2022-23 due to timing of agreement being reached after the MTFS budget was presented to Council in February 2022

Pay/Price Inflation

- 4.1.11 When the budget for 2022-23 was set, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision was retained centrally within Council wide budgets, to be allocated as further information was known about specific contractual price increases.
- 4.1.12 Inflationary pressures include increases in staffing costs arising from the above inflation increases in the national living wage and the implementation of the real living wage. In addition, there are ongoing discussions regarding pay claims for Teachers' pay, National Joint Council (NJC) workers and for Joint Negotiation Committee (JNC) for Chief Officers. Even a variance of 1% on the pay settlement of NJC staff alone can result in a swing of required funding of over £1 million per annum.
- 4.1.13 In addition, in recent months the Council has experienced additional costs not only as a result of the pandemic, but also rising costs resulting from Brexit, increases in inflation not seen for over a decade, and more recently the impact of the war in the Ukraine.
- 4.1.14 There is a risk that there may not be sufficient funding available within these budgets for any unexpected major pay/price inflation increases. Inflation rates have also fluctuated since the budget was set - CPI was 6.2% in February 2022 and had increased to 9.1% in May 2022. In comparison it was 2.1% in May 2021. With these uncertainties the budget will need to be monitored closely during the remainder of the year.

Budget Reduction Proposals

- 4.1.15 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £631,000. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.
- 4.1.16 In February 2022 Council approved the Medium Term Financial Strategy for 2022-23 to 2025-26. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £21.029 million over the next four years. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

4.1.17 At year end consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2022-23. This is in line with the reports to Cabinet and Council on the MTFs, and the Council's Financial Procedure Rules. Similarly, consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Finally, outstanding prudential borrowing will be repaid, where possible, to reduce future capital financing charges. However, a decision will not be made until towards the end of the financial year when the overall outturn position is more definite.

4.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

4.2.1 A report was presented to Cabinet on 14th June 2022 on the Revenue Budget Outturn 2021-22. In the report it was highlighted that, for 2017-18 to 2020-21, there were £2.376 million of budget reduction proposals that were not met in full, with a total outstanding balance to be met of £100,000. In addition, of the 2021-22 budget reduction proposals of £1.760 million, it was reported that there was a total outstanding balance to be met of £65,000. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2022-23 financial year, and to identify mitigating actions that will be undertaken to achieve them. All remaining outstanding prior year budget reductions are summarised in **Appendix 1** with a summary per directorate provided in Table 4.

Table 4 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Communities	179	19	160

Note: The total budget reductions required in Table 4 represents the original budget reduction target of £179,000 - £14,000 of the proposal was achieved in 2021-22 leaving £165,000 to be achieved in 2022-23.

4.2.2 Table 4 shows that of the £179,000 outstanding reductions, £19,000 is likely to be achieved in 2022-23 leaving a shortfall of £160,000. Proposals still not likely to be achieved include:

- COM19 – Permitting Scheme (£100,000) due to delays in approval process with Welsh Government. An allowance has been made within the Highway Network Management budget to cover the shortfall in 2022-23. A review of the budgets within the Communities Directorate is ongoing to identify a replacement saving for this budget reduction alongside attempts continuing to be made to make contact with the appropriate officers in WG to gain a formal response on the submission.
- COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle (£60,000). The new site in Pyle is anticipated to open in 2022-23, with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2023-24. The saving will therefore have to be met through alternative one-off efficiencies in 2022-23 in order to deliver a balanced budget position

4.2.3 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 7 states that *“Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”*. An MTFS Budget Reduction Contingency reserve was established in 2016-17. This reserve has been used to meet specific budget reduction proposals in previous years on a one-off basis pending alternative measures. During the financial year, the Section 151 Officer will consider applications from Directorates to the MTFS Budget Reduction Contingency reserve to mitigate some of the shortfalls.

Budget Reductions 2022-23

4.2.4 The budget approved for 2022-23 included budget reduction proposals totalling £631,000, which is broken down in **Appendix 2** and summarised in Table 5 below. The current position is a projected shortfall on the savings target of £273,000, or 43.2% of the overall reduction target.

Table 5 – Monitoring of Budget Reductions 2022-23

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Education and Family Support	68	0	68
Schools	0	0	0
Social Services and Wellbeing	365	255	110
Communities	150	55	95
Chief Executive's	48	48	0
TOTAL	631	358	273

4.2.5 The most significant budget reduction proposals unlikely to be achieved in full are:-

- EFS1 – Rationalisation of Adult Community Learning Service (£68,000 shortfall). WG have changed the terms and conditions of the grant for this service area which has impacted on the core budget and deliverability of this proposal. The Education and Family Support Directorate are working on alternative budget reduction proposals to replace this saving which will be reported to Cabinet in the quarter 2 Revenue Monitoring report.
- SSWB 2/3 – remodelling of day service provision and supported living services (£110,000 shortfall). Efficiencies have been identified, however work is ongoing to further develop the remodelling to meet the savings target in full.
- COM 3 – change the composition of household food waste bags (£35,000 shortfall). Budget reduction proposal has been delayed due to ongoing national research and debate surrounding composition of household food waste bags, to ensure any potential changes in legislation do not impact on the proposal.
- COM5 – commercially let a wing of Ravens Court to a partner organisation or business (£50,000 shortfall) – delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed.

4.2.6 **Appendix 2** identifies the projected amount of saving against these proposals in detail and action to be taken by the directorate to mitigate the shortfall. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast outturn for the year. During the financial year the Section 151 Officer will also consider applications from directorates to the MTFS Budget Reduction Contingency reserve to mitigate some of the shortfalls.

4.2.7 In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position. These will continue to be closely monitored and draw down from the MTFS Budget Reduction Contingency reserve will be made as part of the overall review of earmarked reserves during quarter 2.

4.3 Commentary on the financial position at 30th June 2022

Financial position at 30th June 2022

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

4.3.1 Education and Family Support Directorate

The net budget for the Education and Family Support Directorate, including school delegated budgets, for 2022-23 is £132.318 million. Current projections indicate an over spend of £407,000 at year end. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Learner Support	6,345	6,609	264	4.2%
Family Support	2,902	2,810	(92)	-3.2%
Home-to-school transport	8,040	8,294	254	3.2%
Catering Services	1,145	1,298	153	13.4%
Corporate health and safety	385	249	(136)	-35.3%

Schools' delegated budgets

Total funding delegated to schools in 2022-23 is £105.897 million.

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

Total school balances increased by £4.004 million during 2021-22, to £12.494 million at year end. The main reason for the significant increase was additional schools' revenue grant funding of £6.041 million announced late in 2021-22 and successful claims to the WG Hardship fund of £737,000 in the final quarter of 2021-22. At the start of 2022-23, projections indicated an overall surplus balance for school delegated budgets of £3.473 million at year end. There are 5 primary schools and 1 secondary school (10.2% of all schools) projecting a deficit balance at year end.

Central Education and Family Support Directorate budgets

Learner Support

- There is a net projected over spend of £264,000 in Learner Support budgets.
- £220,000 of this relates to the projected over spend due to the additional one-to-one support being provided to BCBC pupils in their home schools as they await placements in Heronsbridge or Ysgol Bryn Castell special schools. A budget pressure of £200,000 was approved by Council in February 2022 as part of the MTFS 2022-23 to 2025-26 to address the underlying recoupment income shortfall which has improved the budgetary position compared with 2021-22.
- The Adult Community Learning budget has a £68,000 MTFS budget reduction proposal for 2022-23 which related to the removal of the council subsidised support to adult learners. Subsequent to this proposal, Welsh Government has changed the terms and conditions of the grant for this service area which has impacted on the core budget and deliverability of this proposal. The Education and Family Support Directorate is working on alternative budget reduction proposals to replace this saving which will be reported to Cabinet in the quarter 2 budget monitoring report.

Family Support

- The projected under spend of £92,000 primarily relates to staff vacancy management and maximisation of grant funding. The service area are looking to recruit to the vacant posts in 2022-23, therefore the saving will not be recurring in 2023-24.

Home-to-school transport (HtST)

- A MTFS budget pressure of £2.472 million was approved by Council in February 2022 to support the increased costs of HtST reported in 2021-22. These included the increased provision of taxis and minibuses for pupils with additional learning needs, transportation of nursery pupils in either dedicated minibuses or taxis, and a retendering exercise on home to school transport contracts, principally big buses and minibuses. A further procurement exercise was also undertaken at the end of 2021-22 for special taxis, taxis and minibus contracts which was anticipated to put further pressure on the HtST budget in 2022-23.
- The HtST budget is currently projecting a £253,000 over spend primarily relating to increased costs for those pupils with additional learning needs.
- It should also be noted that school transport providers are being significantly impacted by the fuel inflationary increases and are in discussion with the local authority with regard to the sharing of the risks associated with continuing to operate.
- The HtST will require close monitoring for the remainder of 2022-23 given the pressures continuing to be faced by the service area.

Catering Services

- The projected over spend of £154,000 in Catering Services has arisen from a combination of an increase in the cost of food purchases due to inflationary pressures along with a slight increase in staffing costs. This budget area will be closely monitored in 2022-23 with the potential for further support from the central price inflation budget as inflation continues to increase.

Corporate Health and Safety Unit

- The projected under spend of £136,000 within the Corporate Health and Safety Unit primarily relates to staff vacancy management. The vacant posts are expected to be filled in 2022-23 therefore this saving should not be recurring in 2023-24.

4.3.2 Social Services and Wellbeing Directorate

The Directorate's net budget for 2022-23 is £82.022 million. Current projections indicate an over spend of £1.548 million at year end. Whilst this appears a significant shift from the 2021-22 outturn position of a £5.931 million under spend, it is important to note that the Directorate received a significant amount of one-off grant income in 2021-22, including the Social Care Recovery Fund (£2.916 million) and the Social Care Pressures Grant (£2.221 million).

The main variances are:

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Adult Social Care	55,739	56,902	1,163	2.1%
Prevention and Wellbeing	5,299	5,152	(147)	-2.8%
Childrens Social Care	20,984	21,516	532	2.5%

Adult Social Care

There is projected net over spend of £1.163 million on the Adult Social Care budget. The most significant variances contributing to this projected over spend are:-

ADULT SOCIAL CARE	Projected Variance Over/(under) budget
	£'000
Older People Residential Care	(178)
Equipment & Adaptions	185
Mental Health Residential Care	(216)
Mental Health Home Care	335
Mental Health Supported Accommodation	(229)
Learning Disabilities Direct Payments	413
Learning Disabilities Home Care	785
Learning Disabilities Day Opportunities	510
Assessment and Care Management	(200)
Administrative and Central Services	(124)

- Older People Residential Care – the projected under spend of £178,000 is primarily due to an increase to the average resident's contribution. All contributions are financially assessed in accordance with the Social Services and Well-being (Wales) Act 2014 but the average income received each year will vary in total depending on the financial position of the persons needing care during the financial year – e.g. if there are a small number of people who have savings or assets, and are paying

their contribution in full or have a high contribution, then this will increase the overall average.

- Equipment & Adaptions – the projected over spend of £185,000 is because of continuing demand for equipment due to the need to support individuals in line with Welsh Government's rehabilitation and recovery model. The outturn for 2021-22 saw an underlying pressure in this service area of £401,000.
- Mental Health Residential Care – the projected under spend of £216,000 is primarily due to a reduction in placements. Placement numbers are similar to those reported in the outturn report (45) compared with 51 as at 31 March 2021. This is primarily due to alternative service solutions being provided that were more suitable for people and adaptable to Covid-19 circumstances. If these alternative solutions continue to prove beneficial then budgets could be vired within Mental Health to areas that are experiencing pressures as a result of the medium to long term impact of the pandemic on individuals.
- Mental Health Home Care – this includes Supported Living, Short Breaks and Domiciliary Care. The projected £335,000 over spend is primarily due to Supported Living packages of care exceeding the available budget. Whilst Supported Living packages of care have decreased slightly (34 compared with 40 in 2021-22) the Social Care Pressures Grant funding was utilised to offset a considerable element of the prior year over spend of £454,000.
- Mental Health Supported Accommodation – the projected £229,000 under spend primarily relates to maximisation of Innovation Grant Funding.
- Learning Disabilities Direct Payments – there is projected over spend of £413,000 as the service area has seen a shift to clients choosing to opt for Direct Payments rather than utilising traditional methods of care and support. This shift does not necessarily result in under spends in other service area budgets as there is currently significant demand for Social Services support across the directorate. In addition, there has also been a notable change in the complexity of cases, with a small number of high cost, high complexity placements.
- Learning Disabilities Home Care – the overall over spend of £785,000 is due to a combination of factors. Firstly, the number of hours of care covered by home care services has increased as clients have not yet returned to in-house Day Services Provision. Secondly, there has been an increase in the complexity of cases resulting in more support required along with additional hours of care.
- Learning Disabilities Day Opportunities – the over spend of £510,000 mainly relates to placement numbers exceeding the available budget for externally commissioned Day Services (£390,000). Placements numbers are similar to those in 2021-22, however the pressure was offset in the prior year by grant income of £302,000. Secondly, whilst the learning disabilities home care budget is projecting an over spend as clients have not returned to Internal Day Services new clients are taking up the vacant day services placements. Finally, whilst efficiencies have been identified in relation to the £115,000 MTFS saving relating to re-modelling of Day Services, work is ongoing to further develop the remodelling to meet the savings target and therefore it will not be met in full in 2022-23.
- Assessment and Care Management – there is a projected under spend of £200,000 due to a continuing challenging recruitment environment. Various recruitment activities and initiatives have been actioned in order to fill vacant posts but appointments have been affected by the acute lack of availability of staff and increasing demand across the Care sector.
- Administrative & Central Services – there is a projected under spend of £124,000 which is primarily due to staffing vacancies as the service is currently going through

a restructure. The structure is anticipated to have been populated by the final quarter of 2022-23.

Prevention and Wellbeing

- The projected under spend of £147,000 is primarily due to the maximisation of grant funding opportunities (Summer of Fun, LAPA, Disability Sports). The projection does not include any estimate for a contribution to the Council's leisure provider for any residual financial impact of running the leisure services in 2022-23 due to Covid-19. Close monitoring of the impact of Covid-19 on leisure services beyond this point will be required and updates provided to Cabinet in future monitoring reports.

Childrens Social Care

There is projected net over spend of £532,000 on the Childrens Social Care budget. The most significant variances contributing to this projected over spend are:-

CHILDRENS SOCIAL CARE	Projected Variance Over/(under) budget £'000
Care Experienced Children	475
Family Support Services	116
Commissioning & Social Work	-194

- The projected over spend of £475,000 for Care Experienced Children is due to a combination of factors:-
 - Childrens Residential Services are projecting an over spend of £326,000 mainly due to additional staffing requirements for complex behaviours and increased agency costs as a result of the challenging recruitment market.
 - The Out of County Residential Care budget has a projected over spend of £613,000. There are currently 16 children in out of authority placements, an increase from 13 placements since 31st March 2022. It should be noted that this budget area can be volatile and small changes in demand can result in relatively high costs being incurred. The budget is being closely monitored to ensure that the projected spend is effectively managed.
 - There is an under spend on Independent Fostering Agency placements (£704,000) and Fostering (£293,000). This is due to alternative placement options being utilised, including in-house residential provision and Special Guardianship Orders which are projecting an over spend of £326,000 and £293,000 respectively. These budgets will be monitored closely in 2022-23 and budgets vired as appropriate.
- The projected over spend of £116,000 within Family Support Services is primarily due to the projected over spend in Direct Payments. In 2021-22, the service was successful in claiming £50,000 from the Covid-19 Hardship fund to cover additional support required due to the pandemic, however the Hardship Fund is not in place in 2022-23. If this pressure continues, then consideration will be given to a contribution from the Covid Budget Pressure and will be reported to Cabinet in future budget monitoring reports. The remaining projected over spend is due to an increase in complexity in existing cases.

- Commissioning & Social Work – the projected under spend of £194,000 is mainly due to staffing vacancies due to the ongoing recruitment challenges. Agency staff are being utilised where possible to limit the impact on service delivery.

4.3.3 Communities Directorate

The net budget for the Directorate for 2022-23 is £29.307 million. The current projection is an anticipated under spend of £459,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Waste Disposal & Collection	9,356	9,119	(237)	-2.5%
Fleet Services	98	363	265	270.4%
Highways Services (DSO)	2,969	2,794	(175)	-5.9%
Street Lighting	1,622	1,397	(225)	-13.9%
Engineering Services	101	1	(100)	-99.0%
Corporate Landlord	2,825	3,001	176	6.2%

Waste Disposal and Collection

- There is a projected under spend of £237,000 on the Waste Disposal and Collection budget. This is primarily due to a 3.9% reduction in the disposal fee of residual waste at the Material Recovery and Energy Centre (MREC) and a slight reduction in the tonnage figures in April and May as people started to shift away from home-working. Close monitoring of this budget will be required in 2022-23 however, as June saw an increase to the monthly tonnage collected.

Fleet Services

- There is a projected over spend of £265,000 on Fleet services as productivity levels have still not returned to a break-even position. A review of the service will be required in the current financial year as the over spend position has continued into 2022-23.

Highways Services

- The projected under spend of £175,000 within Highways Services is primarily due to members of staff working on, and hence charging their time to, large capital schemes. This is not a recurring saving and is a reduced projection from the 2021-22 outturn of £364,000.

Street Lighting

- There is a projected under spend on the street lighting energy budget, which is comparable to the 2021-22 outturn under spend of £271,000. The LED replacement programme has generated savings due to reduced energy consumption. However, this budget area will be closely monitored throughout 2022-23 especially in light of the high inflationary uplifts currently being experienced in the energy market, to determine the element of under spend that is recurring, with potential re-alignment to other budgets facing projected over spends within the Communities Directorate in 2022-23.

Engineering Services

- There is a projected under spend on Engineering Services of £100,000. This is primarily to an increase in the level of fee earning jobs (grant funded/non grant funded projects) and the differing chargeable rates allowed on the schemes.

Corporate Landlord

- There is a projected over spend of £176,000 against Corporate Landlord for 2022-23. As reported in the outturn report, there are shortfalls in income generated from properties run by the Council that are not necessarily Covid-19 related but relate to occupancy shortfalls. These have continued into 2022-23 and strategies are being developed to reduce the income shortfalls in the longer term – Bridgend Market (£179,000), Science Park (£31,000) and the Innovation Centre (£230,000). These have been offset by staffing vacancies of £157,000 – the service area are actively seeking to recruit to the vacancies, therefore this under spend is not recurring.

4.3.4 Chief Executive's

The net budget for the Directorate for 2022-23 is £22.389 million. Current projections anticipate an under spend against this budget of £607,000. The main variances are:

CHIEF EXECUTIVE'S	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Legal, Democratic & Regulatory	5,359	5,485	126	2.4%
ICT	3,880	4,037	157	4.0%
Housing & Homelessness	3,375	2,534	(841)	-24.9%

Legal, Democratic & Regulatory

- The projected over spend of £126,000 mainly relates to projected shortfalls in Licensing fee income levels within Regulatory services. For the last two financial years, loss of income has been supported by the WG Hardship Fund, however this finished at the end of March 2022. The income budgets will be closely monitored through the remainder of the financial year to establish whether income levels start to recover and increase. Legal fees continue to be a budget pressure as reported in the Revenue Outturn report to Cabinet on 14 June. The current projected over spend for 2022-23 is £107,000 however this will be supported by draw down from an earmarked reserve created at the end of 2021-22 to cover the continuing pressure in this service area.

ICT

- There is a projected net over spend of £157,000 across ICT budgets. As highlighted in 2021-22, due to reduced printing activity ICT have been unable to cover the fixed costs of printers and photocopiers through the re-charge to service departments. Consequently, reduced spend will have been incurred on printing budgets across the service departments and included in the projections for individual service areas. In quarter 2 of 2021-22 a one-off budget virement of £150,000 was undertaken to align budgets. The implementation of the Future

Service Delivery Model will continue to be monitored as to whether another one-off budget virement will be actioned in 2022-23.

Housing & Homelessness

- There is a projected under spend of £841,000 on Housing & Homelessness.
- Budget growth of £2.192 million was approved by Council as part of the MTF5 Budget setting process in February 2021 to continue the commitment to focus support for homeless individuals providing them with accommodation. The budget was approved prior to confirmation from WG that the Covid Hardship Fund was to be extended through 2021-22.
- Despite the Hardship fund not being in place for 2022-23, WG recognised the need for homelessness accommodation to be secured in advance to continue the commitment to focus on support for homeless individuals and approved £1.479 million to cover these costs for the first six months of 2022-23. In addition, the accommodation element of the Hardship Fund was replaced in 2022-23 by a WG 'Homelessness – No One Left Out' grant funding of £1.046 million.
- Spend on Homelessness accommodation in 2022-23 is projected to be in the region of £3.738 million, against the combined WG funding of £2.525 million referred to above. The shortfall of £1.258 million is covered by the budget growth of £2.192 million, and the under spend against the core budget has enabled the service to propose to fund a revenue contribution to capital of £530,000 for a potential refurbishment programme working with Valleys to Coast (V2C) in order to bring properties back into use for nomination rights and homelessness cases – this is pending approval of the revised Capital Programme by Council on 20 June 2022.
- The projected accommodation spend is based on increased numbers of households and individuals supported, from 188 households and 308 individuals in June 2021 to 213 households and 371 individuals in June 2022. The remaining projected under spend on accommodation of £404,000 will be closely monitored in line with any further changes in support required for homelessness accommodation.
- The remainder of the under spend in Housing and Homelessness primarily relates to staffing vacancies (£136,000) due to the challenging recruitment environment – the Housing department are actively trying to recruit to these vacancies. There are also projected efficiencies on non-pay budgets of £62,000.

4.3.5 Council Wide budgets

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The net budget for 2022-23 is £53.478 million. Current projections anticipate an under spend against this budget of £1.634 million. The main variances are:-

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Council Tax Reduction Scheme	16,054	15,300	(754)	-4.7%
Other Corporate Budgets	18,809	17,929	(880)	-4.7%

Council Tax Reduction Scheme

- There is a projected under spend of £754,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict with an increase of £400,000 included within the budget for 2022-23 in anticipation of increased demand. Take up has remained similar, at present, to 2021-22 when the gross spend in this budget area was £15.239 million. The budget will be closely monitored in 2022-23 as there could be an additional call on the scheme in view of the impact of the pandemic and the cost of living crisis on personal financial circumstances with the potential for an increase in the number of benefit claimants.

Other Corporate Budgets

- As referred to in paragraph 4.1.11 to 4.1.14, due to the ongoing discussions regarding pay claims, the risk of unexpected major price inflation increases along with rising costs resulting from Brexit and the impact of the war in Ukraine, at this point in the financial year, it is prudent to assume that the majority of Council wide budgets will be fully spent by the year end. However it is anticipated that there will be a reduction in corporate support required to fund potential redundancy costs as, following the better than anticipated WG settlement for 2022-23, fewer budget reduction proposals had to be made. In addition, there is currently a lower than anticipated requirement against the £1m MTFs Covid-19 pressure approved by Council in February 2022. Close monitoring will be required of this budget especially against the backdrop of the recent rise in covid infection rates.

5. Effect upon policy framework and procedure rules

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

6. Equality Act 2010 implications

- 6.1 The protected characteristics identified within the Equality Act 2010, 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 well-being goals identified in the Act were considered in the preparation of this report. As the report is for information it is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

8. Financial implications

- 8.1 These are reflected in the body of the report.

9. Recommendation

- 9.1 The Committee is recommended to consider the report upon the projected revenue position for 2022-23.

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

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Background documents: Individual Directorate Monitoring Reports
MTFS Report to Council – 23 February 2022

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PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2022-23

Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving likely to be achieved by 22-23 £000	Reason why not achievable	Proposed Action in 2022-23 to achieve
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RAG STATUS KEY

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

COMMUNITIES

COM19 (2017-18)	Permitting Scheme road works net of existing income of £95,000		100		0	A response from Welsh Government is still outstanding in consideration of the business case for the Permitting Scheme. Attempts continue to be made to make contact with the appropriate officers to gain a formal response on the submission.	An allowance has been made within the Highway Network Management budget to cover the shortfall in 2022/23. In conjunction, a review of the budgets within the Communities Directorate is ongoing to identify a replacement saving for this budget reduction.
COM 2 (2021-22)	Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site		60		0	The new site in Pyle is anticipated to open in 2022-23, with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2023-24.	The saving will be met through alternative one off efficiencies in 2022-23 to deliver a balanced budget position.
COM 7 (2021-22)	WG National AHP Waste Programme - capital contribution from WG towards 7.5 tonne vehicle to collect AHP recycling		19		19	New vehicle purchased part-way through 2021-22 therefore only partial saving achieved in prior year.	No action required - saving will be made in full in 2022-23.
Total Communities Directorate			179		19		
GRAND TOTAL OUTSTANDING REDUCTIONS			179		19		
REDUCTIONS SHORTFALL					160		

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MONITORING OF 2022-23 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2022-23 £'000	Value Likely to be Achieved 2022-23 £'000	Reason why not likely to be achievable
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EDUCATION & FAMILY SUPPORT
CENTRAL EDUCATION & FAMILY SUPPORT

EFS1	Rationalisation of Adult Community Learning Service	Remove the council subsidised support to adult learners although there are other providers - e.g. College. Less opportunity for adults to gain new skills.	68	0	Welsh Government have changed the terms and conditions of the grant for this service area which has impacted on the core budget and deliverability of this proposal. The Education and Family Support Directorate are working on alternative budget reduction proposals to replace this saving which will be reported to Cabinet in the quarter 2 budget monitoring report
Total Education and Family Support			68	0	

SOCIAL SERVICES & WELLBEING

SSW1	Across Adults and Children's services embed and consolidate outcome focussed practice and commissioning for all services areas.	This will support people to live their lives and will require our systems to be adapted to support the changes in practice. There will be a shift to embed outcome focussed practice which will have a focus on targeted prevention initiatives and by developing collaborative, long term relationships with providers as well as maximising the opportunities of the use of technology. This will be underpinned by planning accommodation, care and support together and listening to people who are experts in their own lives and acting upon what will make a difference.	200	200	Full saving should be achieved in 2022-23
SSW2	Remodelling day service provision for older people and learning disability services	The recent experience of the pandemic has enabled the service to find new ways of working and the service are proposing to review and refine the operating model for day time opportunities.	115	30	Efficiencies have been identified, however work is ongoing to further develop the remodelling to meet the savings target in full.

MONITORING OF 2022-23 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2022-23 £'000	Value Likely to be Achieved 2022-23 £'000	Reason why not likely to be achievable
SSW3	Remodelling Supported Living Services	A review of the service provision and alternative delivery models based on the current and predicted needs of individuals	50	25	Efficiencies have been identified, however work is ongoing to further develop the remodelling to meet the savings target in full.
Total Social Services & Wellbeing Directorate			365	255	

COMMUNITIES

COM1	Strategic Regeneration Fund - reduction to annual allocation	The reduction to the Strategic Regeneration Fund will directly impact on the Council's ability to provide match-funding, through which to lever other external funding. There will be no funding for feasibility or development work, on which to prepare bids for funding. Also potential for a loss of private sector investment as a result of inability to engage productively with developers and present Bridgend County in a positive light.	20	20	Full saving should be achieved in 2022-23
COM2	Cessation of Tourism contract with AMA Associates an external Public Relations Company who promote Bridgend with a range of publishers.	News coverage about Bridgend County will reduce and this potentially would have implications for visitor numbers and the local economy.	25	25	Full saving should be achieved in 2022-23
COM3	Change the composition of Household Food Waste bags	The current bags cause issues with bio-degrading due to the speed of the food waste digestion process. Change the supply of bags to remove this issue.	35	0	Ongoing national research and debate surrounding composition of Household Food Waste Bags. Budget reduction proposal delayed until outcome of review known to ensure any potential changes in legislation do not impact on the proposal.
COM4	Remove Business in Focus from running Enterprise Centres in Bridgend	This would be dependent on Corporate Landlord picking up the responsibilities and ensuring a higher rate of occupancy of the units to remove voids.	20	10	Staffing vacancies have delayed the implementation of this saving proposal, however the recent appointment of a Senior Portfolio Surveyor will make this a priority as we move forward.

MONITORING OF 2022-23 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2022-23 £'000	Value Likely to be Achieved 2022-23 £'000	Reason why not likely to be achievable
COM5	Commercially let a wing of Ravens Court to a partner organisation or business.	Savings would be predicated on reduction in utilities from not occupying the space and rental income	50	0	Delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed.
	Total Communities Directorate		150	55	

CHIEF EXECUTIVES

CEX2	Efficiency saving targeting supplies and services budgets across the Chief Executive's Directorate	Limited impact as review has identified small historic underspends against this budget category	48	48	Full saving should be achieved in 2022-23
	Total Chief Executive's Directorate		48	48	

GRAND TOTAL REDUCTIONS		631	358
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REDUCTION SHORTFALL			273
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73	293
158	185
400	153
631	631

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2022-23			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£'000	£'000	£'000			
EDUCATION AND FAMILY SUPPORT						
School Delegated Budgets	127,199	(21,302)	105,897	105,897	-	0.0%
Learner Support	7,552	(1,207)	6,345	6,609	264	4.2%
Family Support	8,403	(5,501)	2,902	2,810	(92)	-3.2%
Business Support	14,794	(4,447)	10,347	10,505	158	1.5%
Schools Support	1,485	(837)	648	634	(14)	-2.2%
School Modernisation	3,914	(214)	3,700	3,828	128	3.5%
Vulnerable Groups Support	709	(96)	613	603	(10)	-1.6%
Other Education and Family Support	1,976	(110)	1,866	1,839	(27)	-1.4%
TOTAL EDUCATION AND FAMILY SUPPORT	166,032	(33,714)	132,318	132,725	407	0.3%
SOCIAL SERVICES AND WELLBEING						
Adult Social Care	77,482	(21,743)	55,739	56,902	1,163	2.1%
Prevention and Wellbeing	6,129	(830)	5,299	5,152	(147)	-2.8%
Childrens Social Care	22,150	(1,166)	20,984	21,516	532	2.5%
TOTAL SOCIAL SERVICES AND WELLBEING	105,761	(23,739)	82,022	83,570	1,548	1.9%
COMMUNITIES DIRECTORATE						
Planning & Development Services	2,236	(1,645)	591	584	(7)	-1.2%
Strategic Regeneration	2,922	(1,259)	1,663	1,663	-	0.0%
Economy, Natural Resources and Sustainability	6,351	(4,738)	1,613	1,568	(45)	-2.8%
Cleaner Streets and Waste Management	12,871	(1,502)	11,369	11,079	(290)	-2.6%
Highways and Green Spaces	22,866	(11,894)	10,972	10,679	(293)	-2.7%
Director and Head of Operations - Communities	274	-	274	274	-	0.0%
Corporate Landlord	13,890	(11,065)	2,825	3,001	176	6.2%
TOTAL COMMUNITIES	61,410	(32,103)	29,307	28,848	(459)	-1.6%
CHIEF EXECUTIVE'S						
Chief Executive Unit	470	-	470	478	8	1.7%
Finance	46,835	(42,994)	3,841	3,795	(46)	-1.2%
HR/OD	2,400	(398)	2,002	1,982	(20)	-1.0%
Partnerships	3,270	(1,227)	2,043	2,047	4	0.2%
Legal, Democratic & Regulatory	6,309	(950)	5,359	5,485	126	2.4%
Elections	155	(49)	106	143	37	34.9%
ICT	5,168	(1,288)	3,880	4,037	157	4.0%
Housing & Homelessness	11,233	(7,858)	3,375	2,534	(841)	-24.9%
Business Support	1,424	(111)	1,313	1,281	(32)	-2.4%
TOTAL CHIEF EXECUTIVE'S	77,264	(54,875)	22,389	21,782	(607)	-2.7%
TOTAL DIRECTORATE BUDGETS	410,467	(144,431)	266,036	266,925	889	0.3%
Council Wide Budgets	54,448	(970)	53,478	51,844	(1,634)	-3.1%
NET BRIDGEND CBC	464,915	(145,401)	319,514	318,769	(745)	-0.2%

NB: Differences due to rounding of £000's

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

21 JULY 2022

REPORT OF THE CHIEF EXECUTIVE

COUNCIL PERFORMANCE AGAINST ITS COMMITMENTS FOR THE YEAR 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 for the year 2021-22. The report 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 approved Corporate Plan 2018-23, reviewed for 2021-2022. The Plan defined 32 commitments to deliver the three well-being objectives and set out 53 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 53 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 year shows performance as follows:

Status	Meaning	Q2 Performance
BLUE	Complete	10 (31.3%)
GREEN	Progressing as planned and according to designated time, budget and desired outcomes	18 (56.2 %)
AMBER	Issues that could delay progress	3 (9.4%)
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 the full year ended 31 March 2022 an analysis of Corporate Plan indicators is set out in 4.1.3 below. An analysis of indicators collected as part of the CPA process to provide oversight of performance to support the delivery of the corporate plan is set out in 4.1.4.

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. Overview information about commitments and indicators is set out in Directorate dashboards in **Appendices A to D**. The latest version of the Corporate Risk Register, which was presented to Governance and Audit Committee in June 2022, to show context of risk when assessing performance, can be seen here: <https://democratic.bridgend.gov.uk/documents/s27241/Appendix%20A%20-%20CRA%20June%202022.?LLL=>





4.1.3 Corporate Plan Indicators

4.1.3.1 Of the 53 indicators identified for the Corporate Plan, 36 can be compared against their target, and 17 indicators cannot be given a RAYG (Red, Amber, Yellow, Green) status as

there is either no data or no target set. Performance for year end 2021-22 for the 36 indicators is set out below:

Status	Definition	Year end 2021-22 Performance
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	18 (50%)
YELLOW	On target	6 (16.67%)
AMBER	Target is within 10%	6 (16.67%)
RED	Target is missed by 10% or more	6 (16.67%)

4.1.3.2 Trend data is available for 34 of the 53 Corporate Plan indicators and performance compared with last year is as follows:

Performance Indicators (Trend)		Trend at Year end
	Performance has improved compared to last year.	24 (70.6%)
	Performance has been maintained (this includes those at maximum)	3 (8.8%)
	Performance has declined BUT within 10% of the last year	4 (11.8%)
	Performance has declined by 10% or more compared to previous year	3 (8.8%)





4.1.4 CPA indicators

4.1.4.1 When assessing corporate performance, the council measures additional service indicators to support the delivery of the corporate plan, in addition to the corporate plan indicators. Of the 86 indicators identified as part of the CPA process, 51 can be compared against their target, and 35 indicators cannot be given a RAYG status as there is either no data or no target set. Performance for year end 2021-22 for the 51 indicators is set out below:

Status	Definition	Year end 2021-22 Performance
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	24 (47.1%)
YELLOW	On target	9 (17.6%)
AMBER	Target is within 10%	8 (15.7%)

RED	Target is missed by 10% or more	10 (19.6%)
------------	---------------------------------	------------

4.1.4.2 Trend data is available for 56 of the 86 Corporate plan and service plan indicators and performance compared with last year is as follows:

Performance Indicators (Trend)		Trend at Year end
	Performance has improved compared to last year.	34 (60.7%)
	Performance has been maintained (this includes those at maximum)	5 (9.0%)
	Performance has declined BUT within 10% of the last year	6 (10.7%)
	Performance has declined by 10% or more compared to previous year	11 (19.6%)

4.1.5 **Sickness Absence**

4.1.5.1 For 2021-22, the focus continued 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 continued to be in place to help staff with their well-being with the aim of reversing the increasing trend in sickness. As at year end cumulative days lost per FTE were 12.36 compared with 9.16 days for the same period last year. All areas experienced increased sickness levels compared with the same period last year. It should be noted that long-term absence stood at 78% compared with 84% at year end 2020-21. Short-term absence was at 22%, compared with 16% at year end 2020-21. The split between long term and short term sickness levels appears to have reverted back to how it was pre-pandemic.

4.1.6 **Self Assessment**

4.1.6 As the council moves towards a self assessment framework as set out in the Local Government and Elections (Wales) Act 2021, performance information will provide a more holistic view of council performance. Appendices A-D, as well as covering progress against well-being objectives as set out in the Corporate Plan, also include oversight of financial information, risk, workforce planning, procurement and recommendations from external regulators. This is an evolving process which will be further refined. The full self assessment of Council performance and governance will be presented to Governance and Audit

Committee later in the year, before being submitted to Council for approval, in line with the requirements of the Act.

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 for the year 2021-22.

Mark Shephard
Chief Executive
15 July 2022

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Corporate Performance Manager

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Background documents: None

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CHIEF EXECUTIVE – PERFORMANCE YEAR END 2021-22

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Commitments 2021-22 Year end 2021-22 Directorate Commitments to delivering Wellbeing Objectives	BRAG – current progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2020-21	Performance vs Target	Trend vs Q4 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	1			4				

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2021-22 is **£21.801m**. The year end outturn is **£18.731m** with an underspend of **£3.070m** for the year.

Capital Budget

- At year end the capital budget for the Directorate for 2021-22 is **£6.623m**, with total expenditure of **£4.552m**.

Efficiency Savings

Savings (£000)	2021-22	2021-22 %
Savings Target	130	100%
Likely to be achieved	130	100%
Variance	0	0%

Additional financial information is provided in the Budget Monitoring 2021-22– Quarter 4 Revenue Forecast report presented to Cabinet in June 2022.

Risk

Corporate Risks

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risk register can be found attached here 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.

Directorate Risks

The Directorate has identified a number of risks that are assessed, managed and reviewed on a regular basis at Directorate Management Team and some of which inform and shape risks in the Corporate Risk assessment.

Some specific Directorate risks are highlighted below;

Workforce issues, and our ability to properly retain, recruit and train staff appropriately to meet the challenges we face.

New legislation and service demand, where a plethora of new requirements require appropriate response stretching current capacity and resilience, for example the requirements of the Local Government Act, Welsh Government homelessness policy and response to the crisis in Ukraine. In addition post Covid legacy and recovery relating to implementation of various payments to businesses and individuals.

Uncertain budgetary position moving forward with an ongoing cost of living crisis.

Implementation of a new service delivery model for the Council ensuring continued successful delivery and access to essential services.

Implications on Service Performance and key Issues/challenges (linked to corporate areas of change)

Audit Wales as our external regulator have commented on concerns about the capacity and resilience of the organisation and in particular it's lean senior management team to continue to respond positively to the enormous challenges and change in local government. Appropriate resourcing is required, including filling vacant posts wherever possible to meet expectations around performance, pace of transformation

and responding to the priorities of the new political administration and Council. 'Workforce' is undoubtedly the key area of focus moving forward if the Council is to continue to deliver good local services and respond to opportunities and future challenges over the forthcoming years.

Implications of financial reductions on Service Performance

The current financial position is a very uncertain one. The Council and the Directorate had a significant underspend last year, primarily due to substantial levels of Welsh Government grant, often received very late in the year. This means that in view also of the more generous financial settlement for 2022/23 there is money available this year from ear marked reserves for one off non recurring initiatives but moving forward the indicative WG settlements for Local Government are 3.5 % for next year and 2.6% for the year after. Inflation is currently running at over 9 % and is predicted to get higher and there is already significant pressure building around wage inflation. Ten years of austerity and over £60 million of savings have left no obvious areas for efficiencies or cuts and the pressures on many services continue to ramp up. In this scenario keeping performance high in all areas becomes incredibly difficult, when we know some are under resourced.

Careful prioritisation will be necessary to ensure the areas the Council wants to focus on, are as far as is possible, protected from further financial cuts but recognising it is inevitable that other areas will suffer as result unless the settlement improves significantly for next year and beyond.

Workforce issues impacting on Service Performance

see overall comment above. The Directorate is carrying a large number of vacancies in key areas and is finding it difficult to recruit to posts in some disciplines. This can cause an over reliance on agency workers and bringing in short term cover and expertise as well as reducing our capacity to deliver on the Council's ambitions. We have significantly increased our apprentice and graduate programmes and are focussing on 'grow your own schemes' but inevitably some of these initiatives have medium term benefits and some of the issues are acute in the short term. Higher levels of sickness absence relating to stress and anxiety compound this problem, despite the considerable investment in staff wellbeing that has been made.

Procurement issues impacting on Service Performance (not for all directorates)

The new procurement strategy sets out the Council's ambitions with regard to more sustainable procurement and ideally local procurement. However, in some areas of service the markets are currently meaning uncompetitive pricing and tenders leading to cost over run.

Asset Management implications on Service Performance (not for all directorates)

The long term aspiration of the Future Service Delivery model will be that less specific office space will be required, potentially more shared space and hybrid working is embedded this may potentially lead to the further rationalisation of the Council's office space, recognising we have in any case over recent years released both Sunnyside and Sunnyside House.

Progress against Regulators recommendations to date (not for all directorates)

Referred to in over view and responses to key question 1





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

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)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

PERFORMANCE AGAINST CORPORATE PLAN

Page 40 WBO1: Supporting a successful sustainable economy

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: • Developing procurement strategies to boost the foundational economy (CED)	Green	Work is continuing with procurement strategies factoring in social value. The majority of tenders are weighted heavily on quality as opposed to price. Work is ongoing and strategies are starting to include pre market engagement events to work with the market on Covid recovery, Brexit and any potential barriers the tendering process brings to bidders. Lotting strategies are being considered to allow more SME's to bid for work. Work is ongoing with our e procurement project and purchasing card holders are encouraged via Amazon Business to select local sellers.	

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	Partnership working with a range of organisations and sectors continues as we continue to deal with increased presentations and complexity	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
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	10.51%	50.4%	30%	19.2%	↑	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: The housing department are still responding to the covid pandemic and emergency legislation. We are still working under a duty to accommodate anyone that presents as homeless and in need of accommodation which has considerably increased the demand on the service and numbers presenting homeless or at risk of. Those who we ordinarily wouldn't have a duty to accommodate, now have this duty. Hidden homelessness has been uncovered. Housing need outweighs stock in the social housing sector therefore hindering the ability to prevent homelessness. The private housing sector is no longer a viable solution to most of our clients. Bridgend is one of the fastest moving property markets in the UK which has resulted in landlords selling properties and, market rents increasing making them an unaffordable option. The authority are in the process of developing a rapid rehousing transitional plan to which should reduce the burden on us as a statutory service in enable earlier prevention

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/012 DOPS15 CP WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless Higher Preferred	66.2%	67.2%	60%	30.5%	↓	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. We are still working under a duty to accommodate anyone that presents as homeless and in need of accommodation which has considerably increased the demand on the service and numbers presenting homeless or at risk of. Those who we ordinarily wouldn't have a duty to accommodate, now have this duty. Hidden homelessness has been uncovered. Housing need outweighs stock in the social housing sector therefore hindering the ability to prevent homelessness. The private housing sector is no longer a viable solution to most of our clients. Bridgend is one of the fastest moving property markets in the UK which has resulted in landlords selling properties and, market rents increasing making them an unaffordable option. The authority are in the process of developing a rapid rehousing transitional plan to which should reduce the burden on us as a statutory service in enable earlier prevention

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	This is proving difficult due to the buoyant housing market. Local housing market allowance 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. Initial interest is not translating into applications or delivery. Other authorities are finding the same issues	On-going engagement with the private sector landlords will continue.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/045 CP WBO2	Number of additional dwellings created as a result of bringing empty properties back into use Higher Preferred	20	2	7	Awaiting data	N/A	Annual Indicator Target Setting: Maintaining target due to the impact of CV19. e.g. Converting an empty house into two apartments therefore one additional dwelling would be created. Performance: Data being collected. Only those properties that increase the original number of dwellings can be recorded under this PI
PSR004 (PAM/013) CP 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	3.26%	3.36%	6%	Awaiting data	N/A	Annual Indicator Target Setting: Target set is in line with WG medium maintaining due to the impact of CV19 Performance: Data being collected. This records actions by a variety of departments ie action taken by SRS, Planning etc

Other indicators linked to achieving WBO2

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/015 PSR002 Local WBO2	Average number of calendar days taken to deliver a Disabled Facilities Grant Lower Preferred	291.87 days	322.20 days	240 days	282.12 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 reduce 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. The development of a Contractor Framework is currently being developed and engagement with Contractors has been undertaken to market test interest in working with the Council in this way. The findings from these meetings will shape the final tender details and close working with the Procurement Team is taking place. 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 WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people Lower Preferred	477.86 days	647.50 days	472 days	421 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 reduce 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. The development of a Contractor Framework is currently being developed and engagement with Contractors has been undertaken to market test interest in working with the Council in this way. The findings from these meetings will shape the final tender details and close working with the Procurement Team is taking place. 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 WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults Lower Preferred	284.25 days	300.87 days	250 days	286.27 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 reduce 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. The development of a Contractor Framework is currently being developed and engagement with Contractors has been undertaken to market test interest in working with the Council in this way. The findings from these meetings will shape the final tender details and close working with the Procurement Team is taking place. 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

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. 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. There have been 6 Regional frameworks set up this year	

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	Progress during the year includes engagement with employees via the staff survey and ongoing trade union partnership working; a strong focus on provision of wellbeing interventions, including a new wellbeing officer and staff development workshops and webinars; and continued progress in grow your own schemes including apprentices and graduates. Work is continuing to gather pace on plans for delivering future services by embracing a blend of home and office working.	

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
CED28 CP WBO3	Percentage of staff participating in the staff survey Higher Preferred	38.38%	N/A	44.5%	33.04%	N/A	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.
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	New 21.22	80%	100%	N/A	Quarterly Indicator Target Setting: Baseline Setting Performance: Overall 101 delegates attended a briefing in 2021-22, 5 briefing sessions were held. 100% rated the event excellent or good.
DOPS36 Local WBO3	The number of apprentices employed across the organisation Higher Preferred	35	34	35	40	↑	Annual Indicator Target Setting: Target set to maintain performance Performance: The apprentices figure for 21/22 is made up of: • Number of apprentices in post – 16 • Number of new starters during 21/22 - 24
PAM/044 CP WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees Higher Preferred	7.75	7.49	7.75	14.06	↑	Annual Indicator Target Setting: To maintain performance (Numerator value target maintained at 35) Performance: There is a significant increase in the PI value in comparison to 2020-2021. Following clarification from Data Cymru the figures now include those employees who are not Apprentices but have accessed training via apprenticeship funding. The numerator value for 21-22 is 65, 40 apprentices and 25 other training.

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 had no shortfalls against any of the MTFs budget reductions for 2021-22. The net budget for the Directorate for 2021-22 was £21.801 million. The outturn position is an under spend against this budget of £3.071 million. Future MTFs proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	

Performance Indicators

PI Ref No	PI Description	Annual indicator target 21-22 £'000	Performance as at Q4						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 CP feeder 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 Performance: The end of year position is a shortfall on the 2021-22 savings target of £65,000 or 3.7% of the overall reduction target. The most significant budget reduction proposal not achieved in full is COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site (£60,000). The new site in Pyle is anticipated to open in 2022-23, with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2023-24. The shortfall will therefore have to be met through alternative one-off efficiencies in 2022-23 in order to deliver a balanced budget position.

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)	Blue	The new WiFi infrastructure project has now been completed across all schools in Bridgend providing accessible access to learners and staff	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	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	N/A	57%	100%	100%	↑	Quarterly Indicator Target Setting: WG grant needs to be spent before financial year end it has been impacted by CV19 Performance: Project completed
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	N/A	55%	100%	100%	↑	Quarterly Indicator Target Setting: WG grant needs to be spent before financial year end it has been impacted by CV19 Performance: Project completed

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	Work to adapt the Council's way of working to make better use of assets and build on the technological progress accelerated by COVID continues to make good progress, with a number of commitments now complete. This overarching 'mission critical' piece of work involving physical, technological and cultural changes to the way in which the organisation works will continue throughout the 22/23 financial year. The work of the Digital Transformation Board and Future Service Delivery Board is aligned with key officers inputting into both programmes, thus ensuring we are able to maximise impact and align developments and delivery.	

Other indicators linked to achieving WBO3

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/023 PPN009 Local WBO3	Percentage of food establishments that meet food hygiene standards Higher Preferred	97.49%	97.24%	94%	97.38%	↑	Quarterly Indicator Target Setting: Target set to align performance across Shared Regulatory Services Performance: Bridgend continues to exceed the targets set across all the authorities in SRS. The annual percentage is slightly lower than 20-21, however both the number of food establishments in catchment and the number with the required level of compliancy have increased.

Other

Performance Indicators

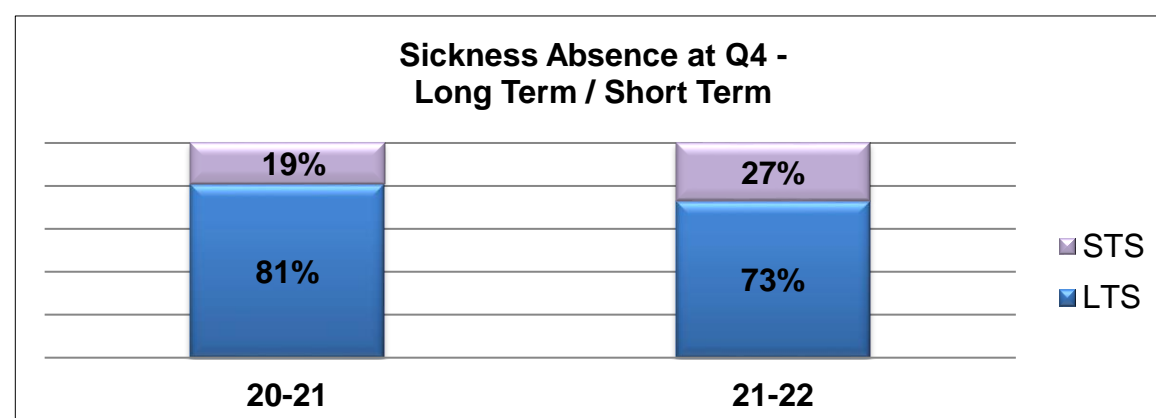
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
CED22 Local Other priority	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate Lower Preferred	11.10 days	6.43 days	No target	7.08 days	↓	Quarterly Indicator Target Setting: Corporate targets tbc Performance: No Performance Comments
CHR002 (PAM/001) Local Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) Lower Preferred	11.95 days	9.16 days	No target	12.36 days	↓	Quarterly Indicator Target Setting: Corporate targets tbc Performance: No Performance Comments
CORPB1 Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (BCBC Overall) Higher Preferred	New 21/22	New 21/22	No target	76.65%	N/A	Quarterly Indicator Target Setting: Corporate targets tbc Performance: This is the first year for this PI however Q4 shows an improving trend compared to Q3. L&D continue to provide quarterly completion reports to directorates so that managers can be made aware of which employees are yet to complete the module.
CORPB1c Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Chief Executives Directorate) Higher Preferred	New 21/22	New 21/22	No target	98.40%	N/A	Quarterly Indicator Target Setting: No target Performance: Completion rates for this mandatory learning module are high in the Chief Executives Directorate and continue show improvement. Quarterly performance reports are provided by L&D and managers are made aware of staff who are yet to complete the module.

Sickness broken down by Service Area

Unit	FTE 31.03.2022	QTR4 2020-21			QTR4 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 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	33.31	108.95	4	3.28	31.00	5	0.93	4.03	6.56
Finance, Performance & Change	264.09	371.78	38	1.53	466.58	55	1.77	7.15	7.53
Legal, HR & Regulatory Services	104.16	85.25	10	0.90	182.65	15	1.75	5.49	6.18
Chief Executive Directorate Total	402.56	565.98	52	1.52	680.23	75	1.69	6.43	7.08

Sickness Absence by Reason

Absence Reason	Chief Executive Directorate					
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	0.00	0.00	0.00	0.00	0.00%
Chest & Respiratory	10.00	8.00	29.16	38.50	85.66	3.11%
Coronavirus COVID - 19	0.00	30.07	101.53	7.00	138.60	5.04%
Eye/Ear/Throat/Nose/Mouth/Dental	13.28	20.50	99.98	21.03	154.79	5.63%
Genitourinary / Gynaecological	1.38	0.00	12.50	13.86	27.74	1.01%
Heart / Blood Pressure / Circulation	52.00	17.00	0.00	31.65	100.65	3.66%
Infections	16.72	18.18	31.90	30.98	97.78	3.55%
Injury - Foot/Ankle/Toe	0.00	0.00	0.00	0.00	0.00	0.00%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	51.00	11.00	121.35	119.84	303.19	11.02%
Neurological	34.84	27.67	38.96	21.24	122.71	4.46%
Other / Medical Certificate	52.21	19.88	5.00	83.72	160.81	5.84%
Pregnancy related	0.00	0.00	0.00	22.00	22.00	0.80%
Stomach / Liver / Kidney / Digestion	67.17	57.50	48.98	64.18	237.84	8.64%
Bereavement Related	38.00	79.07	43.57	5.00	165.64	6.02%
Other Mental illness	3.96	0.00	60.00	5.00	68.96	2.51%
Stress/Anxiety/Depression not work related	204.04	139.00	210.86	211.23	765.13	27.81%
Stress/Anxiety/Depression work related	130.05	140.70	24.00	5.00	299.75	10.90%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%
TOTALS	674.65	568.57	827.79	680.23	2751.24	



SOCIAL SERVICES AND WELLBEING PERFORMANCE YEAR END 2021-22

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Commitments 2021-22		BRAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators																		
Year end 2021-22 Directorate Commitments to delivering Wellbeing objectives		Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2020-21	Performance vs Target	Trend vs Q4 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	1	3																				
Wellbeing Objective Three – Smarter use of resources		2				2																				
Finance						Risk																				
<p>Revenue Budget</p> <ul style="list-style-type: none"> The Directorate’s net budget for 2021-22 is £75,239m. The year end outturn is £69,848m, meaning an underspend of £5,391m. <p>Capital Budget</p> <ul style="list-style-type: none"> At year end the capital budget for the Directorate for 2021-22 is £1.590m with total expenditure of £797,000. <p>Efficiency Savings</p> <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>Savings achieved</td> <td>185</td> <td>315</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 4 Revenue Forecast report presented to Cabinet in June 2022.</p>						Savings (£000)	Savings carried forward	2021-22	% 2021-22	Savings target	185	315	100%	Savings achieved	185	315	100%	Variance	0	0	0%	<p>Corporate Risks</p> <p>Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risk register can be found attached here 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>Directorate Risks</p> <p>The Directorate’ is managing a number of inter-related risks.</p> <p>There is increased need for assessments and services in children’s and adult social care. People are presenting with increasingly complex lives and challenges. Some of these issues are due to delays in presentations during the lockdown pandemic.</p> <p>There have been significant challenges in ensuring there is insufficient capacity – social work and social care - to meet increased need for assessment.</p> <p>In children’s social care additional capacity from agency contracts is ensuring that statutory safeguarding duties are met. Challenges in retaining and recruiting children’s social workers has led to focussed short, medium and long term mitigations of risk including: application of a market supplement in the teams experiencing the most challenge, an international recruitment project to address vacancies in the medium term and expansion of the ‘grow your own’ social worker programme.</p> <p>In adult social care, challenges in the social care workforce have meant there have been delays in some people who need care and support at home receiving the service they require. To mitigate and lower this risk additional funding for</p>				
Savings (£000)	Savings carried forward	2021-22	% 2021-22																							
Savings target	185	315	100%																							
Savings achieved	185	315	100%																							
Variance	0	0	0%																							

commissioned services and refocus on recruitment and retention within internal services and a 'social care pressures' group has been established who meet fortnightly who monitor pressures and agree and oversee necessary. Additional funding has also been made available to the commissioned sector via WG's Real Living Wage pledge and recommissioning of homecare and supported living services. Recruitment drives within internal services are also progressing.

Implications on Service Performance and key Issues/challenges (linked to corporate areas of change)

Comment

Implications of financial reductions on Service Performance

During 2021/22, Social Services and Wellbeing in Bridgend benefited 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 during 2021/22 by ADSS Cymru demonstrates there is a gap of £250m across Wales which would equate to around £5-6 million in Bridgend to achieve a sustainable workforce (social care and social work) and address increasing need and demand for services.

Leadership structures in the service require review and strengthening, and short-term additional capacity is being sourced whilst recommendations from a review are considered. We have also put in place some interim arrangements and have secured medium-term agency capacity, but there is a need to implement the recommendations from a review of the requirements for leadership within the directorate on an interim basis which reflects the fact that BCBC is a large-scale provider of services. There is a need to resource strategic as well as operational capacity at a senior level in order to deliver sustainable medium and longer term plans to address the challenges in social care.

These pressures highlight that whilst the directorate will always seek to deliver the most cost efficient and effective model of service, significant investment is required to ensure the quality of practice and quality and quantum of service to meet needs going forward. We will use 'earmarked reserves' funding to continue to address operational pressures, complete the recovery actions we could not achieve due to the continued operational response, and to support the transformation agenda which can hopefully accelerate now post-Covid.

Workforce issues impacting on Service Performance

During the year the Directorate has focused on retention and recruitment of the social care workforce and to provide interventions that support workforce recovery, promote and enhance self-care and compassion, and putting wellbeing as a priority for staff. Factors that impacted the workforce during 2021/22 were as follows:

- 1.56% decrease in directorate staffing (headcount) since 2020/21.
- 4.79% of employees are aged 25 years or younger which is an increase from 4.4% since 2020/21.
- There is significant disparity in the age profile of services within the directorate:
 - 34.6% of the Adult Social Care workforce are aged over 55 compared to 15.7% in Children's Social Care; and
 - 31.75% of employees in Prevention and Wellbeing are aged below 25

Failure to attract, develop and retain workforce remains a key risk for the Directorate. However the Directorate has worked during the year to mitigate this risk by implementing a specific 'workforce' workstream as part of the 'Improving Outcomes for the Joneses' Programme Board.

Procurement issues impacting on Service Performance (not for all)

Close and regular provider engagement and contract monitoring activity, and additional financial support has been provided. The recommissioning of services provides the basis for providers to grow their businesses. Moving forward a number of key actions have been put in place to build resilience into this area; the Directorate will:

- develop a commissioning plan to grow services to ensure that reablement services are at pre-pandemic levels of activity;
- publish Market Stability Reports for regulated services in-line with Welsh Government Requirements;
- develop service planning groups for key population areas, with a view to developing commissioning plans based on identified population needs and priority areas;
- and develop joint commissioning strategies between Housing and Social Care following independent analysis for key population groups including care experienced children and older people.

Asset Management implications on Service Performance (not for all directorates)

All assets are managed by the Corporate landlord or via partners through management fees.

Progress against Regulators recommendations to date (not for all directorates)

Following the implementation of the Social Services and Well-being (Wales) Act in April 2016, CIW have developed a framework which will ensure that authorities are inspected using the well-being outcomes of the Act.

The key findings from CIW's quality assurance check of BCBC during 2021 are shown below:

- Written evidence was not always available to clarify whether a carers assessment had been completed and if so, the outcome of the assessment
- More varied practice in relation to co-production and seeking/recording the voice of the child was found
- Some innovative developments and positive approaches to integration but there are waiting lists in some areas of service including Children's Early Help Services the Community Occupational Therapy Service
- Support to families in transition cases are too fragmented and do not always ensure right services for people at the right time
- Variable practice in relation to how well the local authority responded to children safeguarding matters
- In adult services agency staff had been used in some teams to strengthen capacity to meet increased demand
- There were vacancies in some children's teams. Agency staff were being used to fill these gaps however, supply was described as limited. Capacity issues coupled with case complexity was causing pressure in some of the children's teams
- Need to improve and strengthen the integration of the team working with disabled children under the age of 14 years

All recommendations/actions/findings from CIW's inspections are logged into a corresponding action plan, which is in turn reported and monitored at relevant directorate and service-level meetings, ensuring sufficient oversight and governance. The CIW action plans are themed (aligned to the 4 key areas of the Act mentioned above), where a lead officer, RAG rating, implementation date and progress update are included to ensure accountability for specific actions.

A performance evaluation inspection of children's social care took place in May 2022 and the outcome of that inspection will be published during 2022.

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

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

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)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

PERFORMANCE AGAINST CORPORATE PLAN

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

Commitment

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 workforce challenges in care and support at home have created a number of challenges for the health and social care system. There is considerable investment by senior management on attempting to resolve the situation. The service is currently working with the Health Board and BCBC's Contracting & Commissioning team 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 Regional Integration 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 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) Higher Preferred	New 20.21	1,974	2,200	1,981	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid. Performance: The capacity of the team has been severely impacted by the lack of care capacity in the community. This is seriously affecting flow both out of and into our short-term services. Individuals have been unable to exit our short-term services into long-term packages of care and their care, therefore, has been provided by staff in our short-term services. Individuals requiring Therapy but no care component have been transitioning through our services as normal.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support Higher Preferred	New 20.21	34.32%	33%	16.81%	↓	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid. Performance: The capacity of the team has been impacted by the lack of care capacity in the community. This is affecting flow both out of and into our short-term services. Individuals have been unable to exit our short-term services into long-term packages of care and their care, therefore, has been provided by staff in our short-term services. Individuals requiring therapy but no care component have been transitioning through our services as normal.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support Lower Preferred	New 20.21	5.05%	11%	4.68%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: Target achieved.
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support Higher Preferred	New 20.21	52%	48%	70.94%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: No Performance Comments
SSWB38d CP WBO2	Percentage of reablement packages completed that increased need for support Lower Preferred	New 20.21	8.63%	8%	7.88%	↑	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: No Performance Comments

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 • 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 last year, whilst we have not achieved our proposed reduction target, good progress has been made. There has been a reduction of 16 in the number of children looked after by Bridgend CBC. The focus remains on ensuring that every child and young person has the right care plan for them. When relative/ friend/placed with parent placements are not included, the care experienced population has decreased more. Our focus remains on children and young people ceasing to be looked after, as our analysis shows the number of children becoming looked after is at a sustainably low level. A key piece of Bridgend's safe reduction strategy action plan is to increase the revocation of children living with their parents who are on care orders. The number of Care Order, discharges and the use of alternative orders such as Special Guardian Orders is helping progress in this area. We will continue with the initiatives and actions incorporated in our action plan in order to continue to focus on safely reducing the numbers in line with our corporate strategy. ed. In summary due to continued focussed work we have continued to make progress in respect of the expectation plans. During this year we carried out a restructure in Children's Social Care and established a Care Experienced Children's team. The creation of this team, who work closely with our Permanence Team, will ensure continued focus on this agenda. We will continue to review our processes and strategies to ensure that we continue to make progress in respect of the safe reduction of the number of care experienced children, where it is safe, and in the best interest of the child, to do so.	The Care Experienced Children's Team and placement service will continue 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 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
SSWB39 (CH/039) CP, SSWBPM WBO2	The number of children and young people looked after Lower Preferred	394	390	371	374	↑	Quarterly Indicator Target Setting: In line with target reported to WG Performance: During the last year, whilst we have not achieved our proposed reduction target, good progress has been made. There has been a reduction of 16 in the number of children looked after by Bridgend CBC. The focus remains on ensuring that every child and young person has the right care plan for them. When relative/ friend/placed with parent placements are not included, the care experienced population has decreased more. Our focus remains on children and young people ceasing to be looked after, as our analysis shows the number of children becoming looked after is at a sustainably low level. A key piece of Bridgend's safe reduction strategy action plan is to increase the revocation of children living with their parents who are on care orders. The number of Care Order, discharges and the use of alternative orders such as Special Guardian Orders is helping progress in this area. We will continue with the initiatives and actions incorporated in our action plan in order to continue to focus on safely reducing the numbers in line with our corporate strategy. ed. In summary due to continued focussed work we have continued to make progress in respect of the expectation plans. During this year we carried out a restructure in Children's Social Care and established a Care Experienced Children's team. The creation of this team, who work closely with our Permanence Team, will ensure continued focus on this agenda. We will continue to review our processes and strategies to ensure that we continue to make progress in respect of the safe reduction of the number of care experienced children, where it is safe, and in the best interest of the child, to do so.
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 20.21	42.86%	31%	64.52%	↑	Quarterly Indicator Target Setting: Based on 20/21 actual performance Performance: Opportunities were reduced during the pandemic however since restrictions have eased gradually, there have been further opportunities for young people to engage in education, employment and/or training. Additional funding via Covid Recovery Fund and SDDF has enabled young people to be provided with equipment such as laptops and tablets which supports engagement. Financial support has been provided for interview clothes, work equipment, CSCS cards etc which have supported young people to find work. There

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
							has been an increase in numbers of care leavers going to university. Travel passes have been funded to support transport to work and education.
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 20.21	42.47%	37%	54.55%	↑	Quarterly Indicator Target Setting: Based on 20/21 actual performance Performance: As above, however, the extension of this improved figure to 24 months highlights the commitment of the 16+ Team to maintain contact and support following young people ceasing to become looked after. Creative means of communication such as tablets and laptops have enabled virtual contact and this has encouraged engagement. Positive links with Job Centre and Youth Development Service has supported. Increased level of contact with addiotnal PA support.
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 20.21	17.14%	17%	To be confirmed	N/A	Quarterly Indicator Target Setting: Based on 20/21 actual performance Performance: No Performance Comments

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	Q4 has been focused on consolidating the modelling of the 'team around the Joneses'. There has been considerable challenge because of the uncertainty about the regional funding and, although the situation is now clear, it remains challenging because the UHB will only consider the funding in terms of year on year renewal which means that heath posts cannot be appointed to permanently.	The focus of the next year will need to be on enhancing performance in respect of anticipatory care planning; however, the implementation of the accelerated cluster development will be an exciting time network teams as there is real potential for these services to be a significant part of a coordinated response to primary and community population health needs.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
SSWB43 CP WBO2	Proportion (%) of individuals in managed care supported in the community Higher Preferred	New 20.21	75.34%	75%	73.4%	↘	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: The overall performance of keeping people home with plans of care and support has been significantly impacted upon by the pandemic. The care market is in a period of reset, and recovery but there is still significant pressure in this area and a lot of people have entered care settings prematurely. The challenge for 22/23 will be too re balance the market, and increase capacity in reablement services, to ensure that people are prevented and delayed from entering hospital and long term care for as long as possible.
SSWB44 CP WBO2	Proportion (%) of individuals in managed care supported in a	New 20.21	24.66%	25%	26.6%	↘	Quarterly Indicator Target Setting: Maintaining performance as we assess population health post-Covid Performance: The overall performance for 21/22 directly reflects the anticipated increase in placements in regulated settings.. This increase has the potential to make the availability of placements scarce going forward, therefore, more than

care home setting Lower Preferred						ever it will be really important to re balance the social care market to increase capacity in the community to keep people in their own homes for as long as it is possible and safe to do so.
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Commitment

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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)	Green	Restrictions have eased in quarter 4 and levels of engagement and participation are steadily increasing. On a national basis there are identified challenges relating to the leisure and cultural sectors and at a time when these services are of significant importance to communities and more vulnerable groups. BCBC is working with Halo and Awen on developing and building targeted programmes that will have both shorter term and longer term value. The demand for such opportunities including lower cost or no cost opportunities is increasing.	Quarter 4: BCBC will need to continue close working with leisure and culture partners and identify any additional support that may be available to sustain these partnerships and to create supportive community services and opportunities

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
SSWB46 CP WBO2	Number of individuals engaged in targeted programmes linked to leisure and cultural facilities and services Higher Preferred	New 20.21	1,137	Establish baseline	4,347	↑	Annual Indicator Target Setting: New baseline required as a result of Covid impact Performance: There have been 3490 individual people supported via free swimming initiative. 36 young people with autism provided with learn to swim support. The books on wheels service have supported 449 individuals with 13832 resource issues. National Exercise Referral Scheme has supported 172 individuals in quarter 4 including chronic condition pathways such as cancer, pulmonary rehab, chd etc. The Feel Good For Life programme continues to support 200 people. Services have been given more flexibility to restart during q4.
SSWB47 CP WBO2	Number of people who have improved access to leisure and cultural activities by reducing cost as a barrier to taking part Higher Preferred	New 20.21	No data available	Establish baseline	11,690	N/A	Annual Indicator Target Setting: New baseline required as a result of Covid impact Performance: As previous the NERS programme supported 172 individuals. The access to leisure scheme supported 1358 individuals and 17,456 visits to facilities. The summer of fun programmes and winter of wellbeing programmes delivered by halo leisure supported 2181 individuals. Similarly Awen supported 4754 people via the Winter of Wellbeing programmes. There were 10,160 overall beneficiaries of the Winter of Wellbeing programme

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 Mental Health Strategy has been presented at Scrutiny Committee 2 and the Joint Partnership Board. A response will be written to the Welsh Government "Together for Mental Health Delivery Plan" for adult community mental health services. As part of the roll out and development of the NEST framework, which aims to support children and young people's emotional wellbeing needs a new CAMHS In-Reach service has been created with Welsh Government funding, which will use the NEST Framework during its planning stage, prior to becoming operation. Working alongside the Whole Schools Approach and Coordinator, 40 pilot schools across Cwm Taf Morgannwg, have been identified that are likely to benefit from emotional wellbeing support in schools from September. Work is ongoing to develop appropriate interventions and packages of support. It is hoped with process will be developed with the NEST Framework in mind and the In-Reach services is piloting the use of NEST as a planning tool during this phase. 3 x band 7 Team leaders have been appointed and 13 Emotional Wellbeing practitioners now in post to drive this service forward. In addition the new RIF funding (Health and Social Care Regional Integration Fund), is reviewing a number of new proposals for services seeking funding, to support children, with a number of emerging themes, for support required in the early years and pre-birth, maternal mental health, support for parents with children with	Produce a strategic action plan for adult community mental health services for 2023-2025

complex needs, who have cited as being at near crisis point, especially during COVID due to the complexities of their children's behaviour and disabilities. These new proposals are being reviewed and will be considered as to whether they meet the aims of the 6 new national models of care under RIF, with a view to potentially receiving funding to progress. This work is ongoing.

Page 55 **Other indicators linked to achieving WBO2**

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/017 (LCS002b) Local WBO2	Number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity Higher Preferred	8,801	2,009	Establish baseline	To be confirmed	N/A	Annual Indicator Target Setting: New baseline required as a result of Covid impact Performance: Waiting for Parks & Playing Fields data
PAM/040 Local WBO2	Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service Higher Preferred	79.00%	N/A	N/A	Data not yet available	N/A	Annual Indicator Target Setting: No Target Setting Comments Performance: Data provided by Welsh Government
PAM/041 Local WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16- weeks Higher Preferred	Data not yet published	No data available	No target set by PHW	No data is available	N/A	Annual Indicator Target Setting: Data capture suspended by Public Health Wales -no new participation permitted Performance: This data is owned and managed nationally by public health Wales .The reporting periods do not align to local authority financial years.
PAM/042 Local WBO2	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16-weeks Higher Preferred	Data not yet published	No data available	No target set by PHW	No data available	N/A	Annual Indicator Target Setting: Data capture suspended by Public Health Wales - no new participation permitted Performance: This data is owned and managed nationally by public health Wales .The reporting periods do not align to local authority financial years.
PM19 (PAM/025) (SCA/021) SSWBPM WBO2	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 and over Lower Preferred	5.45	No data available	N/A	No data available	N/A	Annual Indicator Target Setting: No Target Setting Comments Performance: Data collection suspended by HOWIS
PM24 (PAM/028) SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales Higher Preferred	73.84%	95.87%	85%	67.46%	↓	Quarterly Indicator Target Setting: Based on current data and is a challenging target Performance: Performance has not been at a standard that the service sets itself. There has been a significant drop off in performance in this area particularly during the second half of the year. This has partly been down to an increase in demand and the workforce challenges. As the challenges in the IAA service became more acute in early 2022, a critical incident was called by the Corporate Director on 1st March. The service had been managing at an escalated level and the critical incident enabled wider support outside of children's social care to be called on to sustainably meet need. Additional agency resource was also secured through a managed team which has resulted in significantly improve performance. An exit plan is being developed, link to a business case, so the service operating model can sustainably meet peaks in demand temporary reductions in capacity. A focused improvement plan is in place which has identified the short-, medium- and long-term actions required to make the changes required to exit the critical incident. The action plan focuses on increased situational awareness, communication, workforce, practice and quality assurance, systems, processes, policies & procedures & practice and assurance work. This focused work plans additional support and the deployment of the managed

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
							agency team has allowed us to begin to turn the corner in respect of performance. We would anticipate that this will lead to a small improvement in q.1 of this financial year and a significant improvement by q.2. .
PM33 (PAM/029) SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. Lower Preferred	9.39%	10.26%	11%	12.03%	↓	Quarterly Indicator Target Setting: Based on current data and is a challenging target Performance: The majority of the children who experienced 3+ moves during 2021/22 either experienced 3 or 4 move. These children were predominantly in their teenage years. Placement stability has been impacted by three significant issues: 1) The cumulative effect of Foster Carers undertaking additional roles (carer, contact with birth parents, teacher) and subsequent challenging behaviours of young people who were “locked down” and slowly started to experience freedom again afterwards. 2) Foster Carers, during lockdown, maintaining placements beyond a point they would ordinarily and again the knock on effect with the continued escalation of a young person’s behaviour. 3) Challenges in placement sufficiency has on occasion led to Young People being placed with carers who do not have all of the skills and knowledge required to successfully care for the young person who is placed into their care. Since this time a review of Placement Stability has been undertaken and the findings are being implemented as part of the Placement and Providers Services Service Development Plan for 2022/23. .

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	Social services and wellbeing in Bridgend are 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.	

Performance Indicators

PI Ref No	PI Description	Annual target 21-22 £'000	Performance as at Year end						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%	

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 in 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 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
CHR002iii (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) Lower Preferred	17.76 days	16.85 days	No target	20 days	↓	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments
CORPB1a Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (SSWB) Higher Preferred	New 21.22	New 21.22	No target	77.08%	N/A	Quarterly Indicator Target Setting: New PI Performance: No Performance Comments

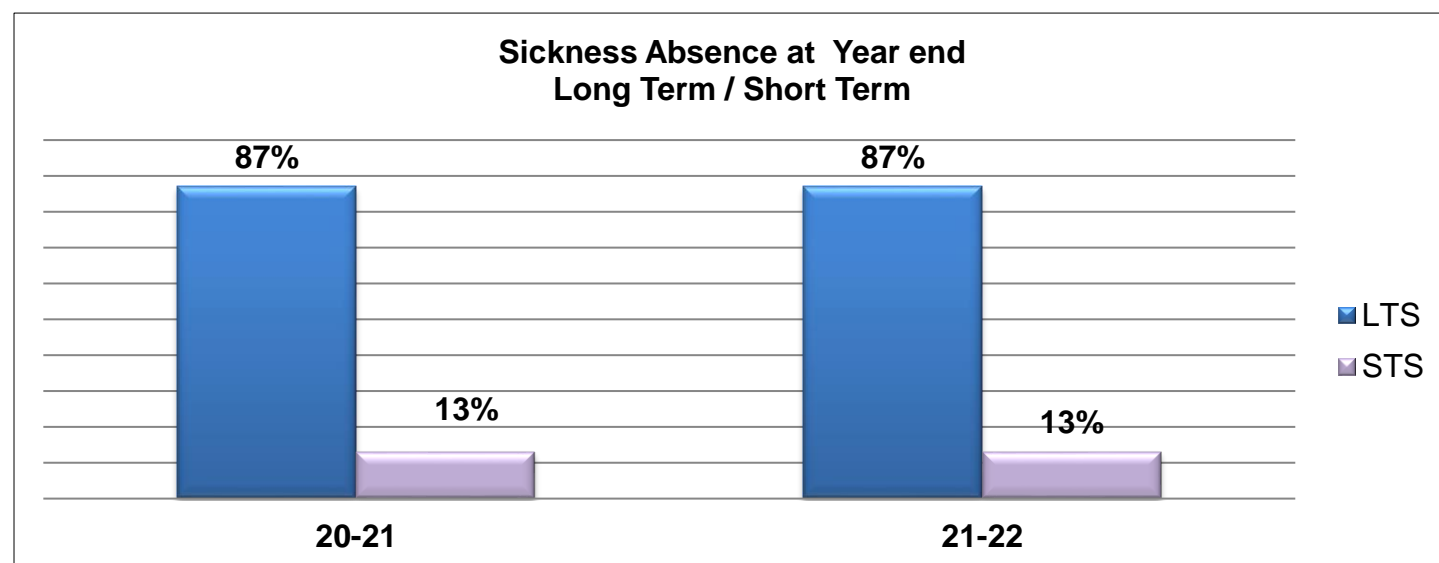
Sickness broken down by Service Area

Unit	FTE 31.03.2022	QTR4 2020-21			QTR4 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 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	601.91	3441.97	263	5.78	3381.74	275	5.62	18.67	22.27
Business Support - SS&W	44.81	81.00	6	2.03	134.00	17	2.99	3.20	11.72
Children's Social Care	184.44	911.21	59	4.86	867.14	66	4.70	15.43	16.79
Prevention and Wellbeing	20.86	8.92	1	0.45	3.38	1	0.16	1.51	1.84
Social Services and Wellbeing Directorate Total	853.02	4443.10	329	5.27	4386.26	359	5.14	16.85	20.00

Sickness broken down by absence reason

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Absence Reason	Social Services & Wellbeing Directorate					
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	160.44	157.87	128.22	227.34	673.87	4.01%
Chest & Respiratory	135.73	188.52	304.21	321.88	950.34	5.66%
Coronavirus COVID - 19	217.64	201.59	452.09	469.47	1340.79	7.99%
Eye/Ear/Throat/Nose/Mouth/Dental	75.95	115.83	51.90	63.07	306.75	1.83%
Genitourinary / Gynaecological	95.97	98.66	175.96	143.58	514.17	3.06%
Heart / Blood Pressure / Circulation	145.18	117.71	112.32	81.07	456.28	2.72%
Infections	130.71	233.90	445.94	92.66	903.22	5.38%
Injury - Foot/Ankle/Toe	0.00	0.00	5.41	0.00	5.41	0.03%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	659.98	977.34	835.65	914.93	3387.89	20.18%
Neurological	89.34	76.64	106.42	174.54	446.94	2.66%
Other / Medical Certificate	115.84	25.61	50.19	75.56	267.20	1.59%
Pregnancy related	67.02	43.00	27.43	48.16	185.61	1.11%
Stomach / Liver / Kidney / Digestion	175.74	180.70	180.06	119.74	656.24	3.91%
Bereavement Related	151.07	110.84	242.68	146.95	651.54	3.88%
Other Mental illness	2.43	36.49	0.00	19.00	57.92	0.35%
Stress/Anxiety/Depression not work related	1083.08	1077.66	1192.54	1015.32	4368.60	26.02%
Stress/Anxiety/Depression work related	327.20	369.71	443.58	472.99	1613.48	9.61%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%
TOTALS	3633.33	4012.07	4754.60	4386.26	16786.26	



EDUCATION AND FAMILY SUPPORT – PERFORMANCE YEAR END 2021-2022

Commitments 2021-22		BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators																	
Year-end Directorate Commitments to delivering Wellbeing objectives		Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2020-21	Performance vs Target	Trend vs Q4 2020-21 (excluding Finance)																
Wellbeing Objective One – Supporting a successful sustainable economy		6	6																							
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient		1	1																							
Wellbeing Objective Three – Smarter use of resources		4	4																							
Finance						Risk																				
<p>Revenue Budget</p> <ul style="list-style-type: none"> The net revenue budget for the Education and Family Support Directorate for 2021-2022 is £128.292m. The year-end outturn is £128.119m with an underspend of £173,000 at the year end. <p>Capital Budget</p> <ul style="list-style-type: none"> At year end the capital budget for the Directorate for 2021-2022 is £10.888m with total expenditure of £4.644m. <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>Outstanding prior year</th> <th>2021-22</th> <th>2021-22 %</th> </tr> </thead> <tbody> <tr> <td>Savings target</td> <td>344</td> <td>116</td> <td>100%</td> </tr> <tr> <td>Savings 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 4 Revenue Forecast report presented to Cabinet on in June 2022.</p>						Savings (£000)	Outstanding prior year	2021-22	2021-22 %	Savings target	344	116	100%	Savings achieved	344	116	100%	Variance	0	0	0%	<p>Corporate Risks</p> <p>Oversight of corporate risks are collectively undertaken and managed by Corporate Management Board (CMB).</p> <p>The corporate risk register can be found attached here and should be viewed in the overall context of the performance of this dashboard to understand the risks. some are council-wide while others focus on specific directorates.</p> <p>Directorate Risks</p> <p>The Education and Family Support Directorate (EFS) currently (as of April 2022) has 20 directorate-level risks. 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)	Outstanding prior year	2021-22	2021-22 %																							
Savings target	344	116	100%																							
Savings achieved	344	116	100%																							
Variance	0	0	0%																							
Implications on Service Performance and key Issues/challenges (linked to corporate areas of change)																										
<p>Workforce issues impacting on Service Performance</p> <p>Our priorities are as follows:</p> <ul style="list-style-type: none"> maximise the skills and performance of the existing workforce; support and develop training opportunities; allow greater flexibility for the workforce; develop responses to recruitment and retention issues; and support the health and well-being of employees. 																										

Procurement issues impacting on service performance (not for all directorates)

School transport operators have been significantly impacted by the pandemic and have passed many of the risks associated with continuing to operate including, for example, driver retention, relatively low paid jobs and ongoing insecurity in the market, on to the local authority. For example, the cost of drivers and escorts has increased significantly. Therefore, there is significant local and regional pressure on school transport services and this has increased costs through a number of recent procurement exercises.

Asset management implications on service performance (not for all directorates)

n/a

Progress against regulator's recommendations to date (not for all directorates)

Since September 2017, the number of Bridgend schools in Estyn review or monitoring categories has fallen from 12 to 1. During Q4 (2021-2022), there were 4 schools receiving 'enhanced' support from the local authority and Central South Consortium.

Central South Consortium and the local authority have supported two primary schools to be removed from the Estyn category of 'special measures'.

The following Estyn recommendations include the latest progress update

Recommendation	Progress made	Status	Next steps
Raise standards of literacy in primary schools.	Progress as reported in the post-inspection action plan (PIAP). Continue to monitor through monthly Performance and Financial Monitoring (PFM) Board meetings on a monthly basis and the School Improvement Group (SIG) on a half-termly basis.	Green – on track	Continue to monitor through monthly Performance and Financial Monitoring (PFM) Board meetings.
Improve outcomes for post-16 learners in sixth forms.	As above	Green – on track	Continue to monitor through monthly PFM Board meetings. It is likely that for future years, as we are returning to an exam-based system based on improved outcomes via the centre determined grades, outcomes may dip.
Increase the pace of improvement in schools causing concern.	As above	Green – on track	Continue to monitor through monthly PFM Board meetings. There are currently no Bridgend schools in a support category. Estyn inspections have now resumed.
Strengthen the role of the Welsh in Education Forum to ensure timely progress in delivering the priorities identified in the Welsh in Education Strategic Plan (WESP).	The Welsh in Education Forum (WEF) now meets on a termly 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.	Yellow	The WEF continues to meet each term with a focus of regularly monitoring and reviewing the 10-year WESP. All subgroups reviewed with leads in place and feeding into the termly WESP Forum. A WESP Support Officer has now been appointed. Welsh Government approval of the draft 10-year WESP. Implement the WESP 10-year plan from September 2022.



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

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)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

PERFORMANCE AGAINST CORPORATE PLAN

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.	Blue	Many standard learner performance measures for the 2020-2021 school year (2021-2022 financial year) were assessed by Welsh Government as not capable of measurement due to the pandemic. Improvement partners have worked with all schools to ensure that effective evaluation and improvement processes are in place and this work will continue to maintain and enhance these processes, as appropriate.	Not applicable

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM032 CP WBO1	Average Capped 9 Score for pupils in Year 11. Higher preferred	362.00	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Per Welsh Government - not able to be measured in the 2021-2022 financial year (that is, for 2020-2021 school year) due to the pandemic. Performance: Per Welsh Government - not able to be measured in the 2021-2022 financial year (that is, for 2020-2021 school year) due to the pandemic.

Commitment

Code	Commitment	Status	Comments	Next steps
WBO1.1.2	Raise standards of literacy in primary schools.	Blue	Many standard learner performance measures for the 2020-2021 school year (2021-2022 financial year) were assessed by Welsh Government as not capable of measurement due to the pandemic. Improvement partners have worked with all schools to ensure that effective evaluation and improvement processes are in place and this work will continue to maintain and enhance these processes, as appropriate.	Not applicable

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.3	Improve outcomes for Post-16 learners in school sixth forms.	Blue	Many standard learner performance measures for the 2020-2021 school year (2021-2022 financial year) were assessed by Welsh Government as not capable of measurement due to the pandemic. Improvement partners have worked with all schools to ensure that effective evaluation and improvement processes are in place for sixth forms and this work will continue to maintain and enhance these processes, as appropriate. IMS (School Information Management System) training was provided at the Heads of Sixth Forms meeting in February 2022, relating to capturing information on the support offered to students.	Not applicable

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DEFS114 CP WBO1	The percentage of post-16 learners gaining 3 A*-C grades at Level 3. Higher preferred	55.4%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Not measured in the financial year 2021-2022 (that is, in the 2020-2021 school year) due to the pandemic. Performance: Not measured in the financial year 2021-2022 (that is, in the 2020-2021 school year) due to the pandemic.

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.	Blue	Estyn's annual report for 2020-2021 identified the positive impact of blended learning. Within Bridgend, curriculum leaders and Heads of Sixth Forms have explored options to extend the use of blended learning for collaborative courses in line with the Post-16 Review and drawing from the good practice that has been experienced. This has been supported by the Post-14 Strategic Partnership Group. Primary and secondary school practitioners have developed and implemented blended learning to support self-isolating pupils and for homework/supplementary tasks. All schools have effective evaluation and improvement processes at this time. All school leaders have received appropriate support to develop effective evaluation and improvement activities. Central South Consortium and the local authority continue to offer appropriate support (in line with national policy) to all schools to implement changes and develop and share good practice to meet national policy requirements (for example, in relation to additional learning needs and curriculum reforms). This support has been through the professional learning offer and professional development workshops, in addition to the regular support from school improvement partners. The offer has been tailored to meet the varying needs of schools. Central South Consortium Improvement Partners and the Curriculum for Wales (CfW) Team continue to monitor the real-time picture of schools' readiness for implementation in September 2022 (or September 2023 for secondary schools where appropriate).	Not applicable

Commitment

Code	Commitment	Status	Comments	Next steps
WBO1.1.5	Support schools to provide safe learning environments for all learners and staff in schools.	Blue	The main COVID-related local guidance/generic risk assessment for schools is checked every time there is a change to national guidance. This is then re-issued to schools, and also to other council services. All other guidance, including risk assessment guidance, is checked in line with its relevant review date (that is, every three months or every three years) or whenever a significant change has been identified.	Not applicable

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.	Blue	The substantial number and range of activities in support of this commitment have been completed. The new WESP will be in place from September 2022.	Publish new WESP in September 2022

Performance Indicators

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DEFS138 CP WBO1	Percentage of Year 1 learners taught through the medium of Welsh. Higher preferred	7.58%	7.55%	8.7%	7.67%	↑	Annual indicator Target Setting: Reflects the local authority's ability to provide places in the timescale of the plan. Performance: The total number of Year 1 learners in the four Welsh-medium primary schools in the 2020-2021 academic year, as measured by PLASC, was 122. This compares to a total of 119 in the previous school year. The total number of Year 1 learners across all schools was 1591, compared to 1577 in the previous school year. The total number of places available in each statutory year group for the four schools, totalled 162. Therefore, there continued to be a surplus of Year 1 places in the Welsh-medium primary sector.

Other indicators linked to achieving WBO1

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DEFS136 CP WBO1	Percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the expected outcome in English/Welsh first language, as determined by teacher assessment. Higher preferred	N/A	N/A	N/A	N/A	N/A	Annual indicator Target setting: Not able to be measured in the 2020-2021 and 2021-2022 financial years (that is, in the 2019-2020 and 2020-2021 school years) due to the pandemic. Performance: Not able to be measured in the 2020-2021 and 2021-2022 financial years (that is, in the 2019-2020 and 2020-2021 school years) due to the pandemic.
DEFS150 CP WBO1	The percentage of pupils, at end of Foundation Phase, achieving Outcome 5 or above in teacher assessments for LLC-E and LLC-W (Language Literacy and Communication in English and Welsh). Higher preferred	N/A	N/A	N/A	N/A	N/A	Annual Indicator Target setting: Not to be measured in the 2021-2022 financial year (that is, the 2020-2021 school year) due to the pandemic. Performance: Not to be measured in the 2021-2022 financial year (that is, the 2020-2021 school year) due to the pandemic.
EDU016a (PAM/007) Local WBO1	Percentage of pupil attendance in primary schools. Higher preferred	94.8%	N/A	N/A	N/A	N/A	Annual indicator Target setting: No target-setting comments Performance: The national data collection for attendance was suspended by Welsh Government for the 2019-2020 school year (2020-2021 financial year), due to the pandemic. For the 2020-2021 school year (2021-2022 financial year), this was replaced with a weekly pull of data, by Welsh Government, directly from schools' management of information system. The resulting published data was at an all-Wales level with only one publication being at a local-authority level - weekly average attendance. This was not split by school, nor by sector. For several reasons, most particularly, the scale of absence due to the pandemic, the data is not comparable with any previous data. Welsh Government is maintaining the same arrangements for the 2021-2022 school year (this will be the 2022-2023 financial year). However, due to a range of reasons, including definition variations, the data is not comparable with that for 2020-2021 school year.
EDU016b (PAM/008)	Percentage of pupil attendance in secondary schools Higher preferred	94.1%	N/A	N/A	N/A	N/A	Annual indicator Target setting: No target-setting comments Performance: The national data collection for attendance was suspended by Welsh Government

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
Local WBO1							for the 2019-2020 school year (2020-2021 financial year), due to the pandemic. For the 2020-2021 school year (2021-2022 financial year), this was replaced with a weekly pull of data, by Welsh Government, directly from schools' MIS. The resulting published data was at an all-Wales level with only one publication being at a local-authority level - weekly average attendance. This was not split by school, nor by sector. For several reasons, most particularly, the scale of absence due to the pandemic, the data is not comparable with any previous data. Welsh Government is maintaining the same arrangements for the 2021-2022 school year (this will be the 2022-2023 financial year). However, due to a range of reasons, including definition variations, the data is not comparable with that for 2020-2021 school year.
PAM/046 Local WBO1	The percentage of Year 11 leavers from schools in the authority identified as not in education, employment or training (NEET) in the Careers Wales Annual Destination Survey Statistics. Lower preferred	2.4%	Data published April 2022.	N/A	data published April 2023	N/A	Annual indicator Target setting: No target-setting comments Performance: Data published in arrears by Careers Wales. In April 2022, Careers Wales will be publishing the data for the October 2021 survey, relating to the Year 11 2020-2021 school year leavers.
PAM033 Local WBO1	The percentage of pupils assessed in Welsh (that is, who received a language, literacy and communication skills teacher's assessment in Welsh) at the end of the Foundation Phase. Higher preferred	8.1%	N/A	N/A	N/A	N/A	Annual indicator Target setting: No target-setting comments Performance: Not measured in the 2020-2021 school year (2021-2022 financial year), due to the pandemic.
PAM034 Local WBO1	The percentage of Year 11 pupils studying Welsh first language (that is, pupils entered to sit a GCSE in Welsh first language). Higher preferred	6.8%	6.9%	N/A	6.2%	↓	Annual indicator Target setting: No target-setting comments Performance: The number of Year 11 learners who sat a GCSE in Welsh first language in the 2020-2021 academic year was 99, which was only a marginal reduction on the 100 in the year before. However, the overall number of Year 11 learners who sat GCSE exams in the school year was higher than previously, at 1607, which has a bearing on the performance in percentage terms.

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.	Blue	For the full year, 169 Team Around the Family cases (TAFs) closed with a successful outcome out of a total of 232. Therefore, performance for the year was both better than target and an improvement on last year's performance. In addition, 84% of all TAFs closed, were closed within 6 months, meaning that the needs of these families had been addressed within this shorter time frame. For the remainder, 14% closed within 7 to 12 months, and only 2% extended beyond 12 months.	Refer to next year's business plan operational objectives.

Performance Indicators

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DEFS29 CP WBO2	The percentage of completed TAF (Team Around the Family) cases support plans that close with a successful outcome. Higher preferred	70%	69%	69%	73%	↑	Quarterly indicator Target setting: There has been a marked drop in referrals during the COVID-19 pandemic period. An increase is expected in coming months with cases anticipated to be far more complex in nature, requiring longer-term interventions. Performance: For the full year, 169 TAFs closed with a successful outcome out of a total of 232. Therefore, performance for the year was better than target. In addition, 84% of all TAFs closed, were closed within 6 months, meaning that the needs of these families had been addressed within this shorter time frame. For the remainder, 14% closed within 7 to 12 months and only 2% extended beyond 12 months.

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 21 st century schools' under the council's schools' modernisation programme.	Blue	All Band B schemes progressed to the stage that could be achieved by 31 March 2022. The consultation process and public notice stage concluded regarding the regulated alteration to Mynydd Cynffig Primary School. The consultation concluded in respect of the regulated alteration to Ysgol Gymraeg Bro Ogwr. Land off Ffordd Cadfan in Brackla was acquired for the replacement Ysgol Gymraeg Bro Ogwr. The outcome of the feasibility study in respect of Island Farm was reported to Cabinet and approval was received to consult on the Heronsbridge School proposed regulated alterations. The New Project Request relating to Bridgend West schools (enlargement of Ysgol y Ferch o'r Sgêr, discontinuation of Afon y Felin Primary School and Corneli Primary School and establishment of a new English-medium primary school) was submitted to the Welsh Education Partnership Company and was accepted. A small reduction in surplus capacity in the primary sector was achieved.	Comprehensive information available via the Schools Modernisation Programme.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCH2.1.11.1 CP WBO3	The percentage surplus capacity in primary schools. Lower preferred	9.36%	11.9%	10%	9.43%	↑	Annual indicator Target setting: National guidance indicates a minimum 10% surplus for primary schools. Performance: Surplus places have reduced in the primary sector due to an increase in population
DCH2.1.11.2 CP WBO3	The percentage surplus capacity in secondary schools. Lower preferred	20.65%	20.05%	18%	18%	↑	Annual indicator Target setting: National guidance indicates a minimum 10% surplus for secondary schools. Performance: Surplus places have reduced due to an increase in secondary population.

Commitment

Code	Commitment	Status	Comments	Next steps
WBO3.2.3	Implement the planned budget reductions identified in the Medium-Term Financial Strategy (MTFS), in particular for the 2021-2022 financial year, set annual balanced budgets and establish long term financially sustainable solutions.	Blue	The directorate's £116k savings target for 2021-2022 was met in full.	Refer to next year's MTFS.

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Performance Indicators

PI Ref No	PI Description	Annual target 21-22 £'000	Performance as at Q4						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%	<p>Target setting: Target set by Council to contribute to the corporate reductions target.</p> <p>Performance: At the end of the full year, the directorate's £116k savings target for 2021-2022 have been met in full.</p>

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.	Blue	The Central South Consortium professional learning offer includes significant support for all schools in relation to effectively utilising the Hwb platform to support learning. All schools in Bridgend use the Hwb platform to meet their own improvement priorities requirements.	Further information available in the BCBC Digital Learning Strategy 2019-2022.

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 the pandemic.	Blue	The successful procurement and commencement of the build of the Capita One system supports the directorate's access to robust and meaningful data to better support its services and users.	16/05/2022: Quarter 4: Continue implementation and begin roll-out

Other

Performance Indicators

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
CHR002iv Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate (EFSD), excluding schools). Lower preferred	13.13 days	10.32 days	No Target	12.60 days	↓	Quarterly indicator Target setting: Target set corporately. No target set for 2021-2022. Performance: In 2021-2022, the number of FTE days lost due to COVID-19 infections represented 5.65% of the total number of FTE days lost. Musculoskeletal disorders and stress/anxiety/depression (not work-related) accounted for 50.5% of the total number of FTE days lost. There were 1003 episodes of absence in 2021-2022 compared to 622 for 2020-2021. Of these, 63.5% were for 7 days or less, 10.7% were for 8-20 days and 25.8% were for periods of 21 days and longer.
CORPB1d Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (EFSD). Higher preferred	New 21-22	New 21-22	No target	90.46%	N/A	Quarterly indicator Target setting: All staff should either have completed the existing e-learning module or should complete the new module, once available. Performance: There have been new starters within the directorate over the course of this year. Managers will be reminded that the safeguarding e-learning module is a mandatory module that needs to be completed as part of induction. There will be ongoing monitoring and challenge to those areas with non-compliance, led by the Group Manager - Vulnerable Groups support, with the aim of increasing completion.
CORPB1e Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (schools). Higher Preferred	New 21-22	New 21-22	No target	72.04%	N/A	Quarterly indicator Target setting: All staff should either have completed the existing e-learning module or should complete the new module, once available. Performance: The issue of the non-completion of safeguarding online learning has been addressed directly with headteachers in Team Bridgend, the Primary Federation and the Bridgend Association of Secondary Headteachers. Feedback from schools has highlighted that all staff are compliant with their safeguarding face-to-face training (which is facilitated by the local authority) and, therefore, some staff have not completed the online modules. The local authority will continue to address completion rates through such forums as mentioned above, to ensure an increase in compliance of staff working in schools.
DEFS132 Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). Lower preferred	9.47 days	6.78 days	No target	10.56 days	↓	Quarterly indicator Target setting: Targets set corporately - no target set for 2021-2022. Performance: The performance for 2021-2022 was 10.56 with a total of 3981 absences, compared to 6.78 and 1755 absences in 2020-2021. The categories of absence giving rise to the largest numbers of FTE days lost were in respect of musculoskeletal disorders, infections (not COVID-related infections) and stress/anxiety/depression not work-related. COVID-related absences accounted for just under 9% of the total number of FTE days lost. Of the total number of absences, 71.8% were for 7 days or less, 9.3% were for 8 to 15 days and 18.9% were for periods of 21 days or longer. Individual schools are responsible for managing staff sickness. Each school has its own policy, based on the Bridgend County Borough Council (BCBC) corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools. These figures need to be viewed, which must be set into the context of COVID-19 and lockdowns. The categories of absence giving rise to the largest numbers of days lost are in respect of COVID-19, infections, musculo-skeletal disorders and stress/anxiety/depression. Individual schools are responsible for managing staff sickness. Each school has its own policy, based on the BCBC corporate policy and sickness triggers. However, for those schools where the staff are employed by the church board, the sickness triggers may be different to the BCBC policy triggers. Schools have service level agreements with the BCBC Employee Relations Business Team, in HR, for the provision of assistance and support in managing staff sickness. HR collates the sickness data for schools and provides termly reports to schools.

Additional Sickness Information by Service Area – Education

Unit	FTE 31.03.2022	QTR4 2020-21			QTR4 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 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	25.99	49.00	2	2.16	30.00	1	1.15	6.82	3.29
Catering Services (CAT)	104.01	417.87	86	3.83	524.84	165	5.05	13.38	15.55
Family Support	185.79	442.25	31	2.44	609.61	42	3.28	10.90	11.42
Learner Support	124.40	523.99	33	3.88	465.75	57	3.74	12.35	15.82
School Modernisation	3.00	0.00	0	0.00	2.00	1	0.67	0.00	2.67
School Support	16.57	0.00	0	0.00	0.00	0	0.00	0.00	0.00
Education & Family Support Directorate Total	461.76	1433.11	152	3.05	1632.20	266	3.53	10.32	12.60

Additional Sickness Information by Service Area – Schools

Unit	FTE 31.03.2022	QTR4 2020-21			QTR4 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 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	1077.42	2835.26	272	2.70	3350.95	519	3.11	7.32	10.34
Secondary Schools	903.77	1445.13	128	1.67	2286.16	409	2.53	5.27	8.45
Special Schools	243.51	770.65	79	3.32	1402.26	177	5.76	9.87	19.41
Schools Total	2224.70	5051.04	479	2.35	7039.37	1105	3.16	6.78	10.56

Additional Sickness Absence by Reason

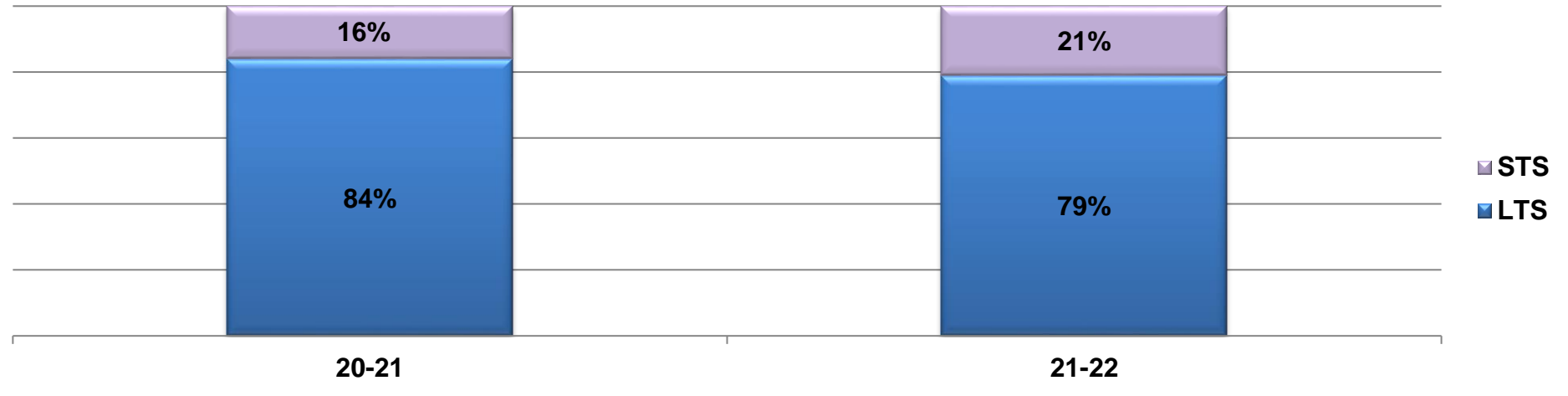
Absence Reason	Education & Family Support Directorate					
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0.00	13.55	87.62	136.61	237.78	4.07%
Chest & Respiratory	21.17	28.22	30.78	26.54	106.71	1.83%
Coronavirus COVID - 19	6.55	32.26	118.34	173.02	330.17	5.65%
Eye/Ear/Throat/Nose/Mouth/Dental	41.95	19.96	73.38	87.38	222.67	3.81%
Genitourinary / Gynaecological	50.87	6.76	3.78	0.00	61.41	1.05%
Heart / Blood Pressure / Circulation	3.76	71.13	86.79	20.00	181.68	3.11%
Infections	39.85	19.80	124.25	76.40	260.30	4.46%
Injury - Foot/Ankle/Toe	0.00	0.00	0.00	0.00	0.00	0.00%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	341.90	259.02	349.33	410.40	1360.65	23.29%
Neurological	61.48	95.49	62.16	24.41	243.54	4.17%
Other / Medical Certificate	62.50	27.62	65.34	52.16	207.62	3.55%
Pregnancy related	35.22	27.41	18.95	2.43	84.01	1.44%
Stomach / Liver / Kidney / Digestion	69.09	57.43	66.48	43.70	236.71	4.05%
Bereavement Related	121.41	49.99	164.64	74.65	410.69	7.03%
Other Mental illness	24.32	0.00	0.00	0.00	24.32	0.42%

Stress/Anxiety/Depression not work related	350.59	278.18	541.55	410.49	1580.81	27.06%
Stress/Anxiety/Depression work related	19.73	24.89	154.16	94.00	292.78	5.01%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%
TOTALS	1250.39	1011.71	1947.56	1632.20	5841.86	

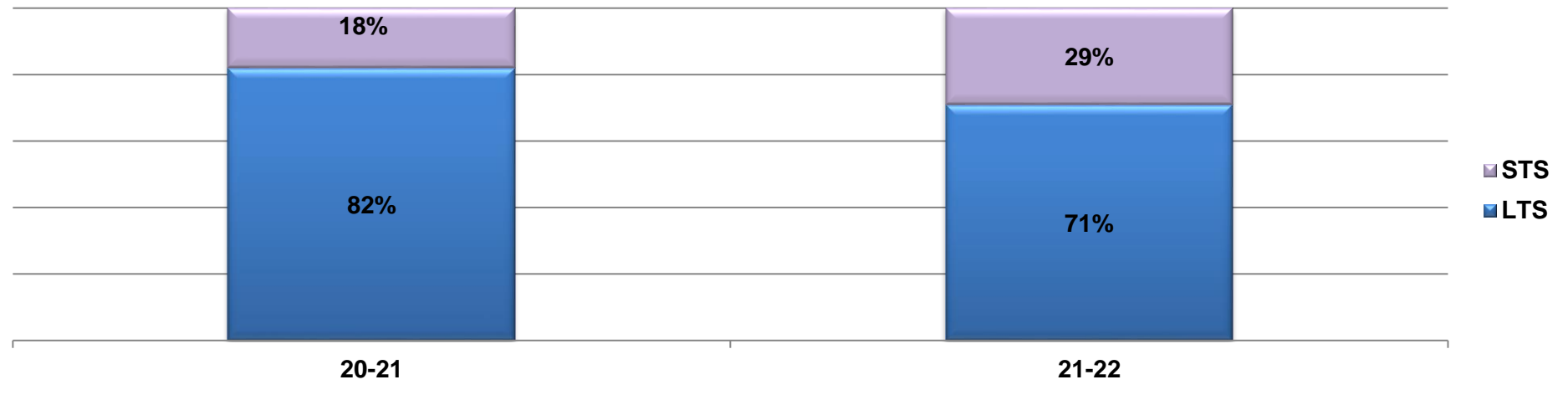
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Absence Reason	Schools					
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	85.09	132.71	242.21	200.53	660.54	2.83%
Chest & Respiratory	75.85	69.61	310.43	173.08	628.97	2.70%
Coronavirus COVID - 19	402.73	171.86	838.27	679.71	2092.57	8.98%
Eye/Ear/Throat/Nose/Mouth/Dental	115.07	77.11	330.68	438.15	961.01	4.12%
Genitourinary / Gynaecological	8.99	5.41	124.26	98.65	237.31	1.02%
Heart / Blood Pressure / Circulation	140.53	158.22	218.24	315.41	832.40	3.57%
Infections	536.29	384.78	1567.00	619.63	3107.70	13.34%
Injury - Foot/Ankle/Toe	0.00	0.00	0.00	0.00	0.00	0.00%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	953.89	694.24	949.28	1189.75	3787.16	16.25%
Neurological	348.52	203.38	407.53	326.31	1285.73	5.52%
Other / Medical Certificate	1.62	38.03	55.66	11.08	106.39	0.46%
Pregnancy related	108.77	110.80	184.60	81.31	485.48	2.08%
Stomach / Liver / Kidney / Digestion	504.30	270.81	531.04	766.52	2072.67	8.89%
Bereavement Related	399.05	190.76	356.39	192.53	1138.73	4.89%
Other Mental illness	0.00	0.00	0.00	29.11	29.11	0.12%
Stress/Anxiety/Depression not work related	1489.83	618.52	1214.33	1605.54	4928.21	21.15%
Stress/Anxiety/Depression work related	234.63	116.29	286.88	312.05	949.86	4.08%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%
TOTALS	5405.17	3242.53	7616.80	7039.37	23303.87	

**Education Sickness Absence at Year end -
Long Term / Short Term**



**Schools Sickness Absence at Year end -
Long Term / Short Term**



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COMMUNITIES DASHBOARD – PERFORMANCE YEAR END 2021-22

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Commitments 2021-22		BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
Year end 21-22 Directorate Commitments to delivering Wellbeing objectives		Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2020-21	Performance vs Target	Trend vs Q4 2020-21 (Excluding finance)
Wellbeing Objective One – Supporting a successful sustainable economy		5	1			4				
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

Revenue Budget

- The net revenue budget for the Directorate for 2021-22 is **£28.654m**. The year end outturn is **£28.456m** meaning an **underspend of £198,000**.

Capital Budget

- At Q4 the capital budget for the Directorate for 2021-22 is **£30.304m** with total expenditure of **£19.748m**.

Efficiency Savings

Savings (£000)	Savings carried forward	2021-22	% 2021-22
Savings target	1,847	823	100%
Savings achieved	1,747	758	92.1%
Variance	100	65	7.9%

Additional financial information is provided in the Budget Monitoring 2021-22 – Quarter 4 Revenue Forecast report presented to Cabinet in June 2022.

Risk

Corporate Risks

Oversight of corporate risks are collectively undertaken and managed by CMB. The Corporate risk register can be found attached here 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.

Directorate Risks

The Directorate has identified a number of risks that are assessed, managed and reviewed on a regular basis at Directorate Management Team and some of which inform and shape risks in the Corporate Risk assessment.

Some specific Directorate risks are highlighted below;

Workforce issues, and our ability to properly retain, recruit and train staff appropriately to meet the challenges we face.

New legislation and service demand, where a plethora of new requirements require appropriate response stretching current capacity and resilience, for example the requirements of Welsh Government to implement a 20mph speed limit across the County and to produce a 2030 Net Zero Carbon Strategy & Action Plan with the associated greenhouse gas reporting protocol. Both of which are significant corporate projects.

There is also an uncertain budgetary position moving forward with an ongoing cost of living crisis.

Implications on Service Performance and key Issues/challenges (linked to corporate areas of change)





The Communities Directorate has borne a number of very large savings over the past 5 years resulting in a very lean Directorate resource base, which does struggle with resilience if the workload increases substantially or staff are absent. The response to this to date has been the prioritisation of work or improving resilience with the assistance of agency workers. Whilst this has resulted in good performance over the past year, it is not sustainable and the demands of service delivery and the large number of capital projects, combined with further savings targets, may have an impact on effectiveness of the Directorate in the future. It will be imperative to recruit to vacancies and ensure the wellbeing of staff is prioritised going forward.

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

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)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

PERFORMANCE AGAINST CORPORATE PLAN

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	The Regeneration Programme for the County Borough is significant across our three main towns. The Key projects being pursued from within the Bridgend Masterplan are the feasibility study for investment and redevelopment of the Railway station. A complex and large scale project, however all key parties and partners are sat round the table and contributing to the work. Other projects include investment in vacant and underutilised premises. The relocation of Bridgend College to the town centre, which is progressing at pace, and working with RSL's to invest in housing in the Town Centre. Despite the Town Hall project in Maesteg suffering significant challenges as a result of Covid and a UK wide shortage of materials, the project continues to progress well on site, However we are expecting a new programme which will provide greater clarity on the completion of the project Work in Porthcawl is progressing at pace. Completion of the Placemaking strategy has enabled conversation to continue across the regeneration site on progressing sites and development. Residents will soon see a spade in the ground at the ALDI development site and the work to secure the sea defences will soon be complete at Eastern Promenade.	

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	The programme for investment in town centres is progressing well as we continue to deliver a range of projects, working with landlords and businesses to transform vacant and underutilised premises. We are also working with strategic partners on bringing forward key sites and buildings for redevelopment.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO1.1.3i CP WBO1	Number of vacant premises in town centres: Bridgend Lower Preferred	64	74	benchmarking	78	↙	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: The results show a slight increase in the number of vacant units in Bridgend and Maesteg. The monitoring period covers a period of time when the number of visitors to town centres has been at an all-time low due to restrictions imposed as a consequence of the Covid-19 pandemic. To help address this issue and to ensure it does not become a continual trend, BCBC continues to progress towards the adoption of a replacement Local Development Plan. This will contain appropriate policies to help promote the vitality and viability of BCBC's town centres and has been informed by a Retail Study. In addition a masterplan for Bridgend Town Centre will also shortly be published.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg Lower Preferred	13	16	benchmarking	19	↓	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: The results show a slight increase in the number of vacant units in Bridgend and Maesteg. The monitoring period covers a period of time when the number of visitors to town centres has been at an all-time low due to restrictions imposed as a consequence of the Covid-19 pandemic. To help address this issue and to ensure it does not become a continual trend, BCBC continues to progress towards the adoption of a replacement Local Development Plan. This will contain appropriate policies to help promote the vitality and viability of BCBC's town centres and has been informed by a Retail Study. In addition a masterplan for Bridgend Town Centre will also shortly be published.
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl Lower Preferred	19	21	benchmarking	17	↑	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: The results show a slight increase in the number of vacant units in Bridgend and Maesteg. The monitoring period covers a period of time when the number of visitors to town centres has been at an all-time low due to restrictions imposed as a consequence of the Covid-19 pandemic. To help address this issue and to ensure it does not become a continual trend, BCBC continues to progress towards the adoption of a replacement Local Development Plan. This will contain appropriate policies to help promote the vitality and viability of BCBC's town centres and has been informed by a Retail Study. In addition a masterplan for Bridgend Town Centre will also shortly be published.
DCO1.1.3iv CP WBO1	The number of vacant premises in town centres: Pencoed Lower Preferred	7	7	benchmarking	8	↓	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: The results show a slight increase in the number of vacant units in Bridgend and Maesteg. The monitoring period covers a period of time when the number of visitors to town centres has been at an all-time low due to restrictions imposed as a consequence of the Covid-19 pandemic. To help address this issue and to ensure it does not become a continual trend, BCBC continues to progress towards the adoption of a replacement Local Development Plan. This will contain appropriate policies to help promote the vitality and viability of BCBC's town centres and has been informed by a Retail Study. In addition a masterplan for Bridgend Town Centre will also shortly be published.
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development Higher Preferred	£15 million	£13.5 million	£13 million	£14.2 million	Trend not applicable	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	2,761,095	1,960,919	benchmarking	2,716,863	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: 2022 began with Welsh Government restrictions at Alert level 2 which still permitted business to remain open. The continued high number of Covid-19 Omicron variant cases remained a concern and deterred many from visiting the high streets. In February, two significant storms caused serious travel disruption and resulted in damage to buildings in Porthcawl town centre which necessitated a road closure of John Street. The council gave permission for Green Top Events to stage street markets in Porthcawl town centre. The first was held in March and dramatically increased the footfall on the day by circa 8,000 people compared to the same day on previous week. This rise in footfall far exceeded pre-pandemic levels. Welsh Government continued to relax the Covid-19 restrictions to Alert Level 0 with the requirement to wear face coverings removed at the end of

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
							March. The outbreak of war in Ukraine caused fuel, food and energy prices to rise and as a result consumers reigned in their discretionary spend..
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) Higher Preferred	6,353,997	3,129,858	benchmarking	4,537,984	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: 2022 began with Welsh Government restrictions at Alert level 2 which still permitted business to remain open. The continued high number of Covid-19 Omicron variant cases remained a concern and deterred many from visiting the high streets. In February, two significant storms caused serious travel disruption and resulted in damage to buildings in Bridgend town centre which necessitated a road closure. The council gave permission for Green Top Events to stage monthly street markets in Bridgend town centre. The first was held in February and another in March, these increased the footfall by a third compared to the same day on previous week. Welsh Government continued to relax the Covid-19 restrictions to Alert Level 0 with the requirement to wear face coverings removed at the end of March. The outbreak of war in Ukraine caused fuel, food and energy prices to rise and as a result, consumers reigned in their discretionary spend..
DCO21.01 Local WBO1	The number of visitors to town centres (annual footfall in Maesteg) Higher Preferred	New 21.22	New 21.22	benchmarking	906,129	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: 2022 began with Welsh Government restrictions at Alert level 2 which still permitted business to remain open. The continued high number of Covid-19 Omicron variant cases remained a concern and deterred many from visiting the high streets. In February, two significant storms caused serious travel disruption, but the town remained open. Maesteg's footfall continued to perform very well, increasing as Welsh Government restrictions were lifted. Businesses reported people returned to their shops who they hadn't seen since the pandemic began and on 20th March the town recorded its highest ever footfall at 32,196. Welsh Government continued to relax the Covid-19 restrictions to Alert Level 0 with the requirement to wear face coverings removed at the end of March. The outbreak of war in Ukraine caused fuel, food and energy prices to rise and as a result consumers reigned in their discretionary spend. .

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	While referrals into Employability Bridgend have declined the numbers finding employment has risen significantly. SO the conversion rate into work for clients getting a job has improved. Regionally we are see by Welsh Government as a highly effective team.	The 22/23 year will see many of the EU funded projects cease and work is underway with UK and Welsh Government to source replacement funding.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DEFS82 CP WBO1	The number of participants in the Employability Bridgend programme going into employment. Higher Preferred	334	401	329	556	↑	Quarterly Indicator Target Setting: Continue to target those most in need of the services. Performance: No Performance Comments

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	All grants were delivered successful and the enterprise hubs programme has progressed.	

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO18.08 CP WBO1	Number of start-up business Higher Preferred	475	540	benchmarking	550 Annual Actual	↑	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)	Blue	All work under the VRP capital grant is now complete. The original work programme of the PRIF project has been completed	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO1.2.3 CP WBO1	Total annual expenditure by tourists Higher Preferred	£362,690,000	£146,330,000	benchmarking	Awaiting data	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: The data for Jan to Dec 2021 will be available around August 2022

Other indicators linked to achieving WBO1

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DEFS84 Local WBO1	The number of under-employed participants leaving Employability Bridgend with an improved labour market position. Higher Preferred	0	60	43	84	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments

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

Commitment

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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 TCC Fund is progressing well and on-going support is being provided to applicants. The CAT Team has worked with town and community councils, third sector and community groups during the year to complete transfers to ensure that assets can be improved and protected for future generations. A total of 11 transfers (leases, self-management agreements, etc.) were finalised during 2021-22: • Bryntirion Community Centre - Laleston Community Council (35 year lease) • Cae Gof Playing Fields - Cefn Cribwr Athletic Club (6 year lease completed. Long term lease to be granted on completion of the works) • Coychurch Play Area - Coychurch Lower Community Council (Licence to Occupy and Undertake Works. Long term lease to be granted on completion of the works) • Croft Gogh Playing Fields - Kenfig Hill RFC (Licence to maintain rugby pitch) • Cwm Garw Playing Fields - Carn Rovers FC (35 year lease) • Maesteg Celtic Bowls Green - Maesteg Celtic Bowls Club (Responsibility for self-management transferred to Club) • Pencoed Recreation Ground Playing Fields - Pencoed Town Council (Licence to Occupy (1 x Rugby Pitch + 1 x Football Pitch)) • Pen-y-Fai Playing Fields - Newcastle Higher Community Council (35 year lease) • Rosemount Gardens - Pyle Community Council (35 year lease) • Tudor Park Playing Fields - Maesteg Park FC (35 year lease) • Woodlands Park Playing Fields & Pavilion - Pencoed Athletic BGC (35 year lease). In addition the Corporate Landlord and Legal Services had issued draft Licences by the year end to enable sports clubs to undertake the day to day management of playing surfaces before the commencement of the new season under an initial Licence to Use as the first stage of CAT while long-term leases for whole sites are being finalised: • Evanstown Welfare Park (Gilfach Goch RFC); • Pandy Park Green Spaces (Tondu RFC); • Llangynwyd Playing Fields (Llangynwyd Rangers); • South Parade (Maesteg Harlequins RFC); and • Garth Park (Maesteg Celtic). It is further anticipated that the following playing fields will have their green spaces maintained by the Town and Community Councils shortly: • Coychurch (Coychurch Lower CC); and • North Cornelly (Cornelly CC).	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO16.8 CP WBO2	Number of council owned assets transferred to the community for running Higher Preferred	4	13	10	11	↓	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: The total number of transfers (leases, self-management agreements, etc.) is 11 which is 1 better than planned. • Bryntirion Community Centre - Laleston Community Council (35 year lease completed) • Cae Gof Playing Fields - Cefn Cribwr Athletic Club (6 year lease completed. Long term lease to be granted on completion of the works) • Coychurch Play Area - Coychurch Lower Community Council (Licence to Occupy and Undertake Works. Long term lease to be granted on completion of the works) • Croft Gogh Playing Fields - Kenfig Hill RFC (Licence to maintain rugby pitch) • Cwm Garw Playing Fields - Carn Rovers FC (35 year lease completed) • Maesteg Celtic Bowls Green - Maesteg Celtic Bowls Club (Responsibility for self-management transferred to Club) • Pencoed Recreation Ground Playing Fields - Pencoed Town Council (Licence to Occupy (1 x Rugby Pitch + 1 x Football Pitch)) • Pen-y-Fai Playing Fields - Newcastle Higher Community Council (35 year lease completed) • Rosemount Gardens - Pyle Community Council (35 year lease completed) • Tudor Park Playing Fields - Maesteg Park FC (35 year lease completed) • Woodlands Park Playing Fields & Pavilion - Pencoed Athletic BGC (35 year lease completed)

WBO3: Smarter use of resources

Commitment

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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	All remain on target for completion. 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, reduced 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 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO16.9 CP WBO3	Realisation of capital receipts targets Higher Preferred	£794,000	£3,090,000	£3,745,000	£48,840	Trend not applicable	Quarterly Indicator Target Setting: Target revised to include Porthcawl food store site. Performance: The two major disposals anticipated in Q4 (Aldi Porthcawl - £3,500,000 and Glanyrafon - £205,000) were delayed. The Aldi site has received planning consent and they are currently working through the planning conditions. The planning application for the development at Glanyrafon has been recommended for approval and it is anticipated that the application will be heard at the next Planning Committee Meeting in June. Both disposals have exchanged and are pending formal completion in the first half of 22/23
DCO19.02 CP WBO3	Percentage of full statutory compliance across BCBC operational buildings Higher Preferred	54.6%	62.7%	100%	64.4%	↑	Quarterly Indicator Target Setting: 100% compliance will always be the target that we aim to achieve Performance: Performance fell below target due to a number of compliance servicing items falling due during the period where new tenders for the work were being evaluated. This slight reduction in performance is not representative of the underlying trend with Q1 22/23 already showing improvement. The "Big 5" continues to strengthen and remains over 84% and will soon be bolstered by the appointment of a new Legionella Officer.

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 outturn budget for 21/22 has resulted in an underspend of 196K. This improved position since Q3 is as a result of securing 240K from the Welsh Government Hardship Fund. The 21/22 Budget Savings are on course to be 92% delivered, only missing the full delivery by 60K relating to the Pyle CRC redevelopment. Future budget and pressure proposal have been developed. It is clear that, whilst the budget settlement in 22/23 has been favourable, there will be challenges in future years if the Directorate is to meet its expected targets	

Performance Indicators

PI Ref No	PI Description	Annual target 21-22 £'000	Performance as at year end						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. Performance: The most significant budget reduction proposal not achieved in full is COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site (£60,000). The new site in Pyle is anticipated to open in 2022-23, with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2023-24. Officers will continue to progress the opening of the Pyle CRC site in order to ensure a full saving is achieved in 2023/24

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	Work to adapt the Council's way of working to make better use of assets and build on the technological progress accelerated by COVID continues to make good progress, with a number of commitments now complete. This overarching 'mission critical' piece of work involving physical, technological and cultural changes to the way in which the organisation works will continue throughout the 22/23 financial year. The work of the Digital Transformation Board and Future Service Delivery Board is aligned with key officers inputting into both programmes, thus ensuring we are able to maximise impact and align developments and delivery.	

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 main works package was completed in Q4 with final snagging, cost analysis and measurement and verification elements to be concluded in Q1 2022/23 allowing for cost recovery to be established via efficiency savings moving forward. Project completed on time and within budget	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO20.01 CP WBO3	Annual Gas Consumption across the Authority - kWh Lower Preferred	New 20.21	22,409,433 Kwh	Establish Baseline	Awaiting data	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: Baseline data has been gathered by the Carbon Trust as part of the 2030 Decarbonisation Policy.
DCO20.02 CP WBO3	Annual Electricity Consumption across the Authority - kWh Lower Preferred	New 20.21	8,166,632 Kwh	Establish baseline	Awaiting Data	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: Baseline data has been gathered by the Carbon Trust as part of the 2030 Decarbonisation Policy.
DCO20.03 CP WBO3	Annual CO2 related to gas consumption across the Authority - kWh Lower Preferred	New 20.21	4,120 Kwh	Establish baseline	Awaiting Data	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: Baseline data has been gathered by the Carbon Trust as part of the 2030 Decarbonisation Policy.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO20.04 CP WBO3	Annual CO2 related to electricity consumption across the Authority - kWh Lower Preferred	New 20.21	1,903 Kwh	Establish baseline	Awaiting Data	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: Baseline data has been gathered by the Carbon Trust as part of the 2030 Decarbonisation Policy.

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	Procurement process has been completed and work is in place to move to award of contract.	

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: • 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	New community recycling centre works have been completed however environmental permit from NRW is still awaited and is required before opening. Reuse shop has now been opened at Maesteg CRC. Recycling of Street litter is going well with over 40% being recycled currently. Public campaigns are ongoing around food waste recycling, reminders on what to place in recycling containers, AHP and garden waste. Anti dog fouling messages, and messages regarding the departments enforcement policy have also been promoted.	Awaiting award of Environmental Licence from NRW

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO20.05 CP WBO3	Percentage of Street cleansing waste prepared for recycling Higher Preferred	New 20.21	postponed	30%	40.7%	N/A	Annual Indicator Target Setting: To maintain current levels despite mixed & contamination of waste Performance: No Performance Comments
PAM/030 CP 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	67.66%	69.15%	68%	72.97%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: Exceeding annual target. Tonnages collected have slowly reduced over the year as covid implications reduce.
PAM/030 a) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse Higher Preferred	new 20.21	0.77%	1%	1.24%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: Exceeding annual target. Reuse being promoted via comms messages where possible. Reuse has recently re-opened at Maesteg CRC which is contributing to the increase.

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/030 b) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled Higher Preferred	new 20.21	48.43%	45%	51.29%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: Exceeding annual target. Tonnages collected at kerbside have started reducing in the last quarter as covid implications reduce.
PAM/030 c) CP WBO3	Percentage of municipal waste collected by local authorities as source segregated biowastes that are composted or treated biologically in another way Higher Preferred	new 20.21	19.94%	20%	20.44%	↑	Quarterly Indicator Target Setting: No Target Setting Comments Performance: On target against annual target. Tonnages collected in Q4 are reduced as a result of covid implications reducing meaning lower tonnages in general. Comms campaigns promoting reducing food waste also contributing factor
PAM/043 CP WBO3	Kilograms of residual waste generated per person Lower Preferred	123.83	131.45	123	131.65	↘	Quarterly Indicator Target Setting: To reduce the amount residual waste Performance: Slight increase in residual waste generated per head compared to last year. Contributing to factors to this include being unable to carry out enforcement on residual waste at CRCs due to covid restrictions

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.4	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough. (COMM)	Green	The review of the BER has been completed and work in 22/23 now progresses to developing a new BER plan.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
DCO20.06 CP WBO3	Undertake schemes to increase the County Borough's tree cover Higher Preferred	N/A	2	2	2	↔	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	N/A	2	2	2	↔	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	N/A	2	2	2	↔	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	The draft strategy has been approved by Cabinet to go to public consultation in June 2022.	

Other indicators linked to achieving WBO3

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
PAM/010 Local WBO3	Percentage of highways inspected of a high or acceptable standard of cleanliness Higher Preferred	94.64%	99.42%	97%	98.53%	↙	Quarterly Indicator Target Setting: Target retained Performance: Exceeding annual target. Slight drop compared to 20/21 but covid impacted the level of cleanliness during that year.
PAM/018 Local WBO3	Percentage of all planning applications determined in time Higher Preferred	77.5%	64%	80.1%	64%	↔	Quarterly Indicator Target Setting: % range falls within 'good' category of National Planning Performance Framework Performance: This quarter's performance has increased since last quarter and is marginally below the target..
PAM/019 Local WBO3	Percentage of planning appeals dismissed Higher Preferred	81%	82%	66%	76%	↙	Quarterly Indicator Target Setting: % range falls within 'good' category of National Planning Performance Framework Performance: No Performance Comments
PAM/020 Local WBO3	Percentage of: Principal (A) roads in overall poor condition Lower Preferred	4.29%	3.88%	4.5%	3.88%	↔	Annual Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/021 Local WBO3	Percentage of: non-principal (B) roads in overall poor condition Lower Preferred	3.87%	3.18%	4.2%	2.06%	↑	Annual Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/022 Local WBO3	Percentage of: non principal (C) roads in overall poor condition Lower Preferred	8.6%	7.34%	8.6%	6.88%	↑	Annual Indicator Target Setting: Target retained Performance: No Performance Comments
PAM/035 Local WBO3	Average number of days taken to clear fly tipping incidents Lower Preferred	2.37	2.01	2.50	2.65	↓	Quarterly Indicator Target Setting: Target retained Performance: A new IT system for recording of reports of fly tipping was introduced in Q4. Due to some initial issues with the system, an increased time in reporting of clearance has resulted for Q4 which has resulted in an increased figure for Q4. Amendments of the system and introduction of mobile devices for staff will see an improvement in this going forward.
PAM/036 Local WBO3	Number of additional affordable housing units delivered per 10,000 households Higher Preferred	Postponed	Postponed	no target	awaiting data	N/A	Annual Indicator Target Setting: Data to be provided by WG Performance: Awaiting data from external source

Other

Performance Indicators

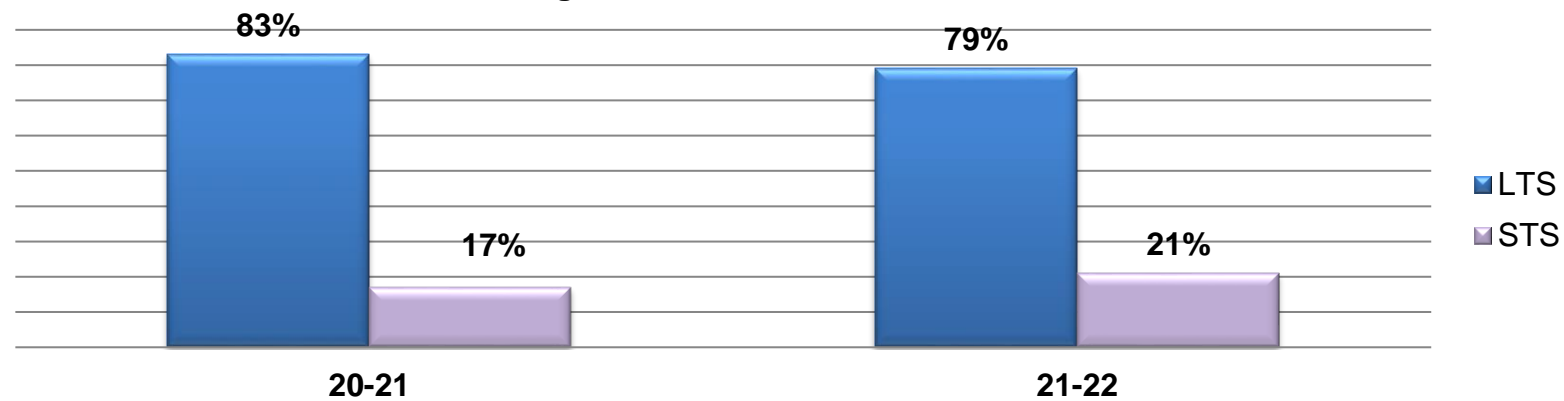
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 19-20	Year End 20-21	Target 21-22	Year End 21-22 & RYAG	Direction of Travel compared to year end 20-21	Comments
CHR002i Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) Lower Preferred	12.85	7.19	No target	11.33	↓	Quarterly Indicator Target Setting: No target set' Performance: No Performance Comments
CORPB1b Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Communities Directorate) Higher Preferred	New 21-22	New 21-22	No target set	65.55%	N/A	Quarterly Indicator Target Setting: No Target Setting Comments Performance: No Performance Comments

Additional Sickness Information by Service Area

Unit	FTE 31.03.2022	QTR4 2020-21			QTR4 2021/22			Cumulative Days per FTE 2020/21	Cumulative Days per FTE 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	52.00	125.00	11	2.66	140.50	12	2.70	6.98	19.20
	Corporate Landlord	127.34	491.05	68	3.98	560.34	84	4.40	10.67	15.97
	Economy, Natural Resources & Sustainability	63.62	20.00	7	0.28	211.73	15	3.33	1.34	9.25
	Highways & Green Spaces	172.79	263.75	20	1.47	326.11	38	1.89	4.18	9.12
Planning & Development Services	37.35	0.00	0	0.00	31.43	5	0.84	0.15	2.09	
Strategic Regeneration	13.65	0.00	0	0.00	2.00	1	0.15	0.21	4.53	
Communities Directorate Total	470.25	899.80	106	1.90	1272.11	155	2.71	7.19	11.33	

Sickness Absence by Reason

Absence Reason	Communities Directorate					
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	27.96	35.00	0.00	25.41	88.37	1.66%
Chest & Respiratory	14.00	28.14	58.07	38.12	138.33	2.61%
Coronavirus COVID - 19	7.34	33.00	37.92	152.95	231.21	4.35%
Eye/Ear/Throat/Nose/Mouth/Dental	7.76	51.50	58.22	77.09	194.57	3.66%
Genitourinary / Gynaecological	13.49	12.68	15.00	30.74	71.91	1.35%
Heart / Blood Pressure / Circulation	21.01	76.74	148.43	35.00	281.18	5.30%
Infections	46.69	88.61	173.27	92.61	401.18	7.56%
Injury - Foot/Ankle/Toe	0.00	0.00	0.00	0.00	0.00	0.00%
Injury	0.00	0.00	0.00	0.00	0.00	0.00%
MSD including Back & Neck	262.33	365.78	301.26	376.27	1305.64	24.59%
Neurological	23.01	7.81	2.46	2.00	35.28	0.66%
Other / Medical Certificate	71.50	230.00	146.00	66.00	513.50	9.67%
Pregnancy related	2.70	3.51	4.32	0.00	10.53	0.20%
Stomach / Liver / Kidney / Digestion	38.27	161.97	94.24	58.25	352.73	6.64%
Bereavement Related	29.86	29.00	69.22	99.22	227.30	4.28%
Other Mental illness	22.00	23.00	0.00	0.00	45.00	0.85%
Stress/Anxiety/Depression not work related	290.68	300.84	225.42	106.36	923.30	17.39%
Stress/Anxiety/Depression work related	106.08	215.51	55.72	112.08	489.39	9.22%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00	0.00%
TOTALS	984.70	1663.09	1389.56	1272.11	5309.46	

Sickness Absence at Year end
Long Term / Short Term

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

21 JULY 2022

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

NOMINATION TO THE PUBLIC SERVICE BOARD SCRUTINY PANEL

1. Purpose of report

- 1.1 The purpose of this report is to request the Committee to nominate **one** further Member to sit on the Public Service Board Scrutiny Panel, in addition to Councillor Freya Bletsoe and Councillor Simon Griffiths who were nominated at the previous meeting of this Committee held on 30 June 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**:-
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 From 1 April 2016, the Well-being of Future Generations (Wales) Act 2015 introduced statutory Public Services Boards (PSB) across each local authority area in Wales. PSBs work together to improve the social, economic, cultural and environmental well-being of the Board's area. The Act required the scrutiny of certain statutory functions of each Public Service Board and the Authority designated the Public Service Board Scrutiny Panel with the responsibility, under the remit of the Corporate Overview and Scrutiny Committee.

- 3.2 The Panel will hold up to two meetings a year and can make recommendations to the Public Service Board via a report to the Corporate Overview and Scrutiny Committee for approval.
- 3.3 A copy of any report or recommendation made to the Public Service Board must be sent to the Welsh Ministers, the Commissioner and the Auditor General for Wales.
- 3.4 The membership of the Public Service Board Scrutiny Panel is determined annually and comprises three Members nominated from the Corporate Overview and Scrutiny Committee, one Member nominated from each of the Subject Overview and Scrutiny Committees, and representatives that sit on the Public Service Board attend.

4. Current situation/proposal

- 4.1 The Committee received a report at its previous meeting held on 30 June 2022 requesting the nomination of three Members to sit on the Public Service Board Scrutiny Panel and nominated Councillor Freya Bletsoe and Councillor Simon Griffiths. The Committee is asked to nominate **one** further Member to sit on the Public Service Board Scrutiny Panel.

5. Effect upon policy framework and procedure rules

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

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 establishment of the PSB Panel will assist in the long term planning of the business of the Council by the continuation of effective relationships with other organisations to improve wellbeing in Bridgend County now and in the future.
- Prevention - The PSB Scrutiny Panel will monitor the Public Service Board's objectives and priorities within the Wellbeing Plan which address underlying causes of problems and prevent them getting worse or happening in the future.

- Integration - The report supports all the wellbeing objectives.
- Collaboration - The PSB Panel supports partnership working with other organisations both locally and regionally.
- Involvement - The PSB Panel will maintain a relationship with other Organisations through effective partnership working and act as a critical friend to ensure the PSB are involving citizens of Bridgend when making decisions that affect them.

8. Financial implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is asked to nominate **one** Member of the Corporate Overview and Scrutiny Committee to sit on the Public Service Board Scrutiny Panel.

Kelly Watson

Chief Officer – Legal & Regulatory Services, HR & Corporate Policy

15th July 2022

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Background documents: None

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

21 JULY 2022

REPORT OF THE CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & 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) Advise that the updated Forward Work Programmes for the Subject Overview and Scrutiny Committees (SOSCs) will be reported to the next meeting of Corporate Overview Scrutiny Committee (COSC) following the conclusion of the first cycle of SOSC meetings;
- e) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track responses to the Committee's recommendations made at the previous meeting.

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 Corporate Overview and Scrutiny Committee to have oversight and refer any cross cutting topics to a Scrutiny Committee.

Best Practice / Guidance

- 3.3 The Centre for Governance and Scrutiny's (CfGS) 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, 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 maximise 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 CfGS's guide to 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 18th May 2021, the standing statutory reports to this Scrutiny Committee upon: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. were mapped to the appropriate timely 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 2022, 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 2023.

3.9 An effective FWP identifies the issues that the Committee wishes to focus on during the year and provides 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 considered and approved the draft Forward Work Programme at its meeting on 30th June 2022, subject to consideration of any potential topics that may be proposed following the scrutiny of the Council Performance against its commitments for the Year 2021-22 report at the Committee's July meeting.

4.2 The Subject Overview and Scrutiny Committee Forward Work Programmes will be reported to the next meeting of COSC 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 is 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 add value to;
PERFORMANCE:	Priority should be given to the areas in which the Council is not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough, or a large number of the Authority's service users or its population;
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.
- The topic is too broad to make a review realistic and needs refining / scoping.
- 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 / reconfiguration.

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 the Committee can 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 Recommendations Monitoring Action Sheet for the previous meetings is attached as **Appendix B**, to track responses to the Committee's recommendations at the previous meeting.

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 that the updated Forward Work Programmes for the Subject Overview and Scrutiny Committees (SOSCs) will be reported to the next meeting of COSC, following the conclusion of the first cycle of SOSC meetings;
- e) Note the Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at the previous meeting as **Appendix B**.

Kelly Watson

Legal & Regulatory Services, HR & Corporate Policy

15 July 2022

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Background documents: None.

**Forward Work Programme 2022-23
Corporate Overview and Scrutiny Committee:**

APPENDIX A

Statutory standing reports have been mapped to the cycle of meetings as follows:

Date of Meeting:	Report Topics:
Thursday 30 June 9.30am	<ul style="list-style-type: none"> - Election of Chairperson report; - Revenue Budget Outturn 2021-22 - Corporate Parenting Champion Nomination report; - Nomination to the Public Service Board Scrutiny Panel report; - Draft Forward Work Programme
Thursday 21 July 9.30am	<ul style="list-style-type: none"> - Budget Monitoring 2022-23 – Quarter 1 Revenue Forecast - Council’s Performance against its Wellbeing Objectives for 2021 - 22 (Year End Performance) - Nomination to the Public Service Board Scrutiny Panel report;
Monday 5 September	<ul style="list-style-type: none"> - Director of Social Services Annual Report 2021/22 - Scrutiny Annual Report
Thursday 27 October	<ul style="list-style-type: none"> - Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast
Thursday 15 December	<ul style="list-style-type: none"> - Draft Medium Term Financial Strategy 2022-23 to 2025-26 and Budget Proposals * - Q2 Performance Report 2022-23
Tuesday 31 January	<ul style="list-style-type: none"> - Scrutiny Recommendations on Medium Term Financial Strategy 2023-24 to 2026-27 and Draft Budget Consultation Process - New Corporate Plan 2023 – 2028 - Capital Strategy 2023 – 24 onwards - Budget Monitoring 2022-23 - Quarter 3 Revenue Forecast
Thursday 2 March	TBC

*If the Budget Settlement is received late as in previous years, the scrutiny of the Draft MTFs and Budget Proposals will need to be moved to meeting dates to be convened after Cabinet in January 2023.

Dependent upon the above there may need to request a meeting be scheduled in the first half of February to redistribute topics and this can be kept under review.

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
30 June 2022	Call-in of Cabinet Decision: Recycling and Waste Service Post 2024	<p>The Committee concluded that the Decision would not be referred back to Cabinet but made a number of recommendations:</p> <p>a) That any future consideration of the Waste contract be presented to the Corporate Overview and Scrutiny Committee at a suitable time so as to enable pre-decision scrutiny and effective input into any forthcoming decision. The Committee requested that this incorporate any specialist advice that is commissioned for the future waste service model, before referring on to Cabinet, as mentioned at paragraph 9.5 of the Cabinet report;</p> <p>b) That going forward, contingency measures as well as a deeper look at other possible options for waste</p>	Scrutiny / Cabinet	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>service provision is fully and openly considered and deliberated;</p> <p>c) That the other options that were considered in order for Cabinet to arrive at the current decision for a short-term waste contract from 2024 to 2026, be published in the public domain to ensure full openness and transparency.</p>		
30 June 2022	Revenue Budget Outturn 2021-22	The Committee requested information be provided on the nature and source of insurance claims in 2021-22.	Scrutiny / Chief Officer Finance, Performance and Change	Recommendations circulated requesting response - to be provided.
30 June 2022	Revenue Budget Outturn 2021-22	The Committee requested information be provided demonstrating the Revenue Reserves held by Directorate.	Scrutiny / Chief Officer Finance, Performance and Change	Recommendations circulated requesting response - to be provided.