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Bridgend County Borough Council



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

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



Cyfarwyddiaeth y Prif Weithredwr / Chief Executive's Directorate

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

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Friday, 9 December 2022

Dear Councillor,

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Corporate Overview and Scrutiny Committee will be held as a Hybrid - Council Chamber/Remotely via Microsoft Teams on **Thursday, 15 December 2022 at 10:00.**

AGENDA

1. Apologies for Absence
To receive any apologies for absence.
2. Declarations of Interest
To receive declarations of personal and prejudicial interests (if any) from members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2014.
3. Approval of Minutes 5 - 22
To receive for approval the minutes dated 30 06 22
4. Quarter 2 Performance Report 2022-23 23 - 86

Invitees:

Councillor Huw David – Leader

Councillor Jane Gebbie – Deputy Leader and Cabinet Member for Social Services and Early Help

Councillor Hywel Williams – Cabinet Member for Resources

Councillor Jon-Paul Blundell – Cabinet Member – Education

Councillor John Spanswick – Cabinet Member – Communities

Councillor Neelo Farr – Cabinet Member - Regeneration

Councillor Rhys Goode – Cabinet Member – Future Generations

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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, HR and Corporate Policy

Alex Rawlin – Corporate Policy and Public Affairs Manager

5. Cost of Living Payment Scheme Rollout 87 - 96

Invitees:

Councillor Hywel Williams – Cabinet Member - Resources

Carys Lord – Chief Officer – Finance, Performance and Change
Deborah Exton – Deputy Head of Finance

Helen Rodgers – Revenues Manager

6. Re-Development of Maesteg Town Hall 97 - 108
Invitees

Councillor John Spanswick - Cabinet Member Communities
Councillor Neelo Farr - Cabinet Member for Regeneration

Janine Nightingale - Corporate Director, Communities
Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy

Delyth Webb – Group Manager Strategic Regeneration
Julian Thomas – Team Leader Regeneration Projects and Approaches
Laura Willcox – Principal Regeneration Officer
Claire Hamm – Conservation and Design Team Leader
Eilish Thomas – Finance Manager – Finance Control and Closing

7. Interim Budget Research and Evaluation Panel Report 109 - 116

8. Conclusions/Recommendations

9. Forward Work Programme Update 117 - 164

10. 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: This will be a hybrid meeting and 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

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Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 30 JUNE 2022

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD REMOTELY - VIA MICROSOFT TEAMS ON THURSDAY, 30 JUNE 2022 AT 09:30

Present

Councillor A Williams – Chairperson

H T Bennett	F D Bletsoe	JPD Blundell	P Davies
J Gebbie	W R Goode	RM Granville	S J Griffiths
M L Hughes	M Jones	RL Penhale-Thomas	JC Spanswick
T Thomas	G Walter	HM Williams	AJ Williams

Officers:

Deborah Exton	Deputy Head of Finance
Laura Griffiths	Principal Solicitor
Lindsay Harvey	Corporate Director Education and Family Support
Rachel Keepins	Democratic Services Manager
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Claire Marchant	Corporate Director Social Services and Wellbeing
Jessica Mclellan	Scrutiny Officer
Janine Nightingale	Corporate Director - Communities
Zak Shell	Head of Neighbourhood Services
Mark Shephard	Chief Executive

1. ELECTION OF CHAIR

RESOLVED: That Councillor Alex Williams be elected as Chairperson of the Corporate Overview and Scrutiny Committee for the Municipal Year.

2. APOLOGIES FOR ABSENCE

None

3. DECLARATIONS OF INTEREST

Councillor Heidi Bennett declared a personal interest in the report on Revenue Budget Outturn 2021-22 and a prejudicial interest in the report on the Nomination to the Public Service Board Scrutiny Panel.

Councillor Paul Davies declared a personal interest that his partner worked for the Meals at Home service in Bridgend County Borough Council.

4. APPROVAL OF MINUTES

RESOLVED: That the Minutes of the meetings of the Corporate Overview and Scrutiny Committee dated 1 December 2021, 12 January 2022 and 2 March 2022, be approved as a true and accurate record.

5. CALL-IN OF CABINET DECISION: RECYCLING AND WASTE SERVICE POST 2024

The Democratic Services Manager presented a report the purpose of which was to enable the Committee to consider the decision of Cabinet of 14 June 2022 in relation to the report on Recycling and Waste Service Post 2024.

She confirmed that, in accordance with Rule 18 of the Overview and Scrutiny Rules in the Council's Constitution, 3 Members of the Overview and Scrutiny Committees, and a Scrutiny Chair, had requested that an Executive decision made by Cabinet on the 14 June 2022 be Called-In.

She advised that the Committee was recommended to consider the Cabinet decision of 14 June 22 relating to Recycling and Waste Service Post 2024 and to determine whether it wished to:

- i) refer the decision back to Cabinet for reconsideration, setting out in writing the nature of its concerns; or
- ii) decide not to refer the matter back to the Cabinet.

The Chairperson invited the Members who had signed the Call In to speak on the reasons for the Call In.

Members stated the main reasons for the Call In included:

- The short-term contract was presented as the only option with no discussion regarding the viability of other options such as bringing the service in-house as a temporary measure which could potentially allow the Local Authority to tailor the service towards what the future provision may be. This option might have been cheaper and less disruptive, yet it had not been considered by Cabinet.
- The possible contractual difficulties of the decision to outsource service with the authorisation to purchase Kier's existing plant had not been properly considered. Concerns about the contractor being reliant upon operating the plant that the Authority would own and queries about who would be liable for breakdowns, given its age.
- The rationale of purchasing an old plant and old vehicles rather than newer alternatives or out-sourcing, and leasing brand new fuel efficient, low emissions or even electric vehicles.
- The £75,000 per annum additional revenue cost for the Hydrogenated Vegetable Oil (HVO). The need to reduce carbon emissions was acknowledged however it had not been clear from the Paper whether the £75,000 was the Council's share or whether that was the total which the Council would pay half of.
- There had been no mention of cost in the report to Cabinet, other than the HVO, and therefore the cost of the procurement exercise was unknown. Other unknowns were the estimated contract cost over the two years, whether the contract might have a clause to extend beyond 2026 or the profit that the contractor would be expected to make.
- The last contract awarded to Kier for collection contained errors such as no provision for the collection of sanitary waste which resulted in a retro scheme with purple bags being implemented which residents had problems with. There had been no provision in the contract for the cleaning of food waste bins in communal errors which resulted in residents living with food waste bins not having been cleaned in three years and no stakeholder to clean them. Scrutiny was required to ensure the input of all Members to act as a Critical Friend.

The Cabinet Member for Communities:

- Welcomed questions and the scrutiny process. He clarified that the only decision that had been made was to seek tenders for the interim two-year contract. There had been no decision made on how the contract might look in the future, whether that be in-house or an arms' length company but that those options had been in the Paper. He reiterated that it was the beginning of the process and not a fait accompli.
- In relation to the objection that no alternative options had been considered, he stated that all options had been discussed prior to the Cabinet decision. There were various reasons why a short-term two-year contract was the quickest, easiest and cheapest option and the professional advice had been that it was the best value option. He referred to the uncertain times and that the Welsh Government's targets on collections and methodology post 2026 were unknown.
- In relation to vehicles, he stated that the current ones still had some life left in them and were bespoke vehicles. He acknowledged that the bespoke vehicle might change post 2026 dependent upon the type of collection or service at that time. Therefore, the proposal was for things to remain the same for 2024 to 2026 with slight amendments possible for areas such as Wildmill with communal collections and with negotiations to take place on the value of the vehicles. He continued that the real change and challenge would be post 2026.
- In relation to the concern that there had been no cost benefit analysis undertaken, he advised that it was being undertaken as part of the tender process. He stated that tenders had to be sought to see what was available whilst, in parallel, other options were considered including what could be done to bring the service in-house. He advised that resources were very thin in the Communities Directorate and therefore, resources would likely need to be brought in to assist with the service and considering all options.
- In relation to procurement costs, he acknowledged earmarked reserves of £300,000 for the procurement of the future contract. However, there would likely only be a small percentage of that spent as procurement was currently being dealt with in-house.
- Whilst there would be a minor amount of money spent currently, he acknowledged that in the future, larger amounts would be needed either to procure a new contract or to support the work needed to be done to look at in-house solutions, either directly or through an arms' length company.
- In relation to the HVO, he clarified that the additional £75,000 was to be shared equally between Bridgend County Borough Council and the contractor. He acknowledged that it was a judgement call as to whether that was value for money and that there could be other options. However, there were only seven years to get to net zero carbon with nearly 30,000 tonnes of carbon still to be saved to get to that position.

The Cabinet Member for Resources:

- Reinforced that the purpose of report was an information gathering exercise as good, sound evidence was needed on which to base decisions. He stated that that could only be done by testing the market to see what interest was received in the collection of waste for the two-year period between 2024 and 2026. The reasons for the short extension, i.e. no future Welsh Government recycling targets, producer responsibility, deposit return schemes and vehicle types, which had been a subject

of a Scrutiny Committee in July 2021 were still valid due to uncertainty post 2026 over what the shape of collection was going to look like.

- Acknowledged that any decisions and procurements contracts could be challenged and therefore cautioned the need to keep in line with procurement law. He also commented on the need for the Welsh Government to provide clarity around the uncertainties of what would be expected to be collected to shape the future contract.

The Chief Executive:

- Clarified that the decision made previously was an intention to extend the contract with Kier for two years, which had been an option in the existing contract, particularly considering the uncertainties around Welsh Government recycling targets, the need to move towards less diesel reliant vehicles and producer responsibilities. It had become apparent in 2021 that Kier were moving out of the market and that timescales had dictated that options were more limited.
- Stated that the Council was not able to determine what a long-term future contract would look like which would require public consultation and a lengthy and complex process. Therefore, the report had been prepared was based on procuring a short-term contract. There was a possibility that the service could potentially be brought in-house, although it would still use the same vehicles and the same methodology for that two-year period. What was being discussed was an interim period only.
- In relation to post 2026, he agreed that a much work was needed to understand what would be required to increase recycling targets. He emphasised that Bridgend remained one of the best performing authorities in Wales in terms of recycling and in terms of cost and missed collections.
- Explained that vehicles used were bespoke to meet the methodology and could not be bought or leased off the shelf. They needed to be designed and procured which was not cost efficient for new vehicles, for a two-year period, when the methodology may change in few years. The advice had been that the existing vehicles had sufficient life left in them. They had been introduced on a phased basis with the age of the vehicles being around six or seven years. Therefore, it was sensible to use the existing plant and equipment.
- In relation to the cost of HVO fuel and the prospect for alternatives, he stated that action had to be taken and highlighted the advice in terms of the carbon reduction had been that this was a very low cost in terms of the carbon reduction result compared to some of the other more difficult decisions that might need to be taken over the next five years, if the authority was to meet the carbon reduction targets by 2030.
- Did not feel that the report suffered in terms of detail and options. He recognised that the report was designed as a summary and any lack of detail had not been intentional to prevent information being disclosed. He highlighted that the report brought forward recommendations to Cabinet based on knowledge and professional advice. He reiterated that other options had been looked at and recalled a report to Scrutiny in July 2021 where some of the other options were covered in some detail.

The Deputy Leader and Cabinet Member for Social Services & Early Help stated that the role of the Council was to move business along. She highlighted paragraph 9.5 of the original report and stated that Cabinet had authorised Officers to bring back a future

recommendation on how the service would be run. She also raised the issue of the increased cost of drivers which had been a further implication to be considered.

The Chairperson invited any Committee Members who had Called In the decision to ask questions or comment.

Members highlighted that the rationale behind the Call In was the need for clarity to the public on how money was being spent for their benefit. Whilst decisions may have been made in the background, these needed to be explained in the public domain.

Members noted that the cost of procurement, up to £300,000, had only been known at the Committee meeting and as a result of the Call In. Members asked what the estimated contract cost would be and how much profit a contractor was anticipated to make. In addition, what sort of contractor would take on a two-year contract and what would happen if no one came forward to supply the contract.

The Cabinet Member for Communities clarified that there were earmarked reserves of £300,000 for the future procurement tender process and was not what would be spent on the current process that was being done in-house.

The Chief Executive confirmed that the earmarked reserve was based on it being unknown which option would be taken. The option of a short-term two-year contract was the cheapest in terms of procurement because the contract was already written and was utilised by internal procurement and legal staff. When internal resources were used, this was not usually identified in a Cabinet report. If it was determined in the future, for example, that the service would be brought in-house, then the procurement cost would be much higher. There would be up to 70 waste streams rather than doing it through companies that already had those kinds of procurements in place. He clarified therefore, that £300,000 was not being spent on the procurement of the interim contract which would be a minimal cost based on the existing contract and methodology.

In relation to who would be likely to take on the interim contact, he advised that soft market testing had suggested that there was some interest. He acknowledged there would be some profit margin as they were commercial companies. He highlighted that the cost of all current transport contracts had increased significantly and therefore the cost was anticipated to be higher regardless of the methodology. However, the purpose of going to the market and looking at the alternatives was to determine whether the costs were the best value for money.

Members queried whether the possibility of bringing the service in house from 2024 had been considered and whether it could still be a possibility.

The Chief Executive confirmed that it might be an option but that it was unknown. He stated that it was sensible to commission support for feasibility to determine whether it would be realistic and practical. In the longer term, from 2026, the service being brought in-house was an option that would be considered fully. However, he felt that the tender for the interim two-year contract was important to avoid being left with no provision and no service. The Authority had not had an in-house service since 2003 and as a result, no longer had the infrastructure or the staffing. Careful consideration would be needed for the program of works and investment that would be required to bring it back in-house. He reiterated that the recommendation to Cabinet was to go out for a procurement for a two-year contract or risk the contract ending and being in an emergency.

The Cabinet Member for Communities advised that the timescale was very short. Research of other authorities indicated that the process to bring the service back in-house took a minimum of two years. He highlighted the 76 different waste streams and

the very limited resources and timescale which would make it almost impossible to be achieved in the less than two years remaining.

The Head of Operations - Community Services stated that there was a report to Scrutiny in July 2021 which explored what was then the proposed two-year extension with Kier and questions had been asked about bringing the service in-house. They had committed to bringing the matter back to Scrutiny to fully explore all the options but not for the immediate duration of the two years.

He continued that it would be big decision and big piece of work to bring the service in-house and would be on a completely different quantum compared to procurement. He highlighted that it was sensible to utilise the existing vehicles particularly considering the current uncertainties.

Members noted that the future contract had been a subject of Scrutiny in 2021 which would have given three years to look at the potential of bringing the service in-house. It was also noted that Officers had highlighted the lack of staff for procurement and queried whether the Committee was being told that the cost of procurement was minimal as it was taking place internally.

The Head of Operations - Community Services clarified that there were two separate aspects. One was the procurement for the extension - a single procurement exercise with staff in place to undertake it. The alternative involved bringing 76 individual supply streams in-house and he confirmed he did not have the staff for that.

Members queried whether the amount of work required to bring the service in-house could realistically be achieved in four years' time with no team in place and whether the cost of purchasing the fleet back was known as Cabinet had given Officers authority to make those decisions.

The Cabinet Member for Communities clarified that there was a difference between 2024 and 2026 and that there was a realistic option of the service being brought back in-house post 2026.

The Head of Operations - Community Services confirmed that the exact cost of purchasing the fleet was not known but confirmed that the contract which provided for the option to buy back contained some indicative costs. There was likely to be a variant fleet profile but that there was an indication of the vehicle cost per type of vehicle.

In response to a question over the age of the fleet, he confirmed that the vehicles would be around six to six and half years old at the end of the contract. He confirmed that some waste collection contractors were running the vehicles up to 10 years although he did not recommend doing so as the cost of maintaining older vehicles would be higher and risked issues with reliability. He advised that he was comfortable running vehicles for around eight and a half years as a reasonable expectation. The vehicles did not do a lot of mileage but some of the anticipated issues might be consumer boards, brakes and clutches needing to be replaced as a matter of course but which were not particularly expensive. In addition, there was the possibility of a few gearbox issues but, he confirmed, they could comfortably go for a few more years and that it would make good economic sense at a fraction of the cost of buying new.

He continued that the ultra-low emission vehicles marketplace was developing and to purchase ultra-low emission waste collection vehicles was almost double the cost of the diesel equivalent. He stated that there were some hydrogen powered vehicles coming into the UK and whilst electric vehicles were a little more common, they tended to work well in city centre collection areas but would have issues with distance required to travel

in the valley areas and to go to Swansea for tipping waste. Therefore, the market needed time to develop and it was felt that the most sensible way to buy time was to use the existing vehicles.

The Head of Operations - Community Services stated that whilst it was possible to hire refuse vehicles, the recycling vehicles were bespoke and not available off the shelf. The configuration of compartments was aligned to the tonnages and materials that Bridgend produced.

In relation to the fuel cost, he clarified that £75,000 was the total and that they would be looking to negotiate to share that cost with Kier. He referred to other carbon reduction schemes undertaken in the past and stated that for approximately £30,000, nearly 1,000 tonnes of carbon reduction seemed to be good value and that a reduction would protect the environment for future generations. In relation to the hydrogenated vegetable derived fuel, he stated that it was a cleaner material and burned less nitrous oxides than diesel fuels. Nitrous oxides, he stated, were known to cause people to develop respiratory problems and diseases. The environmental benefit outweighed the relatively small amount of money proposed to be spent.

In response to a query, the Head of Operations - Community Services confirmed that the new contractor would run and maintain the vehicles and operate them under their own licence.

In relation to what the cost was for transferring Kier staff in 2024 with the potential to do so again in 2026, the Head of Operations - Community Services advised that whilst it might be fair to ask what the cost of procurement would be, the transfer of staff would happen between the existing contractor and the new contractor so there would not be a direct cost visible. The Deputy Leader and Cabinet Member for Social Services & Early Help advised that the TUPE transfer did not incur any cost. An employee would transfer from being an employee of one organisation to being one of the other.

The Chairperson invited any other Members of the Committee and who had signed the Call In to speak and then invited any other Members of the Committee to ask their questions.

Members noted that waste management contracts appeared less lucrative to the commercial sector and sought reassurance of a contingency plan to ensure longevity of service in the event of a short-term contractor discontinuing service.

The Chief Executive advised that Kier had been public about leaving the market but confirmed that they were contractually committed to provide the service until 2024 and there had been no indication that they did not intend to do so. The reason for procuring the short-term contract was to ensure that in 2024, there was an alternative in place. He advised that there were provisions that local authorities could make in emergency situations, where, for example, there was no means of providing the service through normal practice.

In response to a query as to whether there was a formal risk strategy for the decision to procure a short-term contract for the two-year period, the Chief Executive confirmed that that the risk assessment had been part of making the recommendation to Cabinet. One of the risks was the increase in cost, similarly to other contracts involving vehicles. A further potential risk was that no one bid for the contract but highlighted that there had been soft market testing. The indication was that there was an interest in providing the service as it would be relatively simple, taking on the same vehicles and methodology. Following the risk assessment, pursuing a short-term contract was seen as the

potentially the least risky option compared to rushing an in-house model which was seen as riskier.

Members sought reassurance that public consultation would include a variety of measures.

The Chief Executive confirmed that public consultation was not necessary where the methodology was kept largely the same. However, if the service was to move in-house or the targets from Welsh Government were such that the methodology would have to change to accommodate, comprehensive public consultation, engagement and information would be required.

The Head of Operations - Community Services stated that when the service was previously changed, there had been a lot of consultation with a range of engagement exercises and reassured that this would be the same if the service changed.

Members expressed concerns over the timeframe, cost and value for money and, with the rising cost of living, queried whether it would be sensible to explore other options alongside testing the market to end up with value for money in the long run.

The Chief Executive highlighted the limited amount of time until 2024 and that there were relatively limited options; either to procure an outside contractor to provide the service or, with sufficient time, potentially bring it in-house but there been no staff or infrastructure to run the service in-house since 2003. It was likely that contractors would come in with increased costs due to the nature of the market where vehicles and fuel were involved. The procurement was felt to be the easiest, least expensive and least risky option. The market would dictate the cost and it would then be necessary to assess whether it was value for money whilst, in parallel, considering the option of bringing in-house.

The Head of Operations - Community Services advised that the waste market had typically been a fiercely competitive marketplace. Whilst there were likely to be cost increases, due to driver shortages and fuel prices, going out to tender typically brought best value. He referred to the situation in the construction industry being different and their prices increasing multiple fold but that as there is more demand than can be delivered, the marketplace is not competitive which affects the cost. In the waste sector, the number of suppliers and contractors had been quite consistent. Therefore, whilst there was likely to be fundamental material cost uplifts that caused all the bidders' costs to go up, he was not concerned that there would not be competitiveness to achieve best value.

In response to a query over the sustainability and availability of HVO, the Head of Operations - Community Services confirmed that HVO was the next stage of vegetable derived fuels. He referred to previous similar versions where vehicles used chip fat which turned into a form of diesel. He advised that technology and science had moved on and that there was now a much more refined process with a much higher-grade fuel.

In relation to the supply, he confirmed that the exact origins were unknown and would be subject to negotiation with Kier. He advised that there seemed to be an adequate and plentiful supply of HVO but highlighted that HVO was an interim step which would provide a large benefit for a relatively small investment. It would reduce carbon by stopping burning fossil fuels and adding to the problems associated with nitrous oxide but confirmed that if there was not an adequate supply the authority would not sign up to it.

The Cabinet Member for Wellbeing & Future Generations confirmed that he had asked Officers to try and procure HVO through the most sustainable option, such as from waste crop, to try and achieve as much of an impact on the economies and saving on carbon.

Members expressed concerns that the cost risk of the two-year procurement proposal was being underestimated referring to the Competition and Markets Authority in 2017, which looked at how long it took waste companies to recover costs as part of procurement which concluded that it was a minimum of five years. Although companies might be willing to bid for the two-year contract, they could put up their costs, which were usually spread over five years into two years, thereby increasing their proposals at exorbitant cost to the Council. Members therefore encouraged a solid contingency plan to mitigate against the relatively high risk of being in a situation where there was not a cost-efficient solution available.

The Chief Executive acknowledged that companies ordinarily made a profit after five years and that was why waste contracts were usually for seven years. However, what had been established through soft-market testing was that the contract offered was a reasonably simple one for companies already in the market to provide as it was to use the same methodology, the same vehicles and the transfer of the staff already providing it. He believed there would be competition as companies would not need to take a long-term view or invest large amounts to make a profit in the two-year term.

In response to the query regarding the contingency plan, he confirmed that once any contract was outsourced, risks arose but that there was a risk by outsourcing to an external provider or, similarly, a risk by bringing the service in-house. He did not believe that there was a third option which did not carry a level of risk and confirmed therefore, that there was a need to manage the risk in the most effective way.

In relation to the set-up costs not being able to be spread over several years and the cost being significantly higher, the Head of Operations - Community Services advised that the big setup costs were usually a large capital investment in vehicles associated with the contract and route planning. He explained that the contractor would be provided with 99% of the fleet required and would be expected to use the same 200 or so routes already established. Therefore, whilst costs had risen, the contractors would not have to put in the upfront investment that typically had to be paid off.

Members queried, as Kier were leaving the market, whether it was possible for them to novate their existing contracts to the authority as part of the transfer and for the authority to continue with almost the same service that Kier offered.

The Chief Executive reiterated that there was a combination of different procurements, some were waste streams, some software and some routing. However, in parallel to the procurement, there was an element of feasibility to be undertaken to progress, for example, the in-house option in the case of the procurement being unsuccessful or unacceptable but also in preparation for 2026. The novation argument may have been suitable for some contracts but, he doubted, for all.

Members proposed that it was worthwhile to look at the market as part of the contingency plans given the risk of either a high bid or no bids.

Members queried the potential of the service deteriorating and whether the contract would outline clear standards that needed to be met and, if not met, whether there was a possibility of penalties or sanctions being used to deter the quality of the service not being maintained.

The Head of Operations - Community Services confirmed that this would be included in the contract.

Members referred to report on the options and risks of progressing with the new contract post 2024, that went to the Subject Overview and Scrutiny Committee 3 in 2021 and queried what recommendations were made and how they had been incorporated into the Cabinet report. Furthermore, the report noted that the Corporate Management Board (CMB) had considered what might be achievable and deliverable in the time scale and that those had been internal discussions with one preferred option presented to Cabinet. Members asked whether all options could be put into the public domain and issued to the Committee for their consideration. They also asked whether the Cabinet Member was satisfied that there would be a competitive tender process in the short period of time available or whether there was a risk of having to accept the highest tender due to it being the only option to provide a waste service.

The Cabinet Member for Communities referred to paragraph 3.5 of the Cabinet report which he said summed up the present position; that *'the short-term interim contract period would allow time for the development of the complex future waste collection model post 2026, including key decisions around how the service was provided, to be made at time when there would be less uncertainty. This would ensure that the most cost-effective service and innovative technology is deployed, which is critical if the Council is to achieve its ambition of being the best recycling and waste service in Wales. The Council will work on the interim contract and in parallel use this time to look at all service delivery options available, including a new contractual arrangement or bringing the service back in-house, possibly via an arm's length arrangement.'* He reiterated that the decision had not yet been made and welcomed more discussion and scrutiny in the future.

He clarified that all options were being considered currently and would not wait until 2024. He advised that if, in 2024, there were uncompetitive bids or excessive bids, it might be necessary to accelerate the process of bringing the service back in-house as the prices would be available then. He reiterated that there was other work taking place in parallel to ensure that there was more than one option available.

The Chief Executive stated that at the time of the Scrutiny Committee in 2021, the clear preferred option was a two-year extension to the existing Kier contract. The paper that went to CMB in December was when it became clear that Kier was moving out to the market and there was, therefore, a limited time scale to consider other options. He confirmed that a version of what was presented at that point could be shared but confirmed that there were only really two options; procure someone separately for the two-year term or, in parallel, seek to bring it in house but with all the caveats that had already been explained.

Members confirmed that it would be helpful to see CMB's service continuation models, which they considered and rejected in favour of their preferred option for Cabinet's approval.

The Head of Operations - Community Services recalled the recommendation from the Scrutiny Committee in July 2021 was that the Committee did not support the two-year extension with Kier given all the uncertainties and recommended looking to procure to ensure best value. At the time, the direction of Cabinet was to continue with the extension, for all the reasons presented in the report. However, as Kier did not want to extend, the recommendation of the Scrutiny Committee to go out for a short-term procurement was what was now being pursued.

The Chairperson invited Members of the Committee, having regard to whether it was satisfied with the responses, whether it wished to:

- a) Refer the decision back to the Cabinet for reconsideration, setting out the reasons and rationale for the request;
- or
- b) Decide not to refer the matter back to the Cabinet.

A number of Members remained dissatisfied with the report and asked to refer it back to Cabinet with recommendations. They expressed that Cabinet needed to be explicit that they were considering other options for the two-year period and were uncomfortable with the delegation to Officers when the cost of buying back the equipment remained unknown.

Other Members commented that they felt reassured that the Cabinet Member for Communities and Officers were focused at looking at best value and best service and therefore supported the report but, based on paragraph 9.5 of the report received by Cabinet that said, '*...future waste service model, commission specialist advice if required and report back to Cabinet on the new service model as developed*', recommended that any specialist advice and any commissioning processes reported back to the Scrutiny Committee for consideration before going to Cabinet.

Members highlighted the importance of scrutiny, the quality and detailed questions which reinforced the value of scrutiny before corporate decision making. Without engagement with scrutiny, there was ambiguity, a lack of knowledge and understanding which created dissatisfaction.

It was proposed that the Corporate Overview and Scrutiny Committee should take ownership of the waste contract.

There was also some concern over the timeliness of the process and the risk of losing valuable time by referring the matter back to Cabinet.

The Chairperson clarified that if the decision was made to refer the matter back to Cabinet that they were constitutionally obliged to convene within 7 working days to reconsider.

RESOLVED: Following consideration and detailed discussion with Officers and the Executive, the Committee agreed by majority that it would not refer the matter back to Cabinet for further consideration but to send a report to a future Cabinet meeting recommending the following:

- 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;
- b) That going forward, contingency measures as well as a deeper look at other possible options for waste service provision is fully and openly considered and deliberated;

- 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.

6. **REVENUE BUDGET OUTTURN 2021-22**

The Chief Officer – Finance, Performance and Change presented the report the purpose of which was to provide the Committee with an update on the Council's revenue financial performance for the year ended 31st March 2022.

The Chairperson thanked the Chief Officer – Finance, Performance and Change and her teams for the comprehensive report and invited Members' questions or contributions.

Members noted the impact Covid-19 had had on the budget, both positively and negatively and queried how easy it had been to work with Welsh Government regarding additional funding and how effective it had been.

The Chief Officer – Finance, Performance and Change confirmed that the last financial year had been the second of the hardship fund and therefore, the systems and processes in place to claim the money were already well established by the time of the claims last year. For 2021-22, the increased expenditure was claimed monthly and lost income was claimed on a quarterly basis to help with cash flow issues. The payment process had also been quicker during 2021-22 than in the previous year as Councils adapted to the system.

She advised that claims were scrutinised by Welsh Government but if any queries arose, they were sent back for clarification and monies released as soon as possible following the clarification. Additionally, if one element of a claim was being scrutinised, the other elements of the claim were paid in the meantime and did not, therefore, hold up the entire claim. The process had improved as familiarity with the systems improved.

Members asked for background regarding the amount of capital reserves held and confirmation as to why such large reserves were held.

The Chief Officer – Finance, Performance and Change confirmed that the reserves went up at the end of last year as a significant amount of money came through at year end which was unable to be spent effectively and efficiently so it had been carried forward. She confirmed that was one thing that reserves could be reused for.

In addition, a large sum had been moved into capital reserves to supplement the money from Welsh Government. She highlighted, particularly in the capital program, rising costs as material costs went up and supply chains were struggling, which had impacted on costs. In addition, the costs associated with the 2030 decarbonisation agenda and the Band B schools modernisation program were seeing increased costs so it was prudent to put some money aside to ensure that the commitment to that programme could be honoured. She reported that some spend on schemes involving highways and playgrounds were approved at the last meeting of Council and confirmed that some of the reserves were to help fund some big infrastructure projects whether funded alone or with some match funding from Welsh Government.

In relation to insurance costs, Members noted that the net budget set at £1.3 million had risen to an actual outturn of £2.84m and queried the nature and cause of the costs, whether there had been many small claims or several large claims and whether they were internal or external.

The Chief Officer – Finance, Performance and Change explained that in previous years and the first year of the pandemic, there had been a reduction but with a significant increase last year. Two years of claims might have been administered in the one year which built demand in the system. She confirmed that the position would be analysed and monitored carefully to understand whether it was going to be a long-term position requiring mitigation or whether the demand in the system had eased.

Members requested that following the analysis, information be provided to the Committee on the nature of the claims.

Members noted that a previous Corporate Overview and Scrutiny Committee had been told that there would be a fund of £1,000,000 to cover the payments that were not expected to be covered through Welsh Government funding as a result of the pandemic. With Covid-19 on the rise again, the Committee queried whether there would be any other monies held within the Chief Executive Directorate to provide support to other directorates if needed.

The Chief Officer – Finance, Performance and Change confirmed that within this year's budget there was a base budget allocation of £1,000,000 as it became known that the hardship fund was going to end in the current financial year. There only commitment against it was in relation to personal protection equipment. She confirmed that there were some other short-term commitments against the reserve and that the Corporate Director – Education and Family Support was doing a lot of work in schools to ensure monitoring and support. However, demand on the base budget was low.

Members queried the nature of the overspend and significant increase in childcare legal costs and whether it needed to be considered for future allocation.

The Chief Officer – Finance, Performance and Change confirmed that the pressure was due to an increase in complex childcare cases where a lot of work had to be outsourced to Counsel. She confirmed that it was being monitored closely.

The Deputy Leader and Cabinet Member for Social Services & Early Help highlighted the authority's responsibilities as Corporate Parents and that the increase was due to the number of children in court proceedings which required expert input. She advised that she expected the cost to increase due to the considerable increase in the complex needs of young people. However, she wanted to reassure Members that the Council would do its utmost to support those young people.

Members queried, with reference to paragraph 4.3.1 of the report relating to the retendering exercise, whether a further large rise in taxi and minibus contracts was anticipated.

The Corporate Director for Education and Family Support confirmed that inflationary pressures were going to be difficult to manage. In conjunction with the Association for Directors of Education in Wales, they were working closely with transport providers around the pressures with the rise in fuel costs to maintain the statutory requirement to provide home to school transport for eligible learner. However, a significant uplift was anticipated and the new contract was likely to attract further uplift which was going to be challenging.

Members asked with regard to the anticipated introduction of the Welsh Government review on learner travel, what the authority's preparedness was for receiving the report, considering its contents and how the authority was going to respond.

The Corporate Director for Education and Family Support advised the Leader had written to the Cabinet Member for Education and Welsh Language to ask for an update. He advised that over the last five years, Bridgend's home to school transport policy had become more closely aligned with Welsh Government expectations. He highlighted the good relationship developed over the last two years with Welsh Government and hoped that if there were going to be significant changes following the report, that Welsh Government would share the proposals with Directors at an early stage and prior to publication.

Members asked whether the section 106 monies were included in the reserve figures for education or whether it was being held elsewhere acknowledging it was a considerable amount of money.

The Deputy Head of Finance clarified that they were revenue reserves that had been established and that section 106 funding was separate. They were included in the accounts and in the statement of accounts but not held in the earmarked reserves.

Members queried how they would know how much monies were being held from section 106 funding for each Directorate.

The Deputy Head of Finance confirmed that the monies were not received per Directorate as they might be for a particular area to provide a wide range of service such as a, a playground, play areas, school, etc. She confirmed that there would be more detail contained in the statement of accounts and that the draft accounts would be presented to the Governance and Audit Committee in July but in the meantime, she could bring some details together.

The Leader confirmed that concerns around inflation of costs in home to school transport and other areas of inflationary pressures were being raised with the Welsh Local Government Association (WLGA) and could be reflected in the budget setting for Welsh Government.

In relation to the section 106 funding, the Cabinet Member for Communities advised that the Development Control Committee used to receive regular reports with the list of all 106 agreements. He acknowledged it was important for all Members to see and be aware of what agreements were within their wards, the amount and the time scales for implementing them.

Members noted the huge inflation in oil, diesel and petrol and asked what conversations were being held at WLGA level and with trade unions regarding the 45p per mile and supporting staff.

The Deputy Leader and Cabinet Member for Social Services and Early Help advised that she was the WLGA spokesperson for the workforce and that fuel costs and the cost of living were on the agenda for the next meeting of the Joint Council for Wales and reassured Members that those discussions were taking place.

In addition, she highlighted that Bridgend already paid staff at the rate of 47p per mile above the HMRC rate of 45p per mile. The Council needed to be clear on how it was going to sustain the position and noted that HMRC and the Westminster Government also needed to act on the issue.

In relation to junction traffic assessments, Members queried whether there would be ample assessments but not the ability to implement their findings due to lack of finances, whether revenue or capital.

The Corporate Director for Communities confirmed that there was an allocation this year of £3.5 million in the highway programme to address a number of issues, including road resurfacing, junction improvements and streetlighting. She advised that Cabinet had an ambition that it would be part of a rolling capital programme and therefore, any assessments would not be done in vain; the projects would be picked up but on a prioritised basis.

In relation to Appendix 3, Revenue Budget Monitoring – Year End Outturn, Members noted that there were going to be significant inflationary pressures that would impact on the services provided and asked whether any further support was expected from central government.

Additionally, Members noted the series of manifesto commitments which had been made by the executive and that delivery of those might be significantly affected by inflationary pressures. Members asked whether there was confidence that the Cabinet would deliver the manifesto commitments on time and on budget; particularly, whether they could deliver on their commitment to provide free school meals to all primary school children by September 2023.

The Chief Officer – Finance, Performance and Change confirmed that the revenue support uplift had been a one-off and was completely unprecedented. She acknowledged the inflationary pressures faced and reiterated the discussions taking place with the WLGA and the Welsh Government on the likely impact of them and trying to quantify it across Wales. It was uncertain whether any further monies would be forthcoming, but data was being collated to try and influence the settlement position for next year.

The Leader recognised that the roll-out of free school meals was a key manifesto for the executive and the Welsh Government and confirmed that the Welsh Government had been clear that they would provide the funding to deliver it and for the introduction of the 20mph limit on roads. He acknowledged the difficulties faced due to the rise in inflation and the cost-of-living crisis which made it difficult to make predictions regarding funding but confirmed that the UK Government was also being lobbied for funding.

The Cabinet Member for Education highlighted the importance of the manifesto commitment as no child should be hungry when attending school. He confirmed that the initiative would start in September with a phased approach with all infant school children expected to have free school meals by 2023. He acknowledged the exorbitant rate of inflation had meant that there were mild delays for junior school children but free school meals for all primary school aged children was expected by 2024 in line with the Welsh Government target.

He continued that there were about five schools in the borough that required extra equipment and space to be able to provide the free school meals and the rising costs and delays in planning meant that there would be a delay to 2024 but highlighted that it was within the term of this Council.

The Cabinet Member for Communities acknowledged the delays in the delivery of the manifesto commitment to increase investment in highways due to planning and resources but confirmed that it and the long-awaited investment in play areas would soon be visible.

The Cabinet Member for Resources confirmed that there were 121 manifesto commitments at various stages of fruition. In relation to free school meals, he advised that there was a £2 million project to get the kitchens ready to roll out the initiative. He was certain it could commence in September 2023 and hoped that that Welsh

Government would help to bring the ambition forward. He continued that it was a fantastic initiative that would be delivered as quickly as possible.

RESOLVED: The Committee noted the report and requested the following:

- Information be provided on the nature and source of insurance claims in 2021-22.
- Information be provided demonstrating the Revenue Reserves held by Directorate.

7. **CORPORATE PARENTING CHAMPION NOMINATION**

The Scrutiny Officer presented the report, which requested the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee to meetings of the Cabinet Committee Corporate Parenting.

The Chairperson invited nominations, following which it was

RESOLVED: That Councillor Amanda Williams be nominated to represent Corporate Overview and Scrutiny Committee as an Invitee to meetings of the Cabinet Committee Corporate Parenting.

8. **NOMINATION TO THE PUBLIC SERVICE BOARD SCRUTINY PANEL**

The Scrutiny Officer presented the report, which requested the Committee to nominate three Members to sit on the Public Service Board Scrutiny Panel.

The Chairperson invited nominations, following which it was

RESOLVED: That Councillors Simon Griffiths and Freya Bletsoe be nominated by the Corporate Overview and Scrutiny Committee to sit on the Public Service Board Scrutiny Panel, and one further nomination be sought at the next meeting of the Corporate Overview and Scrutiny Committee in July.

9. **FORWARD WORK PROGRAMME UPDATE**

The Senior Democratic Services Officer – Scrutiny presented the Committee with the proposed draft outline Forward Work Programme (FWP) in Appendix A for discussion and consideration, requested any specific information the Committee identified to be included in the items for the next two meetings, including invitees they wished to attend, requested the Committee to identify any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 4.6 and asked the Committee to note that the Forward Work Programme for the Subject Overview and Scrutiny Committees would be reported to a meeting of COSC, following consideration in the July cycle of SOSC meetings.

Members referred to the Corporate Performance Assessment which identified several corporate risks, such as workforce issues, new legislation placing demands on services, inflationary pressures on service delivery and future procurement issues and asset management issues. It was proposed that the FWP be revisited following the scrutiny of the Performance Report at the next meeting of the Committee in July.

RESOLVED: The Committee considered and approved the draft Forward Work Programme, 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.

10. **URGENT ITEMS**

None

The meeting closed at 12:45

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

15 DECEMBER 2022

REPORT OF THE CHIEF EXECUTIVE

QUARTER TWO PERFORMANCE 2022-23

1. Purpose of report

- 1.1 The purpose of this report is to provide the Committee with an overview of the Council's performance against the Corporate Plan commitments in quarter two of 2022-23. This report should be viewed in the context of it being the final year of the current Corporate Plan. The format of this report and the supporting dashboards are in the process of review in line with the drafting of the new Corporate Plan and Performance Framework.

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

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:-
- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions 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** – ensuring that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3. Background

- 3.1 In March 2022 the Council published its Corporate Plan 2018-23, reviewed for 2022-2023. It included 31 commitments and 36 performance indicators to measure the progress for this financial year.
- 3.2 As part of the Performance Management Framework, monitoring of the commitments and performance indicators is carried out quarterly through four directorate dashboards. These are monitored regularly by Directorate Management Teams and reported quarterly to both the Corporate Performance Assessment (CPA) Panel, consisting of Cabinet, Corporate Management Board, Heads of Service and Scrutiny Chairs, and to the Corporate Overview and Scrutiny Committee (COSC).

3.3 The Corporate Overview and Scrutiny Committee (COSC) 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

Summary of Performance on Corporate Commitments

4.1 Data collected for quarter 2 returns shows performance as follows:

Status	Meaning	Q2 Performance	
		Number	Percentage
BLUE	Complete	0	0%
GREEN	Progressing as planned and according to designated time, budget and desired outcomes	18	58.1%
AMBER	Issues that could delay progress	12	38.7%
RED	Significant issues	1	3.2%

Summary of Performance Indicators

4.2 An analysis of Corporate Plan indicators is set out in paragraphs 4.5 and 4.6. An analysis of other indicators used to support the delivery of the Corporate Plan is set out in paragraphs 4.7 and 4.8. Targets have been set for most indicators, though for 2022-23 in some instances where there remains ongoing uncertainty around the Covid-19 pandemic a numerical target could not be set. In these instances, targets are set as ‘establish new baselines’ or ‘benchmarking’. It is recommended that for 2022-23, COSC take into account the continuing impact of Covid-19 when assessing Council performance.

4.3 Targets set in the Corporate Plan published in March 2022 have been reviewed and revised where appropriate to consider year end performance 2021-22. Revised targets were approved by Council and published in October 2022, and these are the targets against which quarter 2 performance is being judged.





4.4 At year end an overview of the Corporate performance position will be provided on all the indicators, including corporate plan, service performance and national indicators. National indicator comparisons will be included where they are available. Overview information about commitments and indicators is set out in Directorate dashboards attached as **Appendices A to D**. The latest version of the Corporate Risk Register, as presented to the Governance and Audit Committee in November 2022, to show context of risk is attached at **Appendix E**.

Summary of Corporate Plan Indicators

4.5 Of the 36 indicators identified for the Corporate Plan, 24 can be compared against their target, and 12 indicators cannot be given a RAYG status as there is either no data or no target set. Performance for quarter 2 for the 24 indicators is set out below:

Status	Definition	Q2 Performance	
		Number	Percentage
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	8	33.3%
YELLOW	On target	6	25%
AMBER	Target is within 10%	3	12.5%
RED	Target is missed by 10% or more	7	29.2%

4.6 Trend data is available for 22 of the 36 Corporate Plan indicators and performance compared with last year is as follows:

Performance Indicators (Trend)		Trend at Q2	
		Number	Percentage
	Performance has improved compared to last year.	12	54.55%
	Performance has been maintained (this includes those at maximum)	1	4.55%
	Performance has declined BUT within 10% of the last year	5	22.7%
	Performance has declined by 10% or more compared to previous year	4	18.2%





Other performance indicators

4.7 When assessing corporate performance, Directorates measure additional service indicators to support the delivery of the Corporate Plan. Of the 68 indicators identified as part of the CPA process, 35 can be compared against their target, and 33 indicators cannot be given a RAYG status as there is either no data (28) or no target set (5). Performance for the 35 indicators is set out below:

Status	Definition	Q2 Performance	
		Number	Percentage
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	11	31.4%

YELLOW	On target	8	22.9%
AMBER	Target is within 10%	4	11.4%
RED	Target is missed by 10% or more	12	34.3%

4.8 Trend data is available for 34 of the 68 Corporate Plan and service plan indicators and performance compared with last year is as follows:

Performance Indicators (Trend)		Trend at Q2	
		Number	Percentage
	Performance has improved compared to last year.	17	50%
	Performance has been maintained (this includes those at maximum)	1	2.94%
	Performance has declined BUT within 10% of the last year	6	17.65%
	Performance has declined by 10% or more compared to previous year	10	29.41%

Summary of Sickness Absence

4.9 For 2022-23, the focus continues to be on trying to reduce sickness across the organisation. There are no individual directorate targets. Staff wellbeing measures are in place. At quarter 2, cumulative days lost per FTE were 5.89 compared with 5.16 days for the same period last year, a 14.1% increase. All areas, especially Social Services and Wellbeing and Education and Family Support experienced increased sickness levels. The ratio of long-term and short-term absence remains the same as it was at quarter 2 last year, long-term 79% and short-term 21%, providing further evidence of a return to pre-pandemic absence levels.

Self-Assessment

4.10 As the Council moves towards a self-assessment approach, its performance framework and reporting will provide a more holistic view of Council performance. For this quarter, the dashboards include oversight of financial information, risk, workforce planning, procurement and recommendations from external regulators. This is an evolving process which will be further refined in 2022-23. The self-assessment for 2022-23 will be completed and presented to the Governance and Audit Committee, before being submitted to Council for approval, in line with the requirements of the Local Government and Elections (Wales) Act 2021.

5. Effect upon policy framework and procedure rules

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

6. Equality Act 2010 implications

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

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

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

8. Financial implications

8.1 There are no financial implications arising from this report.

9. Recommendation

9.1 The Committee is recommended to note the Council's performance in 2022-23, as at quarter 2.

Mark Shephard
Chief Executive
2 December 2022

Contact Officer: Kate Pask
Corporate Improvement Officer

Telephone: (01656) 643516
Email: kate.pask@bridgend.gov.uk

Postal address: Corporate Performance Team
Chief Executive Directorate
Civic Offices, Angel Steet,
Bridgend
CF31 4WB

Background documents: None

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CHIEF EXECUTIVE – PERFORMANCE Q2

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- Significant ‘in year’ pressures and increased demand for some services, for example homelessness and human resources , creating issues with capacity, resilience and ability to meet our required service standards.
- Greater financial uncertainty about future years funding making planning to deliver sustainable services more difficult, pay awards and inflationary costs well in excess of budgeted amounts.

Commitments 2022-23	RAG – current progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2021-22	Performance vs Target	Trend vs Q2 2021-22 (Excluding finance)
Q2 2022-23 Directorate Commitments to delivering Wellbeing Objectives									
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	4				4				

Finance

Revenue Budget

- The net revenue budget for the Directorate for 2022-23 is £22.515m.
- The current year-end projected outturn is **£21.857m** with a projected under spend of **£658,000**.

Capital Budget

- At Q2 the capital budget for the Directorate for 2021-22 is **£5.049m**, with total expenditure of £934,000 and no foreseen under or overspend to planned budget.

Efficiency Savings

Savings (£000)	2022-23	% 2022-23
Savings Target	£48	100%
Likely to be achieved	£48	100%
Variance	£0	0%

Additional financial information is provided in the Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast report presented to Cabinet on 18 October 2022.

Risks

Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.

Workforce - The labour market remains very challenging in many disciplines, including social care. Some measures have been implemented to seek to mitigate and treat the risks including use of the new market supplement policy, an enhanced grow your own programme for both apprentices and graduates and more innovative practise around things like international recruitment. However, out of necessity, while clearly undesirable, the use of agency staff remains high in some areas and vacancies impact on the capacity of the organisation to deliver all of its objectives and can lead to an impact on wellbeing and increased pressure on the depleted number of staff in work.

Suppliers - The Council has a procurement strategy and procurement processes in place to try to mitigate supplier failure. When tendering for services the Council requires contingency arrangements to be in place to allow for the eventuality of supplier failure (for example in the case of refuse and recycling collection contracts). The Council also seeks to shape the market where possible to avoid over reliance on single suppliers (for example in social care). Where appropriate contract conditions are included to ensure the contractor has the appropriate level of security required for the service they provide. This will differ depending on the nature of the service and the legal requirements applicable. Services are also doing more to work with suppliers to ensure early dialogue when suppliers are under financial pressure. However, currently most procurement exercises are coming in higher than the budget/estimates, often requiring re-tendering and therefore additional work, and causing pressures on allocated budgets for services and capital development.

Budget – the budget for the current year remains under significant pressure due to the impact of inflation across the services, in particular energy and commodity costs, the pay rise agreed for this year and the cost of living situation. The budget is being closely monitored and reported to Cabinet and the Corporate Overview and Scrutiny Committee (COSC). This pressure is also being evidenced in the capital programme in a number of ways including a reduction in the number of tenders being received for schemes, the cost of tenders being higher than anticipated and delays due to issues within the supply chain.

Budget planning – the financial pressures being experienced in the current year are predicted to continue into the 2023/2024 financial year and therefore are being brought into the budget planning process. At the current time, the late announcement of the draft financial settlement for the coming year is impacting on the budget planning process. The draft settlement is due to be announced on 13th December 2022.

Homelessness – the number of individuals and families presenting as homeless continues to be above the pre pandemic levels as a result of a change in Welsh Government guidance in this area. There is a shortage of suitable accommodation in the county borough. The service continues to work with the social and private landlords to address this matter, but this will take time to achieve. In the short term, the Council is working with V2C to bring some long-term void properties back into use and these properties are planned to be back in use by the end of this financial year.

Consultation, Engagement & Involvement

- Air quality consultation carried out by the Shared Regulatory Service (SRS) in relation to Park Street Bridgend County Borough Council.
- A survey on the budget for 2023/2024 is being planned and will be launched at the end of Q3. The findings will inform the final budget proposals for the coming financial year.
- A staff survey has been developed and will be circulated in the next quarter. This will engage staff and their responses will feed into the ongoing development of the strategic workforce plan.

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

- The Chief Executives Directorate (CEXs) has a saving target of £48,000 in the current financial year and is on target to meet this requirement. The impact of the savings is anticipated to be minimal.
- The service is showing underspends in a number of service as a result of staffing vacancies, which remain vacant despite having been advertised. Whilst this supports the overall financial position, it is putting teams that are already working at capacity, under additional pressure and will impact on the ability of teams to complete work in a timely manner.
- The overall increased demand on services and the workforce challenges which mean that we are often operating with reduced capacity as many posts cannot be filled are creating some service performance issues. Forecasted financial reductions moving forward will be difficult to identify without further compromising service quality, which in turn has direct impact on other front-line services where the corporate support lies in the CEXs Directorate.
- Specifically the current performance challenges include:
- Homelessness indicators are 'red' or trending downwards.
- Percentage of households threatened with homelessness successfully prevented from becoming homeless, quarter 2 position 12.4%, end of year target 30%, so achievement at risk. Duty on local authorities brought in during the pandemic has brought unprecedented demand on social housing stock, and Welsh Government (WG) sets a high bar for acceptable solutions.
- 168 Ukrainian refugees in Bridgend requiring long term housing has increased demand for homes.
- Impact of the Renting Homes (Wales) Act 2016 and a buoyant private sector market, has reduced the number of homes available to rent as landlords choose to pursue other options.
- Directorate sickness has increased marginally, as measured by the number of working days or shifts per FTE lost due to sickness, quarter 2 performance is 3.5 days, year-end target is 7 days, but at the same time last year it was 3.2 days.
- The overall Council position at quarter 2 is 5.9 days.
- The majority of sickness in CEXs is long term at 74%.
- Over 50% of all sickness relates to stress, anxiety and depression.
- Significant recruitment and retention problems mean that vacancy levels are high in many services causing capacity issues but leading to increased pressure on those staff working and a fatigued and depleted workforce.
- Increased demand for many services means that the design and resourcing of some services cannot easily cope.
- Increased uncertainty in terms of service sustainability and ongoing changes to work practices and environment.

Regulatory Tracker

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Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Action in Q1&Q2 2022-23	RAG (at end Q2)	Open/Closed
Oct 2022	Audit Wales, Springing Forward - Strategic Workforce Management	R1 The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.	The development of a strategic workforce plan has not progressed as quickly as hoped. The Human Resources (HR) management structure is extremely lean and key strategic managers have been heavily involved in operational issues to support corporate priorities, particularly Childrens Services. Many of the RED activities are operationally linked to workforce planning. It is anticipated this work will develop further during the early part of 2023.	RED	Open
		R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Workforce plans will need to be developed, which are aimed at getting the right people in the right place at the right time to deliver corporate priorities (wellbeing objectives). These will need to be aligned to financial planning. The current budgetary pressures will impact on the ability to fully implement an effective workforce plan on a corporate wide basis.	AMBER	Open
		R3 The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.	This work is ongoing with the Welsh Local Government Association (WLGA).	AMBER	Open
Aug 2021	Audit Wales, Financial Sustainability Assessment	P1 Accurate forecasting of expenditure. Officers should provide full Council with its annual outturn to budget report to improve transparency and provide members with opportunities to compare and challenge budget to outturn.	The final out turn report for 2021/22 was presented to both Council and the Governance and Audit Committee in June this year.	BLUE	Closed
June 2021	Audit Wales, Review of Arrangements to Become a 'Digital Council'	P1 The Council could improve its Digital Strategy.	A light touch review of the Digital Strategy was completed in 2022. A full review will be undertaken in 2023 when the digital priorities for the Council have been reaffirmed.	AMBER	Open
		P2 The Council should strengthen some governance arrangements to deliver the strategy.	A Digital Transformation Board is now in place, consisting of representation from across all service areas. Updates from each Board meeting is fed back to Directorate Management Team (DMT) meetings and to the Corporate Management Board (CMB) on a quarterly basis.	GREEN	Open
		P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change.	When the new Digital Strategy is agreed, it is proposed to launch the new strategy and then a regular update will be included in the staff newsletter. Work is also being done to develop an Extranet/Intranet to aid communication with employees that don't have corporate ICT so that they can access via their own ICT equipment.	AMBER	Open





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
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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%
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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		

WBO1: Supporting a successful sustainable economy

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4 Gross Cutting commitment	Providing the right infrastructure and support for business to overcome the impact of the COVID-19 situation by: <ul style="list-style-type: none"> Deliver and implement the Corporate Procurement Strategy 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 premarket 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 small and medium sized enterprises (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 COVID-19 response. Aiming to support households to transition into long term solutions to prevent homelessness and escalation into statutory services. (CED)	Green	The housing service continues to work to Welsh Government policy requirement of an all-in approach and responds to daily homelessness presentations. Working with partners the service provides a range of accommodation options to meets housing needs and works with the 3 rd sector to provide housing related support to those in need. Partnership working with the Registered Social Landlords (RSL's) is taking place to secure additional capital funding from Welsh Government under the Transitional Accommodation Capital Programme to increase the supply of temporary accommodation.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DOPS39 CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Authority has a final legal duty to secure suitable accommodation. <i>Lower Preferred</i>	19.2%	30%	30%	4%	2.9%	↓	Quarterly Indicator Target Setting: WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response Performance: Homeless presentations continue to increase, there is a lack of permanent accommodation enabling earlier intervention and prevention in both the private and social rented sector. The private rented sector is quite often out of reach of our clients as the local housing allowance rate is considerably lower than market rents. More private tenants are leaving the sector and service notice on their tenants as a result.
PAM/012 (DOPS15) CP WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <i>Higher Preferred</i>	30.5%	30%	30%	12.4%	8.4%	↑	Quarterly Indicator Target Setting: WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response Performance: Welsh Government continued the covid emergency measure of the all-in approach meaning we have a duty to provide accommodation to all that present to the Authority. This has resulted in unprecedented demand on social housing the stock of which has always been lower than demand, but this is particularly more so now. Since Covid-19, the private rented sector has become buoyant resulting in landlord selling properties or, increasing rents considerably above the amount most household we support can afford to pay, this is no longer a tenure considered suitable. The Renting Homes (Wales) Act 2016 implemented on 1st December 2022 has already resulted in landlords in the private rented sector selling their properties or, changing their use to holiday lets such as Air BnB.

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 housing for sale or rent in line with the empty property strategy. (CED)	Amber	Work on providing loans and grants to empty properties landlords continues but the new Renting Homes (Wales) Act 2016, which places increased responsibility on the landlord and increased security for tenants is expected to have an impact going forward in relation to rental arrangements. Welsh Government is proposing a new Empty Properties Scheme (similar to previous Western Valleys Scheme), but Ministerial approval has not yet been given and further details are expected in the near future.	27/10/2022: Quarter 2: To be identified when further details available from Welsh Government

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/045 CP WBO2	Number of additional dwellings created as a result of bringing empty properties back into use <i>Higher Preferred</i>	3	7	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target Retained Performance: No Performance Comments
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 <i>Higher Preferred</i>	4.89%	6%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target Retained Performance: No Performance Comments

Other indicators linked to achieving WBO2

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/015 (PSR002) Local WBO2	Average number of calendar days taken to deliver a Disabled Facilities Grant <i>Lower Preferred</i>	282.12 days	322 days	322 days	Awaiting data	307.31 days	N/A	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: No Performance Comments
PSR009a Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people <i>Lower Preferred</i>	421 days	472 days	472 days	Awaiting data	482 days	N/A	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: No Performance Comments
PSR009b Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults <i>Lower Preferred</i>	286.27 days	250 days	250 days	Awaiting data	328.48 days	N/A	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: No Performance Comments

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.1	Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend. (CED)	Green	Work is still ongoing with the regional delivery group and the priority for this year is the re-tender of the food frameworks led by Caerphilly. 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 so far. The Authority will also continue to utilise the South East Wales Technical and Professionals Services Framework (SEWSTAPS) for specialist projects.	

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	The promotion of employee wellbeing is a priority and this integral to the management and development of the workforce. This can be evidenced in new policies and communications and will be part of the forthcoming staff survey. Opportunities exist for employees to develop skills in a range of areas as well as access qualifications. The Authority's grow your own schemes are progressing well with further graduate opportunities being used to fill roles in key areas.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CE28 Local WBO3	Percentage of staff participating in the staff survey <i>Higher Preferred</i>	33.04%	44.5%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target Retained Performance: No Performance Comments
DOPS36 CP WBO3	The number of apprentices employed across the organisation <i>Higher Preferred</i>	40	36	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To increase the number of apprentices employed across the organisation Performance: No Performance Comments
PAM/044 Local WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees <i>Higher Preferred</i>	14.06	N/A	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To increase the number of apprentices employed across the organisation Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3 Cross cutting commitment	Implement the planned budget reductions identified in the Medium-Term Financial Strategy (MTFS), in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (CED)	Green	The Chief Executive's Directorate is currently projecting no shortfalls against any of the MTFS proposals for 2022-23. The net budget for the Directorate for 2022-23 is £22.515 million. Projections at Quarter 2 anticipate an under spend against this budget of £658,000. Future MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	

Performance Indicators

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PI Ref No	PI Description	Annual indicator target 22-23 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
CED21 CP feeder Local WBO3	The value of proposed MTFS budget savings in the Chief Executive's Directorate Higher preferred	£48	£0	0%	£0	0%	£48	100%	See WBO3.2.3

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4 Cross cutting commitment	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID-19. (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-19 continues to make good progress, with a number of commitments now complete. Work is directed through the Future Service Delivery and Digitalisation boards and is aligned to ensure that the Council is able to realise the maximum impact of all developments. A new Flexitime Working Scheme has been implemented and a new Hybrid Working Policy is set to take effect from 31 October 2022. Both will be reviewed following an interim period.	

Other indicators linked to achieving WBO3

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/023 (PPN009) Local WBO3	Percentage of food establishments that meet food hygiene standards Higher Preferred	97.38%	94%	94%	98.21%	97.29%	↑	Quarterly Indicator Target Setting: Target Retained Performance: No Performance Comments

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	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	7.08 days	No target	N/A	3.55 days	3.27 days	↓	Quarterly Indicator Target Setting: To improve performance Performance: The Directorate's absence rate has seen a slight increase when compared with the previous year for 1 April to 30 September. Overall monitoring of absence levels is undertaken at the Directorate Management Team meetings, where there is a focus on compliance with policy and procedures. All longer-term absences are being managed in accordance with the absence

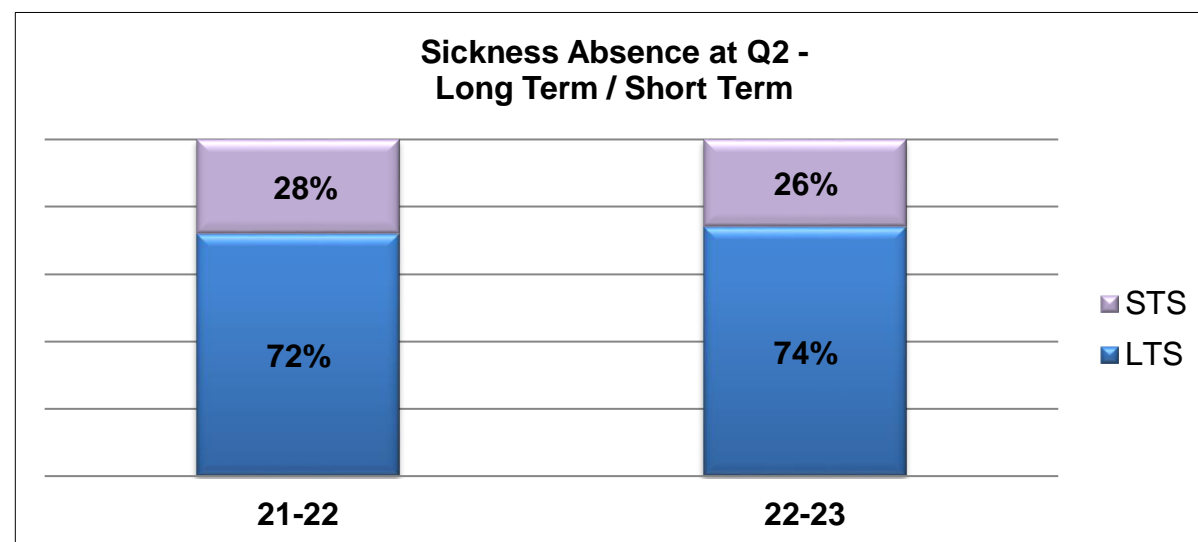
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
								management policy and there continues to be a focus on supporting employees to manage their wellbeing.
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) <i>Lower Preferred</i>	12.36 days	No target	N/A	5.89 days	5.18 days	↓	Quarterly Indicator Target Setting: To improve performance Performance: No Performance Comments
CORPB1 Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (BCBC Overall) <i>Higher Preferred</i>	76.65%	100%	100%	data unavailable	N/A	N/A	Quarterly Indicator Target Setting: Mandatory training for all staff, therefore, target set at 100% Performance: No Performance Comments
CORPB1c Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Chief Executives Directorate) <i>Higher Preferred</i>	98.40%	100%	100%	data unavailable	N/A	N/A	Quarterly Indicator Target Setting: Mandatory training for all staff, therefore, target set at 100% Performance: No Performance Comments

Sickness broken down by Service Area

Unit	FTE 30.09.2022	QTR2 2021-22			QTR2 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support	33.20	27.00	4	0.79	52.18	5	1.57	3.98	2.64
Finance, Performance & Change	269.49	445.37	46	1.79	604.44	52	2.24	3.34	3.76
Legal, HR & Regulatory Services	100.62	96.20	16	0.96	137.00	19	1.36	2.90	3.30
Chief Executive Directorate Total	404.31	568.57	66	1.48	793.62	76	1.96	3.27	3.55

Sickness Absence by Reason

Absence Reason	Chief Executive Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	0	0	0.00	0.00%
Chest & Respiratory	24.97	12.98	37.95	2.65%
Coronavirus COVID - 19	7.00	15.54	22.54	1.57%
Eye/Ear/Throat/Nose/Mouth/Dental	33.70	28.00	61.70	4.30%
Genitourinary / Gynaecological	1.00	4.28	5.28	0.37%
Heart / Blood Pressure / Circulation	61.00	16.00	77.00	5.37%
Infections	10.00	21.00	31.00	2.16%
MSD including Back & Neck	11.50	26.04	37.54	2.62%
Neurological	45.65	10.03	55.68	3.88%
Other / Medical Certificate	48.51	8.00	56.51	3.94%
Pregnancy related	24.00	7.00	31.00	2.16%
Stomach / Liver / Kidney / Digestion	47.82	52.61	100.43	7.00%
Bereavement Related	75.92	15.00	90.92	6.34%
Other Mental illness	0	56.00	56.00	3.90%
Stress/Anxiety/Depression not work related	169.41	419.13	588.54	41.04%
Stress/Anxiety/Depression work related	80.00	102.00	182.00	12.69%
Tests / Treatment / Operation	0	0	0.00	0.00%
TOTALS	640.48	793.62	1434.10	



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COMMUNITIES DASHBOARD – PERFORMANCE Q2

Overall, the Directorate continues to perform fairly well and largely in line with budget. From the graphs and charts below it can be seen that the Directorate has 14 Corporate Commitments and currently 5 are classed as Amber and 9 are classed as Green. When compared to Q2 last year the Directorate has 4 more Green Commitments and has reduced from 2 Red to none. When we consider Performance Indicators against the 14 Commitments, some 7 are showing as red in Q2, there is a narrative against each one and an explanation in the pages that follow, demonstrating some circumstances are not within the Authority's control.

At Q2 the Directorate has a projected underspend of £526k. This is largely due to a high volume of vacancies, some 33 existing in key managerial and professional services posts. These include in Structural Engineers, Quantity Surveying, Transport Planning and Highway Engineers. These posts have been advertised on a number of occasions, but it is clear that current market conditions are making these vacancies very challenging to fill. As a result, it is becoming clear that the pressures of an increased workload, significant priority projects and the sustained delivery of high-quality visible front facing services, against this backdrop of an increasing number of staff vacancies, is having an impact on the resilience of the very lean staff resources. It is not possible to progress all projects in a timely fashion and continuous prioritisation of work is essential for delivery. Sickness levels in the Directorate have returned to pre-pandemic levels, however the numbers of staff absent through stress/anxiety/depression has increased. This will need to be monitored closely and the Directorate will continue to work with HR colleagues on addressing this issue.

Key areas of focus for the teams continue to be the delivery of the front-line services and large capital projects. These include the Maesteg Town Hall project, the regeneration of Porthcawl waterfront, including the Metro Link Bus facility, the sea flood defences and the progression of the Bridgend Town Centre Masterplan with the new Bridgend College facility as a catalyst, the progression of the Local Development Plan (LDP) to Examination in Public with PEDW in the spring of 2023 and the innovative energy schemes, including the Bridgend District Heat Network and the HyBont project. There are also a number of key documents being developed including the "Bridgend 2030" Decarbonisation Strategy and the Bridgend Biodiversity Resilience Plan. Other major areas of work include progressing the options for the Waste Service Contract post 2024 and looking at switching corporate fleet to ultra-low emission vehicles. Officers are also heavily engaged with Central Government on a number of large grant fund schemes, including the Community Renewal Fund, the Levelling up Fund and its successor the Shared Prosperity Fund. All of which, if successfully secured, will have a major impact on regeneration and the economic recovery of the borough.

Commitments 2022-23		BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
Q2 Directorate Commitments to delivering Wellbeing objectives		Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2021-22	Performance vs Target	Trend vs Q2 2021-22 (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			4	4				
Finance							Risks			
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2022-23 is £29.851m. The current year-end projected outturn is £29.325m with a projected under spend of £526,000. Capital Budget <ul style="list-style-type: none"> At Q2 the capital budget for the Directorate for 2022-23 is £60.732m with total expenditure of £4.237m and no foreseen under or overspend to planned budget. 							Risks Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.			

Efficiency Savings		
Savings (£000)	2022-23	% 2022-23
Savings Target	£150	100%
Likely to be achieved	£55	37%
Variance	£95	63%

Additional financial information is provided in the Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast report presented to Cabinet on 18 October 2022.

Consultation, Engagement & Involvement

There is significant consultation and engagement activities being undertaken by the Communities Directorate currently:-

- Local Development Plan – Examination in Public – PEDW to commence in January 2023
- PAC Consultation on the Hybont Project at Brynmenyn Industrial Estate
- Public Consultation on the Councils draft 2030 Strategy and Action Plan
- HR Consultation to commence on a restructure of the Planning Department

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

With regard to the efficiency savings for 22/23 the Directorate has only currently achieved £55k to date and some £95k is still outstanding. This is as a result of being unable to achieve savings in full from opening the new Pyle CRC site because of delays with Natural Resources Wales (NRW) granting an operating licence. Also, the change in legislation regarding plastic food waste bags and an inability to procure a lower priced option. These savings will now be made from within existing Directorate Budgets.

The MTFs for 23/24 looks incredibly challenging. In the Directors comments above it is recognised that a large number of vacancies across key managerial and professional services posts is having an impact on service delivery and the requirement to prioritise more often. This will continue into the next financial year and is likely to result in difficult decisions being made around stopping services all together in order to deliver priority front line.

Regulatory Tracker

Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Action in Q1&Q2 2022-23	RAG (at end Q2)	Open/Closed
Oct 2022	Audit Wales, Springing Forward - Asset Management	R1 The Council needs to ensure the sustainable development principle is driving and shaping its approach to all its assets as it develops its strategy during 2022.	This is a key cornerstone of the Council's 2030 Strategy and within its commitments and action plan are significant areas where management of the council's assets should follow a sustainable approach in order to reach net zero by 2030.	Green	CLOSED
		R2 The Council should address as a priority its health and safety related statutory building compliance performance so that it is meeting its statutory duties relating to electrical, gas, asbestos, legionella, and fire risk testing.	Corporate Landlord have increased capacity by appointing a compliance officer and Schools Surveyor. In Q3 statutory compliance will have reached 90% for the first time. A new Integrated Works Management Package (IWMS) is being procured.	Amber	OPEN
		R3 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts of its assets plans and actions as part of its strategy development during 2022.	This is being undertaken as part of the review of the Self-Assessment, Communities Business Plan and Asset Management Strategy and should be in place by April 2023.	Amber	OPEN
		R4 To strengthen its arrangements, during the next 12 months, the Council should explore how it can compare its data, arrangements, and the learning from other organisations, for example through existing professional networks.	This is being achieved by the procurement of a new Integrated Works Management Package (IWMS). Working with colleagues regionally in the CCR and specifically at Cardiff Council to assist with this.	Green	CLOSED





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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 County Borough; including delivering the projects outlined in the Bridgend Town Centre Masterplan, including assisting in the relocation of Bridgend College to brand new building on the former the South Wales Police site in the town centre. Also, to complete the £8m redevelopment of Maesteg Town Hall, providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs. • The regeneration of the Porthcawl waterfront including, a Placemaking Strategy, developing a new Metro Link bus facility and the development of the Salt Lake area for a mixed-use sustainable development of retail, housing and leisure and the redevelopment of the Grand Pavilion (COMM)	Amber	<p>The development of a new College in Bridgend Town Centre is progressing at pace, with the pre-application consultation having completed and a planning application to be submitted imminently; demolition of the Cheapside police station is to begin shortly in the new year.</p> <p>The regeneration of the Porthcawl waterfront is progressing, with the commencement of the Aldi store development at Salt Lake and the work on cosy corner progressing well. Sea Defence work is coming to an end whilst the new Metro Link bus facility is about to begin.</p> <p>Whilst work to the Maesteg Town Hall buildings is continuing, the project will be delayed and officers are working with the contractor to bring the programme back on track.</p>	<p>Continue regeneration work including:-</p> <ul style="list-style-type: none"> • Determining the new Bridgend College Planning Application. • Progress the Shared Prosperity Fund Projects across the County. • Commission the Porthcawl Metrolink Tender • Complete the MTH Project by summer 23 • Compete the Cosy Corner Project by March 23

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	Officers are working alongside local Registered Social Landlords (RSL's) and key public and private sector partners to invest in the fabric of the town centres. This includes development at Sunnyside, relocation of Bridgend College to the town centre, completion of the Harlequin building in Porthcawl and commencement of the Aldi development at Salt Lake. These development sits alongside capital grants being offered via our transforming towns programme to businesses and landlords for investment in property across our high streets.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO1.1.3i CP WBO1	Number of vacant premises in town centres: Bridgend Lower Preferred	78	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: No Performance Comments
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg Lower Preferred	19	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: No Performance Comments
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl Lower Preferred	17	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: No Performance Comments

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO1.1.3iv CP WBO1	The number of vacant premises in town centres: Pencoed Lower Preferred	8	benchmarking	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: No Performance Comments
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development Higher Preferred	£14,200,000	£20,000,000	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: These projects should continue & complete within 2022/23 Performance: No Performance Comments
DCO18.11 CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). Higher Preferred	2,716,863	2,716,863	1,358,431.50	1,607,261	1,589,255	↑	Quarterly Indicator Target Setting: To see the impact of the COVID-19 pandemic on footfall & establish a new strategy for economic recovery. Performance: Against a background of a hot & dry summer, the period of Quarter 2 was one of uncertainty. In July, the Prime Minister resigned, and a new Prime Minister took office in September. Within days the death of Queen Elizabeth II plunged the country into a period of national mourning. In mid-September, there was economic turmoil as the Governments mini budget led to The Bank of England implementing interest rates rises with many lenders subsequently withdrawing mortgage offers. Rising energy bills continue to worry consumers. Restaurants and takeaways, such as fish & chip shops, are seeing their own costs rising steeply combined with a fall in consumer demand. All of these issues have an impact on town centre footfall. In Porthcawl, the twice monthly street markets increase footfall by as much as 4000 people on a market day. On the Saturday of the Elvis Festival footfall was up 4,000 on previous year. Demand for shop units in the town centre is high and there is a very low vacancy rate.
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) Higher Preferred	4,537,984	4,537,984	2,268,992	2,374,211	2,332,180	↑	Quarterly Indicator Target Setting: To see the impact of the COVID-19 pandemic on footfall & establish a new strategy for economic recovery. Performance: Against a background of a hot & dry summer, the period of Quarter 2 was one of uncertainty. In July, the Prime Minister resigned, and a new Prime Minister took office in September. Within days the death of Queen Elizabeth II plunged the country into a period of national mourning. In mid-September, there was economic turmoil as the Governments mini budget led to The Bank of England implementing interest rates rises with many lenders subsequently withdrawing mortgage offers. Rising energy bills continue to worry consumers. Restaurants and takeaways, such as fish & chip shops, are seeing their own costs rising steeply combined with a fall in consumer demand. All of these issues have an impact on town centre footfall. In Bridgend, the monthly street markets continue to attract visitors to the town centre and an inaugural Food & Drink Festival in August increased footfall on the day by over 5000 on the previous week and exceeded 2019 levels. Since April, eleven new businesses have opened in the town centre.
DCO21.01 CP WBO1	The number of visitors to town centres (annual footfall in	906,129	906,129	453,064.50	534,088	477,697	↑	Quarterly Indicator Target Setting: To see the impact of the COVID-19 pandemic on footfall & establish a new strategy for economic recovery.

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
	Maesteg) Higher Preferred							Performance: Against a background of a hot & dry summer, the period of Quarter 2 was one of uncertainty. In July, the Prime Minister resigned, and a new Prime Minister took office in September. Within days the death of Queen Elizabeth II plunged the country into a period of national mourning. In mid-September, there was economic turmoil as the Governments mini budget led to The Bank of England implementing interest rates rises with many lenders subsequently withdrawing mortgage offers. Rising energy bills continue to worry consumers. Restaurants and takeaways, such as fish & chip shops, are seeing their own costs rising steeply combined with a fall in consumer demand. All of these issues have an impact on town centre footfall. In Maesteg, businesses reported a fall in spend as the cost-of-living crisis deepened, although August still saw the towns highest footfall since March.

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	Despite the economic situation which has seen a reduction in job seekers some of which are reluctant to look for work currently due to increased barriers to employment, Employability Bridgend are managing to exceed expected job targets at this point. There are unprecedented job vacancy levels making recruitment very challenging for employers in all sectors which has seen some major companies increase their pay levels per hour and offer better conditions to attract staff e.g., Amazon, Aldi which demonstrates the state of the labour market.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS82 CP WBO1	The number of participants in the Employability Bridgend programme going into employment. Higher Preferred	556	347	173.50	213	354	↓	Quarterly Indicator Target Setting: Continue to target those most in need of the services. Target dependent on funding agreements which are yet to be confirmed. Performance: The conversion rate of engaged clients who get into work is steady but there are less clients engaged on Employability Bridgend as there are less people in the labour force and less job seekers than pre pandemic. There is also other support provision, in particular the mandatory job centre provision for claimants so there are less job seekers to engage. The engagement rate drives the amount of people we can place in employment.
DEFS84 Local WBO1	The number of under-employed participants leaving Employability Bridgend with an improved labour market position. Higher Preferred	84	82	41	21	38	↓	Quarterly Indicator Target Setting: Continue to target those most in need of the services. Target dependent on funding agreements which are yet to be confirmed. Performance: The NET project started late in early 2020 and then had to establish itself in the pandemic. It has struggled to retain staff who have moved to better paid and more secure work.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID-19 situation by: • Supporting business start-ups • Supporting resilience of businesses (COMMS)	Green	The start-up business grant continues to offer support for start-up businesses. To date in 2022/23, 55 applications have been received and 23 businesses have been awarded funding. The next round of the fund will close on 21 st November 2022.	

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO18.08 CP WBO1	Number of start-up business Higher Preferred	550	530	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: We will continue to promote and support new business start-ups & 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 and act as host for the Valleys Regional Park Programme team. • Take forward the Cosy Corner project as part of the Visit Wales Tourism Attractor Destination Programme. (COMM)	Green	BCBC continues to host the VRP for the region. The Cosy Corner project has progressed on site.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO1.2.3 CP WBO1	Total annual expenditure by tourists Higher Preferred	£225,140,000	£151,000,000	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target growth of 2% per year from 20/21 figure Performance: No Performance Comments

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.2	Work in partnership with town and community councils, third sector and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services. (COMM)	Green	The number of Community Asset Transfers (CATs) are as per target subject to continued staff resources within the Corporate Landlord and Legal Services being available. The Town and Community Council Fund was launched successful for 22/23. Three applications were received, and the decision was taken by Cabinet in July 2022 to award funding to two applicants.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO16.8 CP WBO2	Number of Council owned assets transferred to the community for running Higher Preferred	11	20	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The target reflects planned transfers under the CAT programme for 2022-23 Performance: No Performance Comments

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.1.1	Fewer better buildings by disposing of or releasing surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained. (COMMS)	Green	The disposals programme remains on target with the majority of disposals scheduled for Q3 and Q4 of the current financial year. A process of continuous asset review and challenge is ongoing to ensure capital receipts are generated and retained assets are enhanced to reduce operating costs.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO16.9 CP WBO3	Realisation of capital receipts targets Higher Preferred	£48,840	£3,775,000	£1,887,500	£0	£40,000	N/A	Quarterly Indicator Target Setting: Projected disposal programme for 2022-23 Performance: Capital receipts for the year remain on target with £3.5m guaranteed for Q3 and the remaining £275,000 by targeted for completion end of Q4. The respective sales remain as anticipated.
DCO19.02 CP WBO3	Percentage of full statutory compliance across BCBC operational buildings Higher Preferred	64.4%	100%	100%	66.4%	66.4%	↔	Quarterly Indicator Target Setting: 100% compliance will always be the target that we aim to achieve Performance: Overall compliance performance continues to improve however progress has slowed as a result of a number of servicing contracts expiring at once during Q1 and being re-procured. Compliance across the Big-5 compliance items is up to 87.5% and set to break 90% in Q3 for the first time. Additional officer support has been secured to assist with key compliance areas. Internal processes and procedures linked to the management of third-party suppliers is under review to ensure timely delivery of contracted services.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (COMM)	Amber	The current projection for the Communities Directorate Budget at Q2 is an anticipated underspend of 526K compared to the projected underspend of 459K at Q1. This is as a result of maximising the use of grant funding, income from fees, staff vacancy management and the reduction in the disposal fees for residual waste at the Materials Recovery & Energy Centre (MREC). The anticipated financial savings from the budget for 22/23 were £160k. From this 65k has been achieved to date with 95K still outstanding. This will be resolved from within the Communities Directorates existing budgets. The Directorate is currently working corporately on the very challenging MTFS position for 23/24. A number of difficult savings proposals and pressure bids have been submitted for consideration. The high number of vacancies, over 30, in the senior management and professional services structure still presents challenges for the Directorate in ensuring the delivery of high quality and sustainable front-line services.	To continue to monitor budgets carefully into Q3, prepare MTFS proposals and look to maximise grant income, in addition to continuing to recruit to challenging vacancies.

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Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DCO6.1.1i CP feeder WBO3	Value of planned budget reductions achieved (Communities)	£150	£85	57%	£20	13%	£45	30%	See comment under WBO3.2.3.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID-19. (COMM)	Green	The Future Service Delivery Board have worked proactively with key stakeholders and Trade Union (TU) representatives to ensure the future use of Ravens Court as an operational base is reviewed. The key decision to remove all bookable desks from Ravens Court has been made and actions are in motion to reduce the operational holding costs immediately whilst further review is undertaken of options for the asset.	

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 final elements of the work are being completed and the suite of actions will be finished by November 2022.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO20.01 Local WBO3	Annual Gas Consumption across the Authority - kWh Lower Preferred	29,604,029 Kwh	Establish Baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: No Performance Comments
DCO20.02 Local WBO3	Annual Electricity Consumption across the Authority - kWh Lower Preferred	18,003,343 Kwh	Establish Baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: No Performance Comments
DCO20.03 Local WBO3	Annual CO2 related to gas consumption across the Authority - kWh Lower Preferred	Awaiting Data	Establish Baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: No Performance Comments
DCO20.04 Local WBO3	Annual CO2 related to electricity consumption across the Authority - kWh Lower Preferred	Awaiting Data	Establish Baseline	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.2	Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the: • Caerau Heat Scheme • Bridgend District Heat Network (BDHN) (COMM)	Amber	The Caerau heat scheme is currently being re-profiled due to a range of challenges with the proposed model. BDHN has been delays as a revised financial model is required following inflationary pressures and the increase in borrowing costs	Continue to work on the BDHN project to look to implement in the summer of 23, when the financial model is reprofiled. Develop the Toolkit for the Caerau Heat Scheme has been agreed with funders.

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: • Operating the new community recycling centre and a reuse shop in Pyle • 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. Projects in areas where excess refuse is being presented continue to be carried out to assist with improving recycling rates.	Community Recycling centre at Pyle works are complete and as soon as licence is granted will become operational.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCO20.05 CP WBO3	Percentage of Street cleansing waste prepared for recycling Higher Preferred	40.70%	40%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Target increased as the contract has now been in place a year and improvements are being seen on performance 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	72.97%	70%	70%	72.25%	77.80%	↙	Quarterly Indicator Target Setting: Target increased in line with national target of 70% by 24/25. Performance: The higher figure of 77.80% on the previous year's Q2 was in part due to a backlog of refuse stored at the MREC being transferred to energy to waste resulting in a higher amount of recycled bottom ash pushing the PI up. We also we were still seeing higher than average kerbside figures due to the pandemic at the time.
PAM/030 a) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse Higher Preferred	1.24%	1%	1%	0.51%	1.17%	↓	Quarterly Indicator Target Setting: Target retained; reuse shop not yet open due to NRW delays Performance: Due to licencing delays by NRW of the crc, the reuse shop at Pyle has been unable to open which has affected this PI.
PAM/030 b) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled Higher Preferred	51.29%	47%	47%	50.99%	54.44%	↙	Quarterly Indicator Target Setting: Target increased taking into account reduced tonnages being presented. Performance: The high recycling PI in 2021-22 figure for Qtr2 – 77.80% is a backlog of refuse stored at the MREC being transferred to energy to waste meaning we had a higher amount of recycled bottom ash pushing the PI up. We were also still seeing higher than average kerbside figures due to the pandemic at the time.
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	20.44%	20%	20%	20.76%	22.18%	↙	Quarterly Indicator Target Setting: Slight increase on 20/21 performance Performance: Compared to this year's Qtr2 figures kerbside tonnages are decreasing –due to more people returning to the workplace. The food waste tonnage is also this year compared to last year which results in a lower composting PI. The current cost of living crisis is likely to be having an impact too with people wasting less food and buying less products with packaging that needs recycling.
PAM/043 CP WBO3	Kilograms of residual waste generated per person Lower Preferred	131.65 Kg	131.65 Kg	65.83 Kg	30.36 Kg	65.75 Kg	↑	Quarterly Indicator Target Setting: Working practices have changed with blended models of working meaning more people are working from home and producing more waste Performance: No Performance Comments

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.4	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough. (COMM)	Green	Review completed of Biodiversity and Ecosystems Resilience Plan, to be reported to Cabinet in the Autumn.	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.5	Deliver the Corporate Decarbonisation Strategy - Bridgend 2030 and associated action plan. (COMM)	Amber	The draft strategy has been presented to Cabinet and a consultation period took place.	Report to Cabinet in December on the consultation outcomes and to approve the document and way forward as outlined in the action plan.

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 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PAM/010 Local WBO3	Percentage of highways inspected of a high or acceptable standard of cleanliness Higher Preferred	98.53%	97%	97%	97.22%	98.6%	↓	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: No Performance Comments
PAM/018 Local WBO3	Percentage of all planning applications determined in time Higher Preferred	64%	80.1%	80.1%	60%	52%	↑	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: 1 Senior Planning Officer left the authority during this period causing a backlog of work which was distributed to existing staff.
PAM/019 Local WBO3	Percentage of planning appeals dismissed Higher Preferred	76%	66%	66%	34%	100%	↓	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: 3 appeals were decided in this quarter of which 1 was dismissed, 1 was allowed and 1 enforcement notice appeal was quashed.
PAM/020 Local WBO3	Percentage of: Principal (A) roads in overall poor condition Lower Preferred	3.88%	4.5%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Targets Retained during pandemic recovery period Performance: No Performance Comments
PAM/021 Local WBO3	Percentage of: non-principal (B) roads in overall poor condition Lower Preferred	2.06%	4.2%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Targets Retained during pandemic recovery period Performance: No Performance Comments
PAM/022 Local WBO3	Percentage of: non principal (C) roads in overall poor condition Lower Preferred	6.88%	8.6%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: Targets Retained during pandemic recovery period Performance: No Performance Comments
PAM/035 Local WBO3	Average number of days taken to clear fly tipping incidents Lower Preferred	2.65 days	2.50 days	2.50 days	2.90 days	2.08 days	↓	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: Improvement on Q1 but still slightly higher than target due to staffing issues in the team and implementation of new reporting system.

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002i Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) Lower Preferred	11.33 days	no target	N/A	6.20 days	5.57 days	↓	Quarterly Indicator Target Setting: Target retained Performance: No Performance Comments This is being monitored and working with HR on ways to reduce figure, but it is acknowledged that the large number of vacancies is having an impact on the wellbeing of existing staff in the communities directorate.
CORPB1b Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Communities Directorate) Higher Preferred	65.55%	100%	100%	data unavailable	N/A	N/A	Quarterly Indicator Target Setting: Target set at 100% corporately Performance: No Performance Comments

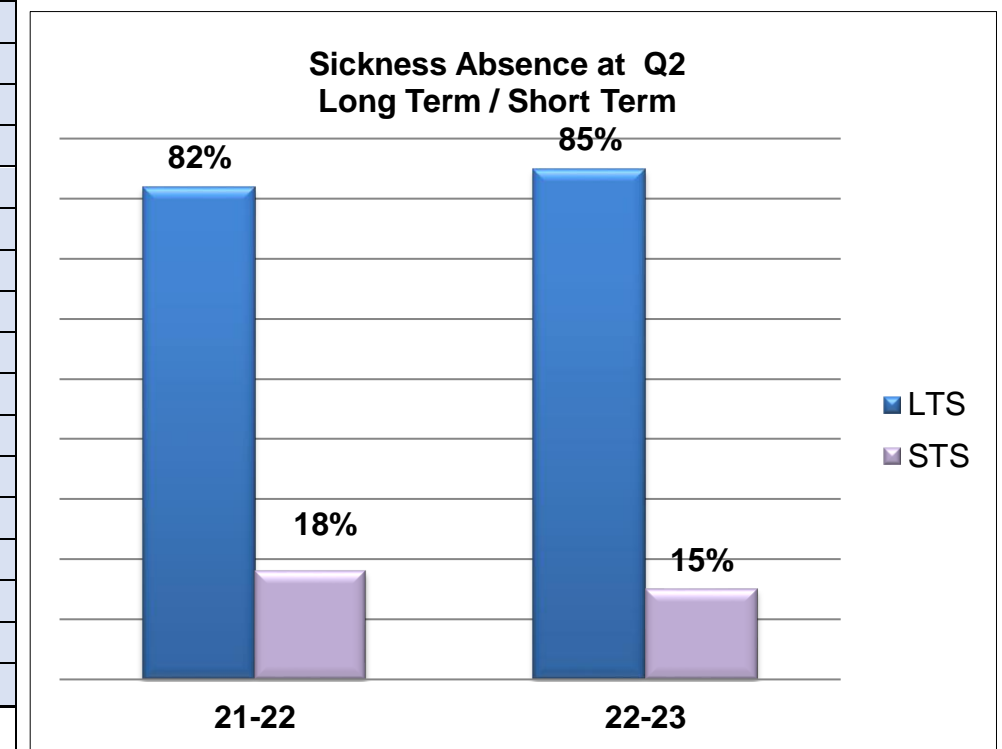
Additional Sickness Information by Service Area

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Unit	FTE 30.09.2022	QTR2 2021-22			QTR2 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23	
		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	53.00	462.00	15	9.63	229.00	11	4.32	11.83	5.97
	Corporate Landlord	113.95	420.26	72	3.25	463.20	74	4.06	6.76	7.11
	Economy, Natural Resources & Sustainability	64.92	190.00	15	2.75	120.19	11	1.85	3.71	2.81
	Highways & Green Spaces	166.71	560.83	42	3.20	771.32	39	4.63	5.06	8.36
Planning & Development Services	33.35	5.00	2	0.14	3.00	2	0.09	0.14	1.13	
Strategic Regeneration	13.81	25.00	2	1.76	1.00	1	0.07	3.86	2.78	
Communities Directorate Total	449.24	1663.09	148	3.50	1587.71	138	3.53	5.54	6.20	

Sickness Absence by Reason

Absence Reason	Communities Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	34.53	29.53	64.05	2.28%
Chest & Respiratory	65.04	93.17	158.21	5.63%
Coronavirus COVID - 19	37.00	11.58	48.58	1.73%
Eye/Ear/Throat/Nose/Mouth/Dental	80.94	10.20	91.14	3.25%
Genitourinary / Gynaecological	46.53	0	46.53	1.66%
Heart / Blood Pressure / Circulation	11.68	1.00	12.68	0.45%
Infections	59.19	73.70	132.89	4.73%
MSD including Back & Neck	372.35	534.04	906.39	32.28%
Neurological	50.91	151.46	202.37	7.21%
Other / Medical Certificate	4.00	4.00	8.00	0.28%
Pregnancy related	0	66.00	66.00	2.35%
Stomach / Liver / Kidney / Digestion	79.08	163.55	242.63	8.64%
Bereavement Related	0	4.59	4.59	0.16%
Other Mental illness	0	0	0.00	0.00%
Stress/Anxiety/Depression not work related	225.13	268.88	494.01	17.59%
Stress/Anxiety/Depression work related	153.62	176.00	329.62	11.74%
Tests / Treatment / Operation	0	0	0.00	0.00%
TOTALS	1219.99	1587.71	2807.70	



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Education and Family Support - Performance Q2 2022-2023

Commitments 2022-23	BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators													
	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q2 2021-22	Performance vs Target	Trend vs Q2 2021-22 (excluding Finance)												
Q2 Directorate Commitments to delivering Wellbeing objectives																					
Wellbeing Objective One – Supporting a successful sustainable economy	6			1	5																
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	1			1																	
Wellbeing Objective Three – Smarter use of resources	3			1	2																
Finance						High Corporate Risks															
Revenue budget <ul style="list-style-type: none"> The net revenue budget for the Education and Family Support Directorate for 2022-2023 is £132.319m. The current year-end projected outturn is £132.102m with a projected under spend of £217,000. 						<p>Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.</p> <p>If risks have a residual (that is, post-mitigation) score of more than 15, they are not escalated for consideration as a corporate-level risk</p> <p>The Education and Family Support Directorate (EFS) currently (as of November 2022) has 14 directorate-level risks.</p> <p>Following the most recent risk review, one of these risks has a residual (that is, post-mitigation) score of 16. This risk will therefore now be escalated for consideration as a corporate-level risk.</p>															
Capital budget <ul style="list-style-type: none"> At Q2, the capital budget for the Directorate for 2022-2023 is £18.770m with total expenditure of £1.666m and no foreseen under or overspend to planned budget. 																					
Efficiency savings <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2022-23</th> <th>% 2022-23</th> </tr> </thead> <tbody> <tr> <td>Savings target</td> <td>£68</td> <td>100%</td> </tr> <tr> <td>Likely to be achieved</td> <td>£0</td> <td>0%</td> </tr> <tr> <td>Variance</td> <td>£68</td> <td>100%</td> </tr> </tbody> </table>						Savings (£000)	2022-23	% 2022-23	Savings target	£68	100%	Likely to be achieved	£0	0%	Variance	£68	100%	<p>Risk reference EFS19</p> <p>If strategic or national initiatives are not delivered as planned (that is, the universal free school meal offer, and the 21st Century School Modernisation Programme) then there is a risk of reputational damage to the Authority.</p>			
Savings (£000)	2022-23	% 2022-23																			
Savings target	£68	100%																			
Likely to be achieved	£0	0%																			
Variance	£68	100%																			
Additional financial information is provided in the Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast report presented to Cabinet on 18 October 2022.						Consultation, engagement, and involvement															
						<p>Childcare Sufficiency Assessment consultation is ongoing and will close on 30 November 2022.</p> <p>Mynydd Cynffig Primary School Consultation – now closed.</p> <p>Ysgol Gymraeg Bro Ogwr consultation – now closed.</p> <p>Héronsbridge School consultation – now closed.</p> <p>Proposal to establish provision for pupils with additional learning needs (ALN) at Tremains Primary School – now closed.</p> <p>Proposal to establish provision for pupils with ALN at Ysgol Cynwyd Sant – now closed.</p>															

Implications of financial reductions on service performance and other key Issues/challenges

- Progression of catchment review and creation of Welsh-medium catchment areas as part of outcome one of the WESP.
- Significant staffing challenges across services in particular the Catering Service, Communication and Relationships Team (CART) and special needs support assistants (SNSAs).
- Challenges to implement Universal Primary Free School Meals (UPFSM) initiative provision in April 2023.
- School-based counselling recruitment remains a significant challenge which has meant transition counselling has had to be put on hold and numbers of young people being able to receive a service is limited.
- Uncertainty regarding ongoing Regional Integrated Fund (RIF) monies.
- 'Food and Fun' Project for 2023 – still no firm expressions of interest so far from schools.
- Demand for neurodevelopmental (ND) observations is high.
- Demand for Early Help support continues to be high. Over 1,000 family referrals in Q1 and anticipated to be the same for Q2.
- Permanent exclusions continue to cause some challenges for schools.
- There has been a delay in construction of the Welsh-medium childcare scheme at Ogmores Valley, due to supply chain issues. Handover is currently programmed for 23 December 2022.
- Communities Directorate resourcing issues are impacting on the design/development of approved capital schemes.

Regulatory Tracker

Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Action in Q1&Q2 2022-23	RAG (at end Q2)	Open / Closed
June 2022	HM Inspectorate of Probation, inspection of youth offending services in Bridgend	1. The Chair of the Bridgend Youth Justice Service (BYJS) Management Board should: consider the membership of the board, to ensure that it is attended by representatives with the right level of seniority and put in place a plan to develop the board so that its members understand their role and responsibilities	New Chair of Management Board (Corporate Director, Education and Family Support) in place. Membership reviewed but more work required to ensure appropriate seniority and consistent attendance. Management Board/BYJS staff development day planned for the Spring 2023.	Amber	Open
		2. The Chair of the BYJS Management Board should: review the format and purpose of the Bureau and ensure that it has the relevant information and input from the necessary agencies so that the out-of-court disposal meets the needs of the child.	Awaiting Youth Justice Board (YJB) guidance as the Bureau model in Bridgend was identified as an area of good practice in a previous HMIP inspection. Once YJB guidance is in place (currently out to consultation), the Bureau model in Bridgend will be reviewed.	Amber	Open
		3. The BYJS Management Board should: make sure that the partnership has a multi-agency framework in place for children who are at risk of, or subject to, child exploitation and ensure that there are clear procedures for practitioners to follow.	Regional strategy for child exploitation being developed and shared practice guidance will be produced in early 2023. However, there is a local authority screening process in place and referral arrangements to the national referral mechanism is in place.	Amber	Open
		4. The BYJS service manager should: improve the quality of planning and services to manage children's safety and wellbeing	Quality assurance peer audit and training on safety and wellbeing planning for all BYJS staff has been completed. The service now aligns the BYJS plan to children's services planning.	Green	Closed
		5. The BYJS service manager should: review the quality assurance processes and improve the effectiveness of management oversight in all cases.	A peer quality assurance group is in place and there is regular managerial oversight for BYJS assessments which is monitored via the Management Board performance framework report.	Green	Closed
March 2019	Estyn, Inspection Report, March 2019	R1 Raise standards of literacy in primary schools	Reporting is no longer possible as there have been significant changes to national reporting on educational outcomes/qualifications over the last few years. This is now superseded by local strategy to improve standards of literacy in primary schools	Amber	Closed
		R2 Improve outcomes for post-16 learners in sixth forms	Reporting is no longer possible as there have been significant changes to national reporting on educational outcomes/qualifications over the last few years. This is now superseded by local strategy to improve outcome for post-16 learners.	Amber	Closed
		R3 Increase the pace of improvement in schools causing concern	There are currently no schools causing concern.	Green	Closed
		R4 Strengthen the role of the Welsh Education Strategic Forum to ensure timely progress in delivering the priorities identified in the Welsh in Education Strategic Plan	There has been significant progress in developing the Welsh in Education Forum (WEF) following the approval of the Welsh in Education Strategic Plan (WESP).	Green	Closed





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		

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. (EFS)	Green	While it is the responsibility of schools to review the progress of their learners, the improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained. We are aligning our monitoring processes with the Welsh Government school improvement guidance 'Framework for evaluation, improvement and accountability', to review pupil progress at Key Stage 4 and Post-16.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS152 CP WBO1	Percentage of all schools that have effective evaluation and improvement processes in place. Higher Preferred	New 22.23	100.00%	100%	100%	N/A	N/A	Quarterly Indicator Target Setting: Alignment with Welsh Government guidance 268/2021, 'School improvement guidance: framework for evaluation, improvement and accountability and cognisant of changes to methods of assessment due to the pandemic.' Performance: Improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.2	Raise standards of literacy in primary schools. (EFS)	Green	While it is the responsibility of schools to review the progress of their learners, the improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained. We are aligning our monitoring processes with the Welsh Government school improvement guidance 'Framework for evaluation, improvement and accountability', to review pupil progress at Key Stage 4 and Post-16.	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.3	Improve outcomes for post-16 learners in school sixth forms. (EFS)	Green	While it is the responsibility of schools to review the progress of their learners, the improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained. We are aligning our monitoring processes with the Welsh Government school improvement guidance 'Framework for evaluation, improvement and accountability', to review pupil progress at Key Stage 4 and Post-16.	

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 (EFS)	Green	While it is the responsibility of schools to review the progress of their learners, the improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained. We are aligning our monitoring processes with the Welsh Government school improvement guidance 'Framework for evaluation, improvement and accountability', to review pupil progress at Key Stage 4 and Post-16.	

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Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.5	Support schools to provide safe learning environments for all learners and staff in schools. (EFS)	Green	A Safeguarding Board has been established within the directorate to support safeguarding activity, including a review of policies. This work will commence early in 2023. Delivery is ongoing of the activities identified in the current version of the Corporate Health and Safety Unit's (CHSU) Corporate Health and Safety Action Plan.	This review of policies will commence early in 2023. Continue delivery of the activities identified in the current version of the Corporate Health and Safety Unit's (CHSU) Corporate Health and Safety Action Plan.

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. (EFS)	Amber	As at the end of Q2, we are reporting that the implementation, monitoring and review of the priorities identified in the Welsh in Education Strategic Plan (WESP) 2022-2032 that relate to the current financial year are at 20%. The WESP 2022-2032 was approved by Welsh Government for an implementation date of 1 September 2022. The WESP is published on the Bridgend County Borough Council (BCBC) website. The WESP co-ordinator started in post on 1 September 2022. The members of the Welsh in Education Forum (WEF) have been confirmed in line with the agreed terms of reference. All subgroups have been reviewed.	Meeting of the subgroups are scheduled for November 2022.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS138 Local WBO1	Percentage of Year 1 learners taught through the medium of Welsh. Higher Preferred	7.67%	8.7%	N/A	8.04% Annual Actual	7.67% Annual Actual	↑	Annual Indicator Target Setting: A target of between 14% - 18% by 2032 has been set by Welsh Government to support 'Cymraeg 2050.' Performance: The total number of Year 1 learners in the four Welsh-medium primary schools in the 2021-2022 academic year, as measured by PLASC (Pupil Level Annual School Census), was 129. This compares to a total of 122 in the previous academic year. The total number of Year 1 learners across all schools was 1605, compared to 1591 in the previous academic year. Therefore, there was an increase in the percentage of learners taught through the medium of Welsh compared to the previous year.

Other indicators linked to achieving WBO1


PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS155 Local WBO1	The number of safeguarding audits completed by schools that are rated as green Higher Preferred	N/A	60.00	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: All schools have received extensive training and support related to their safeguarding responsibilities. This should be reflected within their safeguarding audits. Performance: This is an annual task. The audits are completed in the autumn term and analysed in the spring term. Therefore, data will be reported in Q3.

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. (EFS)	Amber	The Early Help service is working with corporate ICT to develop data capture arrangements to enable performance reporting in respect of the number of families who are subject to repeat proceedings through 'edge of care' services. The local authority's provision of support and education services for young offenders is now on a stronger footing in that the service is no longer in special measures. However, a range of challenges are still present including recruitment and retention, inadequate mental health provision and a delay in planned work to Evergreen Hall in Bridgend town centre. As at the end of Q2, the percentage of completed Team Around the Family support plans that close with a successful outcome was better than target.	Continue data capture work with corporate ICT and the monitoring of the HIMP post-inspection action plan implementation.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DEFS29 CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. Higher Preferred	73.0%	70.0%	70%	78%	72.0%		Quarterly Indicator Target Setting: Improved performance against a backdrop of increased demand and complexity of cases. Performance: Performance in Q1 and Q2 was better than target.

WBO3: Smarter use of resources

Commitment

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Code	Commitment	Status	Comments	Next Steps
WBO3.1.2	Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme. (EFS)	Green	The statutory process for the replacement Heronsbridge School concluded in July 2022. The outcome is being reported to Cabinet in October 2022 and approval is being sought to progress the scheme. • The statutory process for the replacement Ysgol Gymraeg Bro Ogwr concluded in July 2022. The outcome is being reported to Cabinet in October 2022 and approval is being sought to progress the scheme. • The replacement Mynydd Cynffig Primary School is in the design process. • The Stage 1 report in respect of the replacement Ysgol y Ferch o'r Sgêr and the new English-medium school (that is, the replacement for Afon Y Felin and Corneli Primary Schools) has been submitted to Welsh Government for consideration and the local authority is awaiting the outcome of this process. • The Welsh-medium childcare schemes at Bettws and Ogmores Valley are under construction. • Welsh-medium capital grant funding approval has been received for a mobile classroom at Ysgol Gymraeg Bro Ogwr. • Heronsbridge School – temporary accommodation at Bridgend College was handed-over to the local authority in September 2022. • Council approval has been received to include a six-classroom block for Bryntirion Comprehensive School in the capital programme. The scheme is in design. • Council approval has been received to include a two-classroom extension at Pencoed Primary School and a four-classroom extension at Coety Primary School in the capital programme.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
DCH2.1.11.1 Local WBO3	The percentage surplus capacity in primary schools. Lower Preferred	9.43%	10.0%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: National guidance indicates a recommended 10% surplus. Performance: (Data will be reported in Q3.)
DCH2.1.11.2 Local WBO3	The percentage surplus capacity in secondary schools. Lower Preferred	18.0%	18.0%	N/A	N/A	N/A	N/A	Annual Indicator Target Setting: National guidance indicates a recommended 10% surplus. Performance: (Data will be reported in Q3.)

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFs, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (EFS)	Amber	There has been a review of the Financial Scheme for Schools. The financial position of all schools is under constant review in a number of arenas. Schools in a deficit budget position are required to write a plan to manage the deficit; if the deficit is significant, the school is required to meet with the Head of Service. Significant surplus budgets are also subject to scrutiny. The Q2 position for the Education and Family Support Directorate is that the £68,000 saving target for 2022-2023 will not be met. 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 Q3 budget monitoring report.

Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DEF143 CP feeder WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	£68	£68	100%	£0	0%	£0	0%	Performance: The Q2 position is that the £68,000 saving target for 2022-2023 will not be met.

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Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (EFS)	Green	Work is ongoing to implement the Capita One system across the directorate. However, there have been several unforeseen security issues in particular, which have required resolution. These have now been addressed and the base system has been implemented. The implementation timetable for the modules is being revisited.	Complete the adjustments to the implementation timetable.

Other

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002iv Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). Lower Preferred	12.60 days	No target	N/A	5.71 days	4.82 days	↓	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. Performance: When compared with Q2 in 2021-2022: - there was an increase in the number of absences from 166 to 181; - the percentage of absences for 7 days or less increased from 55% to 58%; - the percentage of absences of 21 days or more increased from 26% to 28%; and - the total number of FTE days lost in Q2 increased from 1012 to 1238. Cumulatively, the total number of FTE days lost increased from 2249 to 2660. Stress/anxiety /depression and musculoskeletal disorders account for just over 49% of all FTE days lost.
DEFS132 Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). Lower Preferred	10.56 days	No target	N/A	1.59 days	3.97 days	↑	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. Performance: When compared with Q2 in 2021-2022: - the number of absences increased from 1288 to 1369; - the percentage of absences for 7 days or less increased from 55% to 58%, while the percentage of absences of between 8 and 20 days decreased from 12% to 8%. The percentage of absences of 21 days or more decreased marginally; and - the total number of FTE days lost in Q2 increased from 3243 to 3616. Cumulatively, the total number of FTE days lost increased from 4480 to 5039. Stress/anxiety /depression and musculoskeletal disorders account for just over 44% of all FTE days lost.
CORPB1d Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (EDFS Directorate) Higher Preferred	90.46%	100.0%	N/A	Data not available	N/A	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: Data not available. The directorate has been informed that the system reports cannot be run until technical issues are resolved. .

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CORPB1e Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (schools) Higher Preferred	72.04%	100.0%	N/A	Data not available	N/A	N/A	Quarterly Indicator Target Setting: All staff should either have completed the module or should complete the new module, once available. Performance: As at Q2, the directorate has been informed that the system reports cannot be run until technical issues are resolved. Data may be available for reporting in Q3.

Additional Sickness Information by Service Area – Education

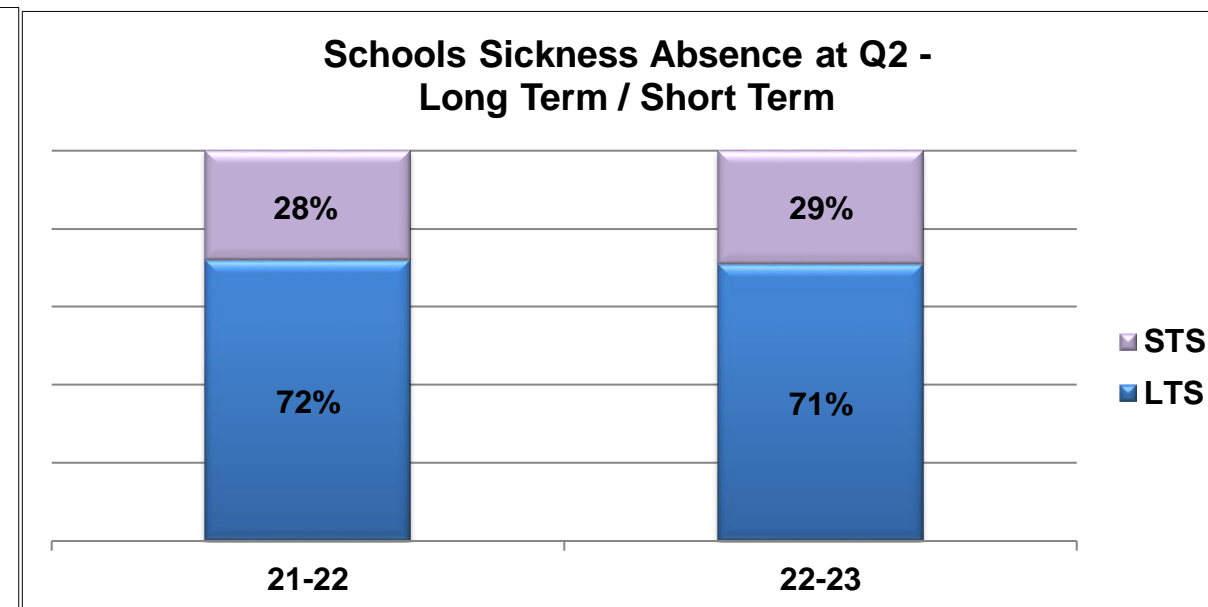
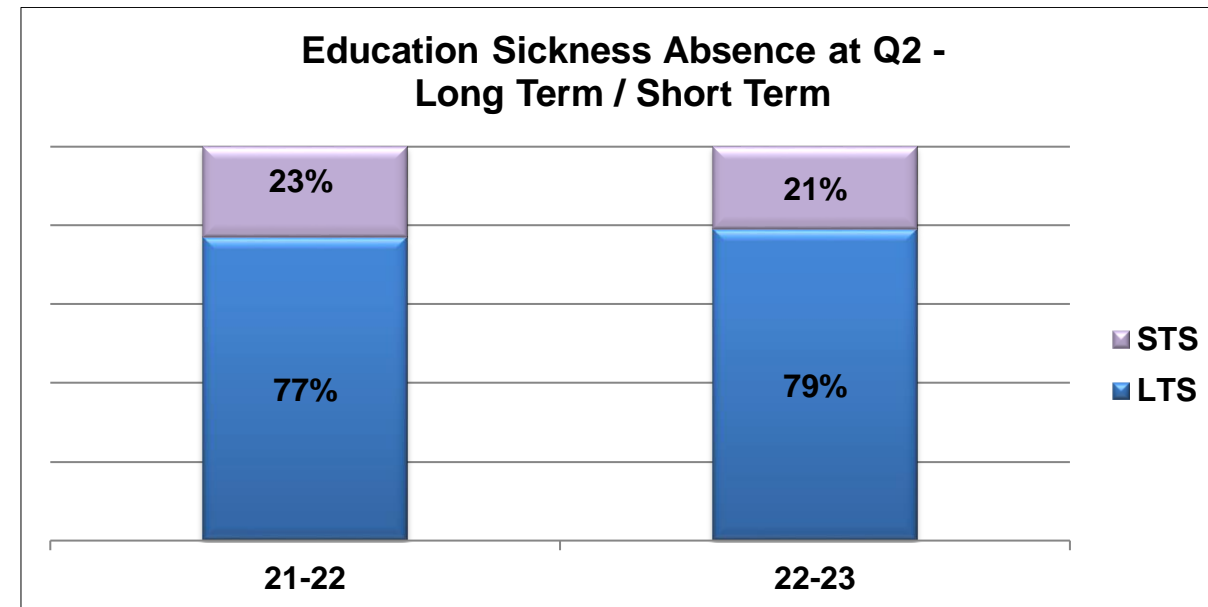
Unit	FTE 30.09.2022	QTR2 2021-22			QTR2 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support	24.01	0.00	0	0.00	22.00	3	0.92	0.18	1.11
Catering Services (CAT)	108.04	253.28	82	2.38	290.65	92	2.69	5.83	6.58
Family Support	171.64	405.11	34	2.20	523.57	37	3.05	4.52	5.99
Learner Support	124.60	348.32	49	2.77	400.41	48	3.21	6.07	7.03
School Modernisation	3.00	5.00	1	1.67	0.00	0	0.00	2.00	0.00
School Support	15.27	0.00	0	0.00	0.00	0	0.00	0.00	0.00
Vulnerable Groups	17.59	0.00	0	0.00	1.01	1	0.06	0.00	0.72
Education & Family Support Directorate Total	466.15	1011.71	166	2.19	1237.64	181	2.66	4.83	5.71

Additional Sickness Information by Service Area – Schools

Unit	FTE 30.09.2022	QTR2 2021-22			QTR2 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Primary Schools	1080.48	1563.72	297	1.45	1706.28	305	1.58	3.93	4.27
Secondary Schools	930.98	869.30	204	0.97	1114.97	244	1.20	2.71	3.48
Special Schools	256.13	809.51	96	3.38	794.71	83	3.10	8.74	8.10
Schools Total	2267.59	3242.53	597	1.47	3615.96	632	1.59	3.97	4.37

Additional Sickness Absence by Reason

Absence Reason	Education & Family Support Directorate				Schools			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	95.84	85.62	181.46	6.82%	146.59	154.26	300.84	3.07%
Chest & Respiratory	57.66	63.26	120.92	4.55%	240.50	80.87	321.37	3.28%
Coronavirus COVID - 19	99.61	6.05	105.66	3.97%	263.82	94.86	358.68	3.66%
Eye/Ear/Throat/Nose/Mouth/Dental	76.73	11.14	87.87	3.30%	383.67	184.50	568.17	5.79%
Genitourinary / Gynaecological	0	0.95	0.95	0.04%	87.70	12.66	100.36	1.02%
Heart / Blood Pressure / Circulation	21.69	31.42	53.11	2.00%	264.66	99.32	363.97	3.71%
Infections	97.34	86.86	184.19	6.92%	616.73	349.74	966.47	9.86%
MSD including Back & Neck	245.74	210.60	456.34	17.15%	1031.54	716.42	1747.96	17.83%
Neurological	60.81	80.66	141.47	5.32%	382.61	239.09	621.70	6.34%
Other / Medical Certificate	116.70	68.50	185.20	6.96%	6.35	24.76	31.11	0.32%
Pregnancy related	23.92	18.54	42.46	1.60%	53.57	74.78	128.36	1.31%
Stomach / Liver / Kidney / Digestion	42.23	38.78	81.01	3.05%	745.68	469.36	1215.04	12.39%
Bereavement Related	88.36	211.24	299.59	11.26%	330.30	169.99	500.29	5.10%
Other Mental illness		14.00	14.00	0.53%	59.80	5.27	65.07	0.66%
Stress/Anxiety/Depression not work related	374.88	209.04	583.92	21.95%	1435.30	730.89	2166.19	22.09%
Stress/Anxiety/Depression work related	21.00	101.00	122.00	4.59%	140.58	209.18	349.76	3.57%
Tests / Treatment / Operation	0	0	0.00	0.00%	0	0	0.00	0.00%
TOTALS	1422.50	1237.64	2660.15		6189.40	3615.96	9805.35	



SOCIAL SERVICES & WELL-BEING DASHBOARD – PERFORMANCE Q2

The Social Services and Well-being Directorate has focussed on working to ensure that there is a clear focus across the Directorate on continuous improvement of quality and performance against a context of significantly increasing need and demand in children's social care, challenges in workforce in adult and children's social care, challenges in meeting care and support needs in a timely way in adult services and the continued recovery of the leisure and culture sector. Whilst there is significant operational challenge, progress is being made in delivering the strategic priorities in relation to practice improvement, workforce, provision of services, hearing and acting on the voice of people and effective partnership.

In children's social care, we have worked with our Regional Safeguarding Board partners to prepare, understand and act on learning from the recent child practice review. In advance of the review publication, the Council had undertaken an internal review and the Regional Safeguarding Board had progressed a rapid review into safeguarding arrangements. Our focus is ensuring learning is embedded and impacts. Following the Performance Evaluation Inspection of children's social care undertaken by Care Inspectorate Wales, published in May 2022, the Improving Outcomes for Children Board, chaired by the Chief Executive and informed by an independent advisor, is focussed on delivering the actions in the 3-year strategic plan approved by Cabinet in February 2022 which align with the actions in the Care Inspectorate Wales (CIW) Performance Evaluation Inspection.

The most significant operational pressures are currently in placement and provider services. Bridgend, as many other authorities, is experiencing difficulties in securing accommodation, care and support for care experienced children in a timely way. There have been more occasions in the last period when children have been supported for a time in unregistered provision which is notified to Care Inspectorate Wales as 'operating without registration'. The new children's assessment hub provides an opportunity to build capacity within the County Borough. This should be operational later in 2023. In advance, we are progressing a root and branch review of the Council's residential provision and have strengthened leadership through the appointment of a dedicated Responsible Individual.

Children's Services is delivering timely and focussed improvement plans with 6 week and 6 month plans for all parts of children's social care and continued with gold, silver and bronze governance structures in view of the significant operational pressures which include a 31.9% increase in contacts to the IAA service, a 161% increase in the number of assessments being undertaken and an increase in the number of children on the child protection register from 174 in March 2022 to 272 in September 2022. There has been a focus on strengthening management oversight and quality assurance systems as well rapid identification and addressing 'hot spots' in performance. The workforce are being supported to undertake 'back to basics' safeguarding training, which is introducing concepts from Signs of Safety, the strength-based model of social work practice which will be a key priority as the service moves forward.

Retention and recruitment of the social care workforce continues to have the highest priority in adults and children's social care. A continued key focus is workforce wellbeing and there is close working with colleagues in human resources to ensure that in addition to the wellbeing support available to all parts of the Council, that where needed, specialist support is available in a timely way. This support has made a significant difference for those members of the workforce who have accessed it. There are challenges in workforce retention and recruitment across the whole of the directorate, but the most acute challenges are experienced in the care worker workforce (care and support at home and children's residential) and children's social work. Workforce plans are being progressed to ensure there are short-, medium- and long-term actions to sustainably improve the workforce position. In children's social work, the short-term actions have included long term strategic engagement of the agency workforce to ensure that statutory duties are being met. Social worker support officer roles have been implemented in case management teams. Market supplements have been applied in the teams where the criteria has been met. A social worker charter has been developed for all Bridgend social workers and will be formally launched on World Social Workday. In the medium-term international recruitment is being progressed. In the longer term, social worker trainees and secondees are being supported and will be key to the Council securing a professional social worker workforce. A dedicated marketing resource is being recruited for social care to promote the opportunities in all social care roles. In addition, a number of actions are being progressed to address the challenges in care worker recruitment. A trial group has been identified for implementation of electric vehicles. Joint recruitment processes with the Cwm Taf Morgannwg Health Board are underway for Band 2 workers to increase capacity. Research is progressing to understand working practices in other local authorities ahead of a move away from split shift working. In the short term an agency provider is continuing to provide up to 450hrs support, although there remain delays in people having their care and support needs met in a timely way due to the ongoing challenges. Independent domiciliary care providers continue to be offered support and one provider has progressed international recruitment.

Strategic improvements continue to progress in adult services. Deep dives are being undertaken in every adult social work team and a new operating model will be approved in early 2023. Where changes have been required more quickly, the common access point and the hospital social work team, these have been progressed. There is a major transformation project to transfer the Council's telecare service from analogue to digital and opportunities are being progressed to enable even better use of assistive technology to improve outcomes for people. A significant review of the operating model in learning disability direct services is being progressed to ensure there is a sustainable day opportunities and supported living model in the county borough. There continues to be a focus on strength based social work practice and quality assurance and management oversight is being strengthened. The whole system pressures in meeting the needs of older people in the County Borough is a high priority at a local, regional and national level. 'Discharge to Recover and Assess' pathways are being implemented to improve hospital discharge processes, although capacity in community care services remains a very significant challenge.

Prevention and wellbeing services continue to perform well as they recover from the pandemic with a focus on supporting the most vulnerable and preventing escalation of need. There has been significant engagement with carers – adult carers and young carers – as identification and services for carers have been reviewed. The implementation of the carers ID card, and the review of the adult carer's wellbeing service have been significant priorities. There has also been extensive engagement with children and young people in the development of the play sufficiency assessment which will be considered by Cabinet in January 2023. There is steady recovery in participation in leisure and cultural activities post pandemic. In common with other services with high energy consumption, leisure venues are experiencing significant cost pressures.

Budgets in the Social Services and Wellbeing directorate are driven by the statutory requirements to meet the assessed care needs of individuals in a way which supports people to be safe and achieve the outcomes that matter to them. Social work practice is strength based, and significant savings have been made since the introduction of the Social Services and Wellbeing (Wales) Act 2014 as practice focuses on the resources of individuals and family networks with services commissioned or provided by the Council only forming part of the care plan if people's needs cannot be met in any other way. Local community co-ordinators prevent people's needs escalating at the edge of care and support in part of the County Borough. Despite all the prevention and wellbeing service, the needs of children and families and adults with care and support needs has increased following the pandemic. As at quarter 2 there were significant budget pressures evident in children's and adult's services as a consequence of the cost and quantum of services and workforce pressures including the costs and number of agency workers engaged to meet statutory services. Sustainable service and financial plans will be critical to the confidence of regulators and the Council that the right resourcing and operating models are in place. Sustainability requires a rebalancing of the model of care to prevent escalation of need and to achieve best outcomes for people. This requires a whole Council and partnership leadership to meet the needs of the most vulnerable in the most effective and cost-effective way.

Commitments 2022-23		BRAG – progress against commitment				
Q2 Directorate Commitments to delivering Wellbeing objectives		Total	Blue	Red	Amber	Green
Wellbeing Objective One – Supporting a successful sustainable economy		0				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient		5			5	
Wellbeing Objective Three – Smarter use of resources		2			1	1

All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
Performance vs Target	Trend vs Q2 2021-22	Performance vs Target	Trend vs Q2 2021-22 (Excluding finance)

Finance		
Revenue Budget		
<ul style="list-style-type: none"> The net revenue budget for the Directorate for 2022-23 is £82.327m. The current year-end projected outturn is £89.826m with a projected overspend of £7.499 million. 		
Capital Budget		
<ul style="list-style-type: none"> At Q2 the capital budget for the Directorate for 2021-22 is £3.939m with total expenditure of £541,000 and no foreseen under or overspend to planned budget. 		
Efficiency Savings		
Savings (£000)	2022-23	% 2022-23
Savings Target	£365	100%
Likely to be achieved	£284	78%
Variance	£81	22%

Additional financial information is provided in the Budget Monitoring 2022-23–Quarter 2 Revenue Forecast report presented to Cabinet on 18 October 2022.

High Corporate Risks	
<p>Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.</p>	
Directorate Risks	
<p>As noted, in the introductory remarks the Directorate continues to manage a number of inter-related risks. In children’s social care there has been a significant increase in demand across all parts of the service. and it is noted that without adequate budgets and sufficient experienced workforce there is a risk that the Council’s safeguarding arrangements will not be effective, and that children and adults at risk will not be kept safe. The numbers of children on the child protection register is at a higher level that at any time in the history of the Council. There are also unprecedented numbers of adults waiting.</p> <p>The Council has carried out a number of actions to mitigate this risk, instigating gold, silver and bronze critical incident arrangements to address operational risks and issues and an Improving Outcomes for Children Improvement Board to progress strategic actions. In adult services, a fortnightly pressures meeting, equivalent to the silver command in children’s social care, is chaired by the Corporate Director. Staff teams have been strengthened in some areas to meet demand and includes the use of agency staff (in both social work and home care staff). However, there is a further risk that with the worsening financial position not all of the investment required will be available on a sustainable basis and therefore significant budget pressures have been identified for consideration through the Council’s Medium Term Financial Strategy.</p> <p>Workforce is a highly significant risk. There is an overreliance on agency workforce in children’s social work and increasing agency hours in in-house care and support services for adults. Agency is used to mitigate the risk of not meeting statutory duties. The risk to impact on quality is mitigated by treating agency workforce as if they were permanent in respect of supervision, oversight and access to mandatory training. There is a mantra that underpins this approach ‘whilst you are with us you are one of us.’ There are significant financial risks as a consequence of the scale of agency engagement. It is difficult to address this issue until there is a sustainable improvement in the position in respect of permanent workforce which requires the medium- and longer-term actions from the workforce plan to impact.</p> <p>Social services case management requires a case management IT system which supports effective practice. The WCCIS case management system requires development for it to be utilised optimally in Bridgend. There is learning from other local authorities.</p> <p>There are also significant issues in respect of the adequacy of budget to meet need for social care services in Bridgend. There are significant overspends linked to the service and workforce required to meet statutory requirements to safeguard, protect and improve outcomes for the most vulnerable. The Council faces an exponential challenge in meeting the statutory social services requirements and setting and delivering a balanced budget.</p>	

Consultation, Engagement & Involvement

Within Adult Social Care consultation and engagement is facilitated through a number of mediums. Within older persons residential services feedback is captured in quarterly care reviews by the Provider Service Manager and Registered Individual (RI) visits. Within Domiciliary Care Services, community meetings are facilitated by management teams and are accessible to all individuals; subject areas include health and wellbeing, Health and Safety, community and 'at home' activities. In Learning Disability services, a number of individuals are active participants and members of People's First Bridgend, an independent advocacy group for people with learning disabilities and autism. Participants attend regular meetings and actively contribute on the development of services. The views of people entering a number of services are also sought from social workers / care co-ordinators, families, social care workers and other relevant professionals with further feedback captured in quarterly assurance meetings by the Provider Service Manager and RI visits.

Across adults and children's social care a review of direct payments has progressed which has been co-produced with carers, using expert independent advice to ensure the revised strategy and policy very genuinely addresses the what matters to carers in care and support arrangements.

Within Children's Social Care a number of consultation events have been held with care experienced children and young people and care leavers. These have included; a consultation on what makes a good parent, a consultation on what it is like to be in care or a care leaver and an event to identify the most important issues for care experienced children, young people and care leavers when being supported by statutory agencies and partners. The service has also successfully commissioned a new Specialist Participation Service contracted to run a Care Experienced Forum and also a Care Leavers Forum that will both meet monthly and inform the work of the advocacy service.

The Prevention and Wellbeing service undertook a survey of 4300 secondary school children/young people, which included data on 350 young people with additional needs to better understand lifestyles and wellbeing challenges as part of the play sufficiency assessment. The Service also supported the national school sport survey with primary and secondary schools across the borough. As part of the young carers network the service undertook engagement with 190 young carers and held an engagement session with unpaid carers to inform the carers wellbeing service design specification.

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

Implications of financial reductions on Service Performance

The Directorate's net budget for 2022-23 is £82.327 million. Current projections indicate an over- spend of £7.499 million at year end. This is a significant shift compared to the 2021-22 Outturn position of a £5.931 million under spend. The underspend from 2021/22 enabled the creation of ear marked reserves in a number of key areas and it is clear that the directorate overspend would be even higher if it were not for the investment of this reserve funding much of which will no longer be available in 2022/23.

The reason for the 2021/22 underspend was the significant grant income received in 2021-22, including one-off grants such as the Social Care Recovery Fund (£2.916 million). There are significant risks across many parts of the social services budget. The budget has been dependent for many years on short term grant funding to meet statutory duties with underlying deficits and these has been highlighted in financial monitoring reports. The reliance on grants over many years mean the base budgets for social care in Bridgend are comparatively low when benchmarked with other local authorities and there is disproportionate impact when the grants are no longer available.

A contributory factor for the projected overspend in 2022-23 is due to challenges in recruiting to permanent vacancies in some key teams. In order to meet the Authority's statutory safeguarding responsibilities— in children's social care where the numbers of workers engaged to meet statutory duties and keep caseloads at safe levels due to increased levels of need are above the agreed establishment. Independent experts are supporting the development of a business case to set out what is needed going forward for there to be sustainable ability to meet need within budget.

A further area of pressure is due to the volume and complexity of need for statutory social care services from the vulnerable population of the county borough. Bridgend has a growing population and there are more people with statutory care and support needs post Covid pandemic. Practice continues to be strength based and eligibility criteria rigorously applied. The most cost overspends are evident in learning disability services, mental health services and services for older people. There are increasing numbers of children who require residential accommodation, care and support which is resulting in a significant budget pressure in that area.

Finally, the escalating costs for commissioned care providers (domiciliary, residential and nursing) linked to inflation (food and fuel are particularly impactful) and the need to increase the pay of staff to compete with retail and hospitality and the increased reliance on agency staff (particularly registrant nurses) have meant that some councils have reported having to look at applying across the board increases in their fees during the past year. However, providers are continuing to get into financial difficulty and there is market exit probability in both adult and children's services which will place more pressure on Council budgets as the Council will always be a safety net provider in such circumstances.

The position in Bridgend is not unique; the Welsh Local Government Association has written to Welsh Ministers to advise that there is an estimated total cumulative pressure for social services of £407.8m for 2023-24 and 2024-25 across Wales. Within this overall Social Services total the estimated total commissioning cost and demand pressures are £288.4m. Pay inflation pressure totals £75.8m for the two years. The position in Bridgend is particularly acute as increases in demand in children's social care have been particularly acute due to the particular circumstances of the current operating context. Independent analysis advises these increased pressures will remain for at least a 2-year period.

Sustainable and aligned service and financial plans, which maximise the impact of all services – statutory and non-statutory – to preventing escalation of care needs is critical and a whole Council approach to systematically progressing service reviews and understanding in detail the budgets required is essential.

Workforce issues impacting on Service Performance

The Directorate continues to focus on the retention and recruitment of the social care workforce and provide interventions that support workforce recovery, promote and enhance self-care and compassion, and putting wellbeing as a priority for staff.

During the reporting period, the Directorate has seen an 18% increase in days lost to sickness per FTE when compared to the same period last year and a 20% increase in cumulative days lost per FTE. The breakdown in days lost to sickness per FTE when compared to the same time last year is as follows:

- 6% increase in Adult Social Care
- 77% increase in Children's Social Care
- 56% increase in Business Support

However, it is important to note that although there has been a significant rise in the percentage increase in days lost to sickness per FTE, within Children's Social Care the total number of absences rose by 4 and remained the same in Business Support. Conversely within Adult Social Care, although days lost rose by 6% there was an increase in the number of absences of 36. This would suggest that absences in Children's Social Care and Business Support are long term whereas in Adult Social Care they are more short term, reflecting the particular nature of the workforce and indicating the need for bespoke solutions.

Failure to attract, develop and retain workforce remains a key risk for the Directorate. However, the Directorate continues to mitigate this risk via 'workforce' projects particularly focussing on children's social work and care workers as set out in the director's introduction.

The Directorate has also used agency staff across a number of services within Adult and Children's Social Care and Business Support and has progressed development of social work support officer roles to reduce the 'non social worker' tasks that professional social workers are required to undertake.

Recruitment of international social workers is progressing and is anticipated to be a medium-long term plan to reduce vacancy levels in Children's social work teams. Following the procurement of an international social work provider, recruitment processes have begun and successful applicants are due to commence employment in 2023. A project group has been set up to identify and address areas of work that are required to support the arrival and induction of the recruited international workers. This includes colleagues from Children's Services, HR, Housing and Education and Family support.

In the long term, for the last 2 years there has been a significant increase in the number of social work degree places supported by BCBC through the 'grow our own' social worker programme. There were 7 secondees who commenced the degree course in 2021/22 and 8 trainees and secondees who commenced the degree in 2022/23. The continued support to the grow our own scheme is crucial over the longer term to addressing social worker recruitment issues.

Procurement issues impacting on Service Performance

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. During quarter 1 and 2 of 2022/23 we continue to progress a number of key actions put in place to build resilience. The Directorate has:

- Established an Improving Outcomes for Children Board to strategically address the improvements identified in the Council's own 3-year improvement plan and the CIW Performance Evaluation Inspection (May 2022).
- Established a corporate transformation programme – Improving Outcomes for the Joneses – to lead the remodelling of social care in Bridgend.
- Operated gold, silver and bronze management arrangements to oversee the operational focussed improvements required in children's social care and a pressures (silver) group to address the challenges in meeting statutory duties in adults social care.
- Reviewed the directorates performance framework, quality assurance framework and supervision policy to strengthen performance, quality and management oversight.
- Developed an implementation plan for a strength-based model of practice in children's social care (signs of safety) and undertaken deep dive reviews in adult social care with a view to implementing a new operating model in 2023.
- Developed a commissioning plan to grow services to ensure that reablement services are at pre-pandemic levels of activity.
- Published Market Stability Reports for regulated services in-line with Welsh Government Requirements.
- Developed service planning groups for key population areas, with a view to developing commissioning plans based on identified population needs and priority areas; which will 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

Regulatory Tracker

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Action in Q1 & Q2 2022-23	RAG (at end Q2)	Open / Closed
May 2022	CIW, Report of Performance Evaluation Inspection of Children's Services	PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened	<p>Consultation and engagement activity with Care Experienced Children and Care Leavers has involved focus groups and a specific event including:</p> <p>Consultation on what makes a good parent with the outcome of producing media clips used in member induction training.</p> <p>Consultation on what it is like to be 'in care' or 'a care leaver'.</p> <p>Consultation on identifying the most important issues for care experienced children, young people and care leavers when being supported by statutory agencies and partners with the outcome to inform the priorities of the Bridgend Corporate Parenting Board</p> <p>Young People Interview Panels supporting recruitment</p> <p>Our young people volunteering to be Young Ambassadors with Voices from Care to discuss the future of the Care System in Wales at the Senedd with Ministers and the Children Commissioner for Wales</p> <p>Commissioned a new Specialist Participation Service contracted to run a Care Experienced Forum and a Care Leavers Forum that will both meet monthly from November 22</p> <p>Outcome focused case recording policy and guidance is at final revision stage. Aim to launch by December 2022.</p> <p>Audit activity will take place 3 months after launch.</p>	GREEN	Open
		PE2 - Limited Evidence of Direct Work	Practice guidance has been reviewed. There is guidance on listening to and recording the voice of the child, and tools for practitioners to use when undertaking direct work with children and young people available on the children's social care web pages. This area will be strengthened further by the development of 'lived experience of the child' practice guidance.	GREEN	Open
		PE3 - Inconsistent use of chronologies and genograms	Completed	BLUE	Closed
		PE4 - Strengthen business support for practitioners	<p>New SWSO structure will be implemented in case management teams from 1st December 2022</p> <p>Training plan in place for staff to commence Dec 22 – March 23</p> <p>Proposed changes to the fostering service business support team have been prepared with job descriptions and capacity reviewed with an aim of commencing consultation in December 2022</p>	GREEN	Open
		PE5 - Variable evidence of management oversight/Quality of supervision	<p>Review completed and revised policy is with SSWB SMT for approval w/c 21/11/22</p> <p>An external provider has been commissioned who will deliver a programme of training for supervisors and supervisees from Jan 23 onwards</p> <p>Programme is underway</p> <p>The new Q A framework makes clear roles and responsibilities in Q A and the role of QA in driving change and improvement through reflective action learning, training and development and practice guidance.</p> <p>Training on facilitating action learning sets is available and teams are encouraged to use action learning sets to share and reflect on practice.</p>	GREEN	Open
		PE6 - Practice model – implementation of Signs of Safety	<p>Back to basics training is being delivered to teams to introduce the concept of Signs of Safety in readiness for formal implementation of the full model.</p> <p>Principal Officer appointed start date tbc</p> <p>Implementation plan for first phase has been agreed with an appointed signs of safety consultant facilitating sessions with the leadership team to prepare for a service launch in February 23</p>	GREEN	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Action in Q1 & Q2 2022-23	RAG (at end Q2)	Open / Closed
Page 70		PE7 - Review of direct payments scheme	Draft policy and strategy document is out for engagement with staff and key stakeholders. A face-to-face engagement event with those individuals/carers in receipt of Direct Payments is due to be held on 12 th December 22	GREEN	Open
		PE8 - Consistent offer of a carers assessment	Following conclusion of the Direct Payments engagement, further engagement with carers will take place before the end of the financial year with a view to co-producing a carers strategy. As an interim measure the managers of the Disabled children team has reviewed paperwork to ensure that the meaningful offer of a carers assessment at the point of contact is captured and recorded within our systems	GREEN	Open
		PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges	<p>Edge of Care / IFSS</p> <p>Increase of 4.5 posts to support increased demand and prevent escalation</p> <p>Further work has been undertaken to understand specific needs within BCBC, including one programme offering emotional regulation and distress tolerance for parents who are struggling to manage the demands of parenting, another called Family Connections which focuses on conflict resolution skills for whole families</p> <p>A case tracker has been developed within edge of care services / IFSS to monitor timescales and length of support offered to a family to ensure there is no drift in support offered, this is used as a tool in supervision to support staff in developing appropriate exit strategies to alternative services.</p> <p>Commissioning further staff to be trained in 'train the trainer' evidence-based parenting programmes so numerous groups can run simultaneously to offer support to parents.</p> <p>Family Group Conferencing</p> <p>Since October 2022 the LA has committed to funding FGC's for all families who are open to statutory services for at least 3 months</p> <p>The development of a conflict resolution programme for families who have gone through the FGC process and will require a whole family approach plan to embedded for the longer term.</p> <p>The terms of reference for the children and young people area planning groups have been finalised and meetings have been set up starting December. A priority focus of the planning group is family support services and intervention</p> <p>Growing our own Social Work Programme - 4 staff have been seconded on the BSc Social Work Cardiff Met/Bridgend college programme commenced academic year 2022/23. 4 social work trainees have been recruited and have commenced the BSc social work programme (as above). Trainees are super- numery staff, each trainee has an individual programme of learning and development alongside their academic study and practice learning placements they will gain practical experience across Adults and Childrens teams</p> <p>A project group has been set up to oversee international recruitment and to date 8 social workers have been offered posts with prospective start dates in January 2023.</p> <p>The social work charter is in draft and workshops have taken place with practitioners and managers to finalise a draft for launch on world social workday 2023.</p>	AMBER	Open
		PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity	Ongoing programme of Back-to-Basics Training is in place with dates scheduled through to March 2023. Back to Basics Training is mandatory. 8 Professional curiosity training courses have taken place this year with two further courses scheduled for Nov and Dec 22. Signs of Safety training to commence from Jan 23.	GREEN	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Action in Q1 & Q2 2022-23	RAG (at end Q2)	Open / Closed
			Training activity is evaluated initially at engagement with and reaction to an individual event. How learning has been transferred by an individual into their role and how new skills and knowledge have been used are less tangible and harder to measure. Discussion within supervision and performance data are mechanisms used to gauge the wider impact of learning on the individual and the organisation		
		PR3 - Placement sufficiency and support	<p>Prior to opening a root and branch review of the existing service delivery model will be completed to ensure the operating model in the new home is fit for purpose</p> <p>Building work has commenced on the new Home based in Brynmenyn.</p> <p>A Bid has been submitted to Welsh Government to support the review and development of the right multi-agency therapeutic model which will include access to psychological assessments where required and we are currently awaiting the outcome to find out if we have been successful.</p> <p>Hillsboro Residential Home for Children and Young People looked after and in crisis has been registered and provides a solo placement to a young Person.</p> <p>Regional Development of Accommodation Options for UASC in Treforest.</p> <p>Foster Wales Bridgend Recruitment and Retention Strategy has been completed and is awaiting sign off from CSC SMT.</p> <p>Meeting arranged in November 2022 for Regional Leads to discuss Regional Fostering arrangements in respect of Parent and Child Placements, Family Link Placements and Supported Lodgings Providers</p> <p>Bid submitted to Welsh Government to support the development of the MYST approach in BCBC. In the interim scoping has begun in readiness to take the work forward.</p>	AMBER	Open
		PR4 - Accessibility of information, advice and assistance	<p>Draft review document produced for consideration and presented to CMB. Final report to be produced on options and resource implications by Dec 22.</p> <p>IAA focused plan implemented and continues to be reviewed</p>	GREEN	Open
		PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	<p>Further independent audits have been carried out in relation to case management and supervision and findings/recommendations reported to the Improvement Board</p> <p>Review completed and new framework is on agenda for Directorate management team sign off w/c 21/11/22. It will then be launched with teams in December 22 – Jan 23</p> <p>Q and A activity will be reported to the monthly Directorate performance meeting chaired by the statutory Director</p> <p>Internal audit and review of the framework and its impact will be carried out 12 months after implementation</p>	GREEN	Open
		PI1 - Inconsistent thresholds and standards of practice	<p>A programme of core and specialist training is on-going covering Back to Basics and subject specific courses as listed above.</p> <p>Ref Pe 6</p> <p>Practice development plans completed and are reviewed in silver meetings on a weekly basis</p>	AMBER	Open
		PI2 - The local authority will need to ensure its communication strategy is sufficiently robust to effectively communicate to staff and partners the vision for children's services and the many developments taking place/planned to take place	Partnership working has been strengthened through the Regional Safeguarding Board Executive Steering Group and the Bridgend Joint Operational Group. A summit is being held to explore a vision and priorities for integrated working for children and families in Bridgend. Consideration will be given to partner involvement in the improving outcomes for children board.	GREEN	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Action in Q1 & Q2 2022-23	RAG (at end Q2)	Open / Closed
Page 72		PI3 - Share learning from audits and reviews with staff and partners	Learning from Child Practice Reviews is incorporated into relevant training courses. Bespoke briefing sessions for staff to take place in relation to the Bridgend Child Practice Reviews when reviews the reviews are completed, and reports published. Three practice learning events in relation to Child T are arranged for Dec 22	GREEN	Open
		W1 - Further work is required to improve the timeliness of meeting statutory responsibilities	A performance management framework has been implemented across the Directorate which provides management oversight of key performance management data. The Children's Social Care monthly performance management report includes key national metrics as well as local operational information, such as assessments and reviews. The report follows a child / young person's pathway. To further strengthen these arrangements the dashboard presented to silver meeting has been further developed and provides management oversight of key performance information on a weekly basis. Operational service area dashboards continue to be developed to provide management oversight at weekly bronze meetings. Next steps are to prioritise the list of statutory requirements and work with the WCCIS team to build on the suite of data/performance reports to enhance automated reporting and streamline data validation arrangements	GREEN	Open
		W2 - Facilitation of supervised contact	A review will be undertaken by our improvement partner as part of their work to review the operating model, this review will be completed by March 23. In the interim there is has been a rapid review of the current arrangements that are in place, and a report on the findings and interim recommendations will be presented to CMB in Nov 22	GREEN	Open
		W3 - Consistent high quality written records	Cross reference to Pe 1 The guidance on the use of chronologies has been included in the revised recording policy. Review of foster carer handbook which includes guidance in relation to recording for foster carers, and further training will be undertaken to support the guidance. Policy Officer appointed start date 7/11/22	AMBER	Open
		W4 - CSE and CCE – strengthen interventions and mapping	The regional subgroup is established, and the Group Manager for Development and Improvement is engaged in this area of work. The pathway document and underpinning toolkit is finalised, and a phased implementation plan is under development. This has been presented to CSC EMT on 16/11/22 and implementation plan is being developed.	GREEN	Open
		W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	The programme has been reviewed and revised. 14 NQSW's (including agency workers) commenced the programme in October 22. All NQSW's are required to complete a mandatory training pathway and an additional development programme. This includes reflective learning on areas relevant to social workers in both Adult and Childrens Social Care NQSW's will have: Support from a mentor based within their team Reflective professional supervision by a qualified social worker. Weekly for the first four weeks then every 4 weeks for the remainder of their first year in practice.	GREEN	Open
June 2023	Ty Cwm Ogwr Residential Home	Regulation 80 - The responsible individual must prepare a report to the service provider including and assessment of the standards of care and support and recommendations for improvement at the service.	Q1 - A position statement has been completed on all areas of improvement to meet Reg 80 Q2 - A new Group Manager and Responsible Individual position for Direct Care Provider Services has been created and the person appointed commenced in post on 14/11/22.	BLUE	Closed

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Action in Q1 & Q2 2022-23	RAG (at end Q2)	Open / Closed
	Priority Action Notices	Regulation 60 - The Service Provider must notify CIW of events specified under Part 1 Schedule 3	Q2 - Management team submitting Regulation 60 notifications in line with regulatory standards .	BLUE	Closed
		Regulation 12 - The Service Provider must ensure appropriate policies and procedures are in place and that these are kept up to date.	Q2 – Action plan in progress for Adult Services co-ordinated by Policy Officer for the Social Care Workforce Development Team.	AMBER	Open
		Regulation 19 - The service Provider must ensure the written guide is dated, reviewed and updated as needed. It also needs to include information about how to make a complaint and availability of advocacy support.	Q2 – The written guide has been reviewed, updated and is available in English and Welsh format.	BLUE	Closed
June 2022	Maple Tree House Children Residential Home Priority Action Notices	Regulation 69 - The service provider has made arrangements for the manager to manage a second service without discussing or agreeing this with CIW	The MTH Residential Manager will not be responsible for a second service (Hillsboro) as a Residential Manager is being recruited specifically for that home.	BLUE	Closed
		Regulation 18 - The service has not ensured the provider assessments are routinely reviewed and updated.	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
		Regulation 80 - The responsible individual has not put suitable arrangements in place to monitor, review and improve the quality of care of care provided in the home.	A new Responsible Individual for Children’s Residential Homes Post has been created and the person appointed commenced in post on 14/11/22. The new post holder will undertake monthly Quality Assurance Visits to all homes. The Quality Assurance Framework across children’s residential care homes to be reviewed and updated.	GREEN	Open (Framework to be developed)
		Regulation 8 - The responsible individual has not established and maintained suitable performance and quality assurance systems, completed a review of the quality of care at the required intervals and has not consulted with individuals as part of the quality-of-care arrangements.	The Quality-of-Care Report has been completed. The Quality Assurance Framework across children’s residential care homes to be reviewed and updated.	BLUE	Closed
		Regulation 36 - The service provider has not ensured care staff receive adequate training to be able to provide care and support for children.	All staff employed at MTH are registered with Social Care Wales or in line with regulatory requirements completing the All-Wales Induction Framework or AWIF (to enable them to Register). All Casual and Agency staff being used are either registered with Social Care Wales or in line with regulatory requirements completing the AWIF. A new training matrix was established including a number of mandatory/core training for staff to attend. Staff have completed the training, but a large proportion have now left the role. This core training will be delivered as part of a two week “induction” for all current and new staff prior to MTH being re-opened. Core Training has been reviewed and mapped against the Statement of Purpose. All staff continue to receive regular supervision despite having been re-deployed across the other children’s homes (with MTH in Dormancy).	GREEN	Open (Training will need to be delivered to the ned staff team prior to re-opening).





Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Action in Q1 & Q2 2022-23	RAG (at end Q2)	Open / Closed
			A daily/weekly structure has been developed to support consistency for staff and young people including opportunity for staff to receive skills training and support from the Behaviour Analyst.		
		Regulation 35 - The service provider has not conducted a safe or robust recruitment process	The BCBC recruitment process is sufficiently robust. Prior to engaging any Agency staff, the Agency is required to provide the individuals profile, copy of references and relevant training certificates and the manager will check SCW Registration.	GREEN	Open as on-going
		Regulation 34 - The service has not provided a sufficient or suitably qualified team of care staff to meet the assessed care and support needs of children.	All staff employed at MTH are registered with Social Care Wales or in line with regulatory requirements completing the All-Wales Induction Framework or AWIF (to enable them to Register). All remaining staff hold the qualification relevant to their post. When MTH re-opens there will need to be regular consideration within Supervision to ensure that staff have the necessary knowledge and skills to meet the young people's needs.	GREEN	Open (new staff team being recruited)
		Regulation 43 - The service provider does not ensure the premises and facilities are safe, suitable and well maintained.	All identified work within MTH has now been completed. A site visit that includes the new RI, Group Manager and GM Corporate Landlord needs to be undertaken to compile a "snagging" list to ensure work completed is of a high standard. The construction of the new home to replace MTH continues and is currently within timescale.	GREEN	Open as site visit not yet undertaken
		Regulation 21 - The service provider does not ensure care and support is provided to promote and maintain the safety and wellbeing of children.	An independent audit was undertaken and gaps on the children's records were addressed. All updated documents were disseminated amongst the staff team. Systems to monitor this were reviewed and updated to support on-going oversight. Daily structures have been developed to ensure a consistent routine is delivered within MTH when it emerges from dormancy. These will form part of the two week "Induction". Regular unannounced visits were undertaken to monitor staff interaction with young people outside of normal office hours.	GREEN	Open – will be addressed as part of Development Plan
		Regulation 6 - The service does not have clear arrangements for the oversight and governance of the service.	Additional Management Capacity has been established with the implementation of a new Responsible Individual role. The Post Holder will have direct line management of all Residential Managers and have the capacity to provide robust oversight and governance.	BLUE	Closed
		Regulation 7 - The service provider does not ensure a service is provided in accordance with their statement of Purpose.	The Statement of Purpose was reviewed and updated in September 2022. Completion of all Priority Action Notices alongside Delivery of a Development Plan prior to recommencing service delivery at MTH will ensure compliance in this area.	GREEN	Open
		Regulation 26 - The service provider has failed to ensure children living in the home have been safeguarded from harm.	All outstanding Safeguarding Matters pertaining to MTH have been actioned as required and there are no outstanding issues. Safeguarding training has been delivered to staff at MTH. However, given the turnover of staff this will need to be delivered as part of the two week "induction" prior to re-opening.	GREEN	Open
		Regulation 14 - The service has not ensured provider assessments are regularly updated and reviewed and risks to others suitably mitigated.	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
		Regulation 15 - The service has not created personal plans that promote positive outcomes, capture all necessary information and do not consult with children about their views, wishes and feelings.	The personal plans of Young People were reviewed as part of an independent audit and all gaps addressed. Training has been undertaken with the staff team and will be re-visited prior to re-opening of MTH.	GREEN	Open

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		

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

Commitment

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Code	Commitment	Status	Comments	Next Steps
WBO2.1.1	Develop a sustainable operating model for social care services, as we understand the short-, medium- and long-term impact of the Covid-19 pandemic, ensuring that the Authority is able to meet needs for care and support through effective assessment, care planning, commissioning and service development. (SSWB)	Amber	<p>Within Adult Social Care work is progressing on the review of social work services, the social work arrangements for transition services and the Adult Services Operational Group which has a focus on D2RA.</p> <p>Within Children's Services the implementation plan for the IAA Operational model is being finalised and the implementation plan for sign of safety is being progressed and a principal officer social work transformation has been appointed to lead on this.</p>	<p>Within Adult Social Care work will progress on the social work review.</p> <p>The service will also commence with the implementation of the D2RA pathways</p> <p>In quarter 3 the leadership team in Children's Social Care will be finalising the signs of safety implementation goals. In quarter 4 the commitment statement and workforce pledge will be finalised and Signs of safety launched at a whole service event .</p>

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) <i>Higher Preferred</i>	1,981	1,981	990	1,023	991	↑	Quarterly Indicator Target Setting: Based on 2021/22 Improved Performance Performance: On target, despite the current difficult situation regarding social care capacity, this may be due to the high numbers of therapy only referrals.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support <i>Higher Preferred</i>	16.81%	33%	33%	7.14%	10%	↓	Quarterly Indicator Target Setting: Maintaining Performance Performance: AD/011c is overperforming, therefore, this metric will underperform.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support <i>Lower Preferred</i>	4.68%	11%	11%	4.76%	18%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: AD/011c is overperforming, therefore, this metric will underperform
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support <i>Higher Preferred</i>	70.94%	48%	48%	83.33%	64.40%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This target has overachieved due to the high numbers of therapy only referrals accepted, as access to social care is difficult. .
SSWB38d CP WBO2	Percentage of reablement packages completed that increased need for support <i>Lower Preferred</i>	7.88%	8%	8%	4.76%	7.6%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This is on target due to the service accepting more therapy only referrals than is normal due to the difficulty accessing social care.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.1.3	Ensure a sufficiency and high standards of all social care services. (SSWB)	Amber	The directorate has strengthened performance management and quality assurance arrangements and has action plans to address any 'hot spots' in performance and themes arising from quality assurance activity. The directorate also has improvement plans to address issues identified in regulatory inspections – the CIW children's services performance evaluation inspection and the regulatory inspections are set out in the tracker above.	Continue to embed new performance and quality assurance frameworks and progress within set timescales the actions in the inspection improvement plans.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.1	Continue the safe reduction of care experienced children, and support care experienced children to achieve the best possible outcomes by • Ensuring care experienced children are supported to live with their families and where this is not possible identify alternative permanence options at the earliest opportunity • Ensuring care experienced children enjoy the same life chances as other children (SSWB)	Amber	There is a continued focus on the LAC reduction strategy and plans for reduction of CLA through the making of alternative orders or discharges of Care Orders, particularly for Placed with Parents.	We will continue to focus on discharges and alternative orders but will need to closely monitor the overall number due to the wider context of significant increases in demand in Children's Social Care and the emerging impact on numbers of children becoming care experienced.

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Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
PM33 (PAM/029) SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. <i>Lower Preferred</i>	12.03%	12%	6%	4.77%	3.90%	↓	Quarterly Indicator Target Setting: No Target Performance: Due to increase in this area a Placement Stability Framework is being re-introduced to ensure children and young people's lives are not disrupted.
SSWB39 (CH/039) CP, SSWBPM WBO2	The number of children and young people looked after <i>Lower Preferred</i>	374	374	374	377	385	↑	Quarterly Indicator Target Setting: Improved performance on 21/22 actual outturn Performance: There is a focus on the LAC reduction strategy and plans for reduction of CLA through the making of alternative orders or discharges of Care Orders, particularly for Placed with Parents.
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 <i>Higher Preferred</i>	64.52%	65%	65%	55.56%	50%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This reflects the number of care leavers that the team are in contact with, so the figure may indeed be higher. There is increased support provided via SDDF to promote engagement with education, training and employment. PA capacity is now being increased which will enable staff to focus and provide additional support.
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 <i>Higher Preferred</i>	54.55%	55%	55%	63.64%	42.86%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This reflects the number of care leavers that the team are in contact with, so the figure may indeed be higher. There is increased support provided via SDDF to promote engagement with education, training and employment. PA capacity is now being increased which will enable staff to focus and provide additional support.
SSWB49 CP WBO2	Percentage of care leavers who have experienced homelessness during the year (new wording) <i>Lower Preferred</i>	20.69%	Establish Baseline	N/A	5.26%	14.29%	↑	Quarterly Indicator Target Setting: Revised Guidance for 2022-23- Establish Baseline Performance: This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation, so this is not necessarily indicative of their actual current situation.

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)	Amber	This modelling is rolled out, focus is on embedding and mainstreaming, and developing the anticipatory care modelling	Work with the Health Board and the Cwm Tat Morgannwg region on progressing this model as part of the Accelerated Cluster Development Programme.

Performance Indicators

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB43 CP WBO2	Proportion (%) of individuals in managed care supported in the community <i>Higher Preferred</i>	73.40%	75%	75%	74.56%	75.82%	↘	Quarterly Indicator Target Setting: Improved performance on 2021/22 actual outturn Performance: The market for care and support at home remains volatile. It has been impacted by the limitations on the community offer, which has created significant pressure for people and their carers living at home. The impact of the pandemic on our future commissioning projections will have to be considered when projecting all future needs .
SSWB44 CP WBO2	Proportion (%) of individuals in managed care supported in a care home setting <i>Lower Preferred</i>	26.6%	25%	25%	25.44%	24.18%	↘	Quarterly Indicator Target Setting: Improved performance on 2021/22 actual outturn Performance: It is inevitable, lockdown and Covid 19 restrictions have impacted on the flow of people into regulated care home settings. More people have stayed home for longer and others have been placed in care who would have stayed home for longer at an earlier date had care at home been available. The impact of this on our care home bed capacity will need to be carefully monitored going forward.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.2	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and supporting individual wellbeing and community Covid recovery. (SSWB)	Amber	There is evidence of a steady rebuilding of usage of leisure and cultural services and also a growth in more targeted approaches to support the more vulnerable not only in terms of rebuilding communities as part of post covid recovery but also to support cost of living pressures. There will be a need to inform council of future pressures as they are identified. Financial pressures anticipated due to increased operating costs and cost of living pressures faced by communities	Service development planning to commence for 23-24 and related reporting to CCMB and advisory boards. Which are now established for both partnerships.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
SSWB53 CP WBO2	Total library issues, including physical issues, digital issues and books on wheels service to people's homes <i>Higher Preferred</i>	New 22.23	Establish Baseline	N/A	221,361	N/A	N/A	Quarterly Indicator Target Setting: New Indicator- Establish Baseline Performance: There were 99,485 issues in quarter 1 (86382 physical, 12,237 digital and 866 via mobile) and a further 121,876 in quarter 2 (107,531 physical, 13,437 digital and 908 mobile) This gives a total of 221,361. .
SSWB54 CP WBO2	Total visits to leisure centres operated by Halo Leisure for all purposes <i>Higher Preferred</i>	New 22.23	Establish Baseline	N/A	597,600	N/A	N/A	Quarterly Indicator Target Setting: New Indicator- Establish Baseline Performance: Halo venues supported 289,535 visits in quarter 1 (of which 220,152 were physical activity based) and 308,065 in quarter 2 (of which 219,836 were physical activity based.).

Other indicators linked to achieving WBO2

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PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CH/052 Local WBO2	Percentage of care leavers who have experienced Homelessness during the year <i>Lower Preferred</i>	8.23%	Establish Baseline	N/A	5.26%	N/A	N/A	Quarterly Indicator Target Setting: Revised Guidance- Establishing Baseline Performance: This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation, so this is not necessarily indicative of their actual current situation. Work is to progress with housing as part of the Corporate Parenting Board to consider whether it is necessary for care experienced young people to present and be recorded as homeless in order to secure accommodation.
PM24 (PAM/028) SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales <i>Higher Preferred</i>	67.46%	N/A	85%	70.92%	78.82%	↓	Quarterly Indicator Target Setting: No Target Setting Comments Performance: Performance is still not at the levels that we would want them to be. Significant levels of investment have been put into providing additional staffing capacity within the IAA service. There continues to be a focused improvement action plan in place in relation to IAA that is overseen by the Group Manager IAA & Safeguarding. Performance has improved since the quarter 2 report and there will continue to be detailed oversight to ensure high standards are in place.

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 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (SSWB)	Amber	The current MTFS requires further remodelling in the learning disability day services in order to fully achieve the savings identified. Given the overspend in the learning disability budgets an independent review has been commissioned to review the operating model and understand the most cost-effective way of delivering daytime support for people in Bridgend.	Receive and consider the recommendations from the independent review.

Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q2						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DWB6.1.1iii (SSWB12) CP feeder WBO3	Value of planned budget reductions achieved (SS & Wellbeing)	£365	£0	0%	£115	32%	£250	68%	See comment on 'Implications of Financial Reductions on Service Performance'

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (SSWB)	Green	Teams in the directorate continue to review their operating arrangements to ensure the most effective model of working in the hybrid environment. The home care workforce has benefited from a call monitoring system and work is progressing to realise the benefits from this investment.	The benefits from investment in technology will continue to be evaluated to improve the efficiency and effectiveness of operational delivery.

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 Target 22-23	Q2 position 22-23 & RYAG	Q2 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
CHR002iii (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) <i>Lower Preferred</i>	20 days	No Target	N/A	11.02 days	9.16 days	↓	Quarterly Indicator Target Setting: Improved Performance on 2021/22 outturn Performance: <i>No Performance Comments</i> Deep dives into areas of high sickness in the directorate will be prioritised. Significant wellbeing support is in place and access to physiotherapy or other interventions will be considered if it will support early return to work. Proactive stress risk assessments are promoted and encouraged for all staff and general and bespoke support is available for all staff who are impacted by the harrowing and contested nature of the work they do.
CORPB1a Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (SSWB) <i>Higher Preferred</i>	77.08%	100%	100%	Data unavailable	N/A	N/A	Quarterly Indicator Target Setting: Aspirational target Performance: <i>No Performance Comments</i>

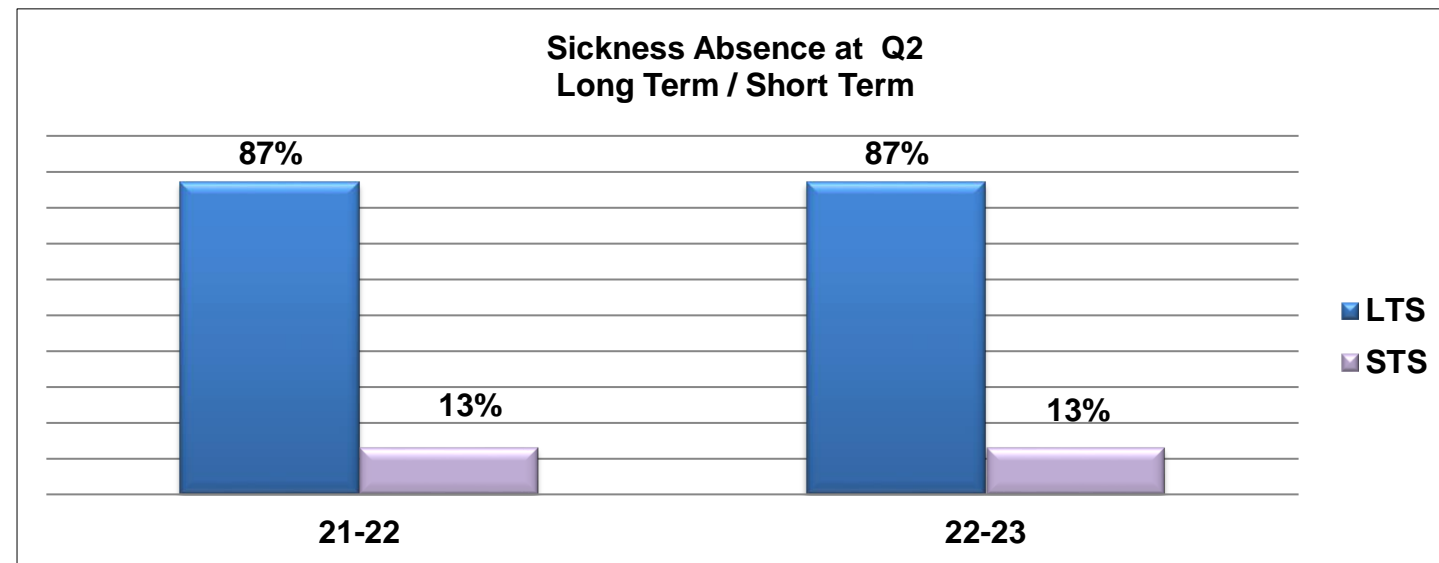
Sickness broken down by Service Area

Unit	FTE 30.09.2022	QTR2 2021-22			QTR2 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		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	586.68	3251.54	243	5.61	3490.81	279	5.95	10.37	11.64
Business Support - SS&W	52.81	77.50	10	1.99	163.50	10	3.10	7.45	4.62
Children's Social Care	181.62	681.03	57	3.64	1169.73	53	6.44	6.74	12.11
Prevention and Wellbeing	21.16	2.00	1	0.10	0.00	0	0.00	0.60	0.38
Social Services and Wellbeing Directorate Total	843.27	4012.07	311	4.85	4824.03	342	5.72	9.17	11.02

Sickness broken down by absence reason

Absence Reason	Social Services & Wellbeing Directorate			
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Cancer	335.25	403.33	738.58	7.91%
Chest & Respiratory	292.05	133.45	425.50	4.56%
Coronavirus COVID - 19	220.10	132.11	352.21	3.77%
Eye/Ear/Throat/Nose/Mouth/Dental	59.52	61.15	120.66	1.29%
Genitourinary / Gynaecological	141.98	184.06	326.04	3.49%
Heart / Blood Pressure / Circulation	40.46	100.64	141.10	1.51%
Infections	210.80	234.52	445.32	4.77%
MSD including Back & Neck	712.20	706.89	1419.10	15.21%
Neurological	157.62	93.08	250.70	2.69%
Other / Medical Certificate	113.21	43.62	156.82	1.68%
Pregnancy related	51.85	18.59	70.45	0.75%
Stomach / Liver / Kidney / Digestion	231.76	180.56	412.32	4.42%
Bereavement Related	251.88	432.71	684.59	7.34%
Other Mental illness	15.00	109.57	124.57	1.33%
Stress/Anxiety/Depression not work related	1136.30	1146.42	2282.72	24.46%
Stress/Anxiety/Depression work related	538.41	843.32	1381.73	14.81%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00%
TOTALS	4508.39	4824.03	9332.42	

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No.	IDENTIFIED RISK There is a risk that	Consequences of risk	Raw risk score			ACTION PLAN		Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review	Action completed by	Residual risk score			Well-Being Objective			
			L	I	M	Total	Control method						Date Risk score assigned	How is the council addressing this risk	L		I	M	Total
COR-2020-03	Public Health/Protecting the Public - the Council will need to take an enhanced public health leadership role for a sustained period of time and that this will need to be prioritised and resourced at the expense of other services that are normally provided, and that without proper and comprehensive planning to carry out the additional functions of test, trace and protect, a potential mass vaccination programme and continued and ongoing protection of the vulnerable (including mental health services) and previously shielded individuals to ensure they have the services and support they require, as well as an advisory and enforcement role to ensure compliance with Covid regulations, Covid 19 virus infections will potentially rise locally with a significant overall impact on public health and consequential impact on the local economy.	The roll out of the vaccination programme and the feeling that any Covid outbreak is likely to be more manageable has reduced this direct risk to the Council. The Health Board have moved the vaccination centre away from Council premises and the likelihood of large numbers of Council staff being tied up assisting in programmes such as track and trace and covid rules enforcement has reduced considerably. However, the risk will need to be continue to be monitored and assessed in the event of further outbreaks	3	5	15	Treat	Sep-20	Planning effectively with our partners a joint Cwm Taf Morgannwg TTP team has been established across the Bridgend, RCT and Merthyr area. There is enhanced wellbeing support available for staff.	SRS continue to advise businesses to promote good Covid practices and ensure relevant risk assessments are in place.	CMB	Jan-2022	Jan-2023	Ongoing recovery as the impact of the pandemic eases, subject to future waves.	2	4	8	Smarter use of resources		
COM - 2020 - 01	Invigorating the economy and economic recovery - there will be a prolonged and deep economic recession following the Covid pandemic and the uncertainties of the impact of the UK's withdrawal from the European Union, compounded by local issues such as the closure of the Ford engine plant.	The rapidly increasing cost of living crisis and political and market / financial uncertainty is impacting both individuals and local businesses. There has been increased demand for financial support, such as COL payments and Council Tax reduction and a corresponding increase for other relevant Council advice and support services. May local businesses are particularly impacted by the huge inflationary increases particularly in energy costs meaning it is inevitable that it will be a difficult winter ahead	5	3	15	Treat	Sep-20	By seeking to support local businesses and individuals by signposting them to appropriate financial support, skills training and support services, and progressing schemes to develop opportunities to set up and establish new business. The Council continues to act on behalf of Welsh Government through the administration of small business rates relief and the Cost of Living grants. Through its own Cost of Living Scheme the Council has been able to widen its support to individuals and families	Support the aims set out by local economic recovery taskforce and identify and implement the recommended actions through the development of a new Economic Strategy. Liaise closely with colleagues in the Cardiff Capital Region and Welsh Government to identify and target opportunities for investment to add to investment provided by BCBC to stimulate and invigorate the economy. Seek to signpost opportunities for training, support and new jobs by targeting the work of the Council's Employability teams. Administer and target financial grant schemes and provide support to local businesses to adapt to new circumstances. Progress existing economic development schemes to provide more opportunities for business 'start up' by developing enterprise hubs throughout the County Borough. Agreeing direct intervention initiatives where the Council controls the cost of some relevant services, for example free car parking /car parking offers in town centres, rental holidays/reductions for businesses where the Council is the landlord. Develop proposals for the UK Government's Levelling Up Fund as well as other external funding sources as considered appropriate. Including the recently announced Shared Prosperity Fund which can be used to fund Employability/ skills based initiatives and replaces the previous European Funding Mechanisms.	CMB / Economic Recovery Panel	Oct-2022	Jan-2023	Ongoing	5	4	20	Supporting a successful sustainable economy		
SS-2021-01	The WCCIS (Welsh Community Care Information System) Social care system (national system) will fail to operate. This is an ICT system which holds all BCBC social care records and is supported by an external contractor.	As all of Bridgend social care records and services are held on this system, when it fails social work practitioners are unable to check records of individuals known to the service, this could cause safeguarding issues as understanding previous referrals and interactions and undertaking lateral checks are critical to safeguarding decision making. On one occasion when the system failed for 2 days, the Authority was not able to provide advice to other agencies on a Safeguarding issue in a time crucial way - causing a high risk to children and adults at risk. System down time potentially leaves the authority people vulnerable in its safeguarding role. Practitioners would also be unable to update care and service plans and there is therefore a risk to front line care services. Processing of documentation which commence services to vulnerable citizens could cause potential delays to care packages. In addition, services being unable to share social care records to service providers, and partners. The foster care payments system is operated from this system so internal foster carers will not be paid this could potentially result in us losing foster carers if the payments fail regularly. There is also a risk to the ability to in a timely way provide reports and management information for key social care services to WG. The performance of the system is causing extreme frustration for practitioners and presents a risk to retention and recruitment as workers may chose to leave and work in LAs with other systems which perform better. This risk will affect the reputation of the Council as well as affecting partnership working as the NHS and other partners (police and probation working in the MASH) will not deploy a system which performs so poorly. This presents further safeguarding risks in respect of poor information sharing. There are also risks to non compliance and the overarching risk is failure to maintain effective and safe services to vulnerable residents of Bridgend. Undertaking contract enforcement action is itself a high risk strategy as a new system would need to be procured. Implementation of a new system would move away from a single integrated system for Wales, would present risks in terms of transfer of records and would incur significant additional costs	5	3	15	Treat	Jun-21	A WCCIS user group is being established in BCBC to address the issues being faced by practitioners. A review of how the system is supported in the Council is being progressed. BCBC is working with regional partners to consider the options for CTM for an integrated system and the Head of Partnerships is part of the national leadership group which has commissioned a review of the system.	There is an improvement in the current functionality and operation of the WCCIS system which resulted in the interventions put in place by Advanced in June/July, this was in turn the result of national involvement by Corporate Directors of Social Services expressing grave concerns about the significant issues at that time with the operation of the system day to day. The plan to upgrade the system remains on track at the moment - with Advanced, the National Programme Team and local authorities working together to deliver actions which include final testing bug fixes defect resolution functionality testing online e learning for end users on the new system and support to ensure operational readiness for the planned downtime of the system when the transfer onto the new CRM Platform takes place Work is now being taken forward by the Director of Social Care and Wellbeing and the Chief Officer Finance to ensure improved reporting capability from the system. This includes learning from other local authorities who make better use of the system to improve practice and performance.	CMB	Oct-2022	Jan-2023	Ongoing - Residual Risk to be reviewed	3	5	15	All Well-Being Objectives		
COR-2022-01	The hangover effects of the pandemic, coupled with heightened geo-political tensions emerging from invasion of Ukraine, is impacting global economy, financial systems, supply chains and energy security	The continuing impact of Brexit and the war in the Ukraine are resulting in Increased supply issues in relation to workforce for contractors and materials for major projects Increased inflationary pressures impacting costs of pricing and materials in construction sector, delaying or disrupting capital projects Increased pricing of commodities –gas, oil and silicon chips could have a direct impact on certain projects, costs and performance of key sectors Increased risks around energy supply and capability, to potentially impact delivery of the Energy Strategy	4	5	20	Treat	Apr-22	Ongoing economic analysis Agreed energy strategy Heat network project	The impact on the Council will be continually monitored as the position becomes clearer. To achieve this, we will work closely with suppliers either via existing forums or through the contract management process. Work is being undertaken regionally to develop frameworks which will achieve economies of scale. As new services are tendered, potential inflationary costs and timeline pressures are being factored into the procurement process at an early stage. The impact on service delivery and the budget will be determined as part of this process and will be reported to Cabinet and Council as part of the normal reporting processes.	CMB	Oct-2022	Jan-2023	Ongoing	4	5	20	All Wellbeing Objectives		
COR-2022-02	Post-election changes could have an impact on future programme continuity	Potential for changes to be brought via local government elections, which could impact new cabinet members and priorities Potential for discontinuity and de stabilisation, with 31 new members elected Potential for new priorities and changed political and organisational focus Risk that new initiatives do not have funding in the agreed budget for 2022/23 Potential for unrealistic expectations on pace and amount of change achievable based on affordability, deliverability and legislative guidance	4	5	20	Treat	Apr-22	The Corporate Plan is in place and approved. 31 new members have been elected since May 2022, but member induction sessions have been well attended and elected member briefings have been numerous. The immediate risk identified has therefore diminished but it will be necessary to continue to monitor and assess other risks around differing priorities and manage expectations in view of the huge immediate challenges the Council faces, particularly around its future budget and its ability to continue to deliver effective services to its residents	A comprehensive induction programme is in place for all elected members post the election providing details of how the Council operates and is governed, together with details of all services either provided or commissioned by the Council to ensure Councillors are fully briefed.	CMB	Oct-2022	Jan-2023	Ongoing	4	3	12	All Wellbeing Objectives		

IDENTIFIED RISK		Raw risk score			ACTION PLAN			Key actions to be established - NB business as usual activity not reflected here	who	Last Reviewed	Next Review	Action completed by	Residual risk score			Well-Being Objective
No.	There is a risk that	Consequences of risk			Control method	Date Risk score assigned	How is the council addressing this risk						Li	Im	Total	

Control Method Definition

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

Risk Scores
1-9 - Green - Low
10-12 - Amber - Medium
15-25 - Red - High

Risk ID number follows the sequence Directorate - year identified - risk number
 Directorate codes mentioned above are:
 SS - Social Service
 COR - Corporate
 COM - Communities
 CEX - Chief Executives

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

15 DECEMBER 2022

REPORT OF THE CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE

COST OF LIVING PAYMENT SCHEME ROLLOUT

1. Purpose of report

- 1.1 The purpose of this report is to inform the Committee of the processes undertaken, and lessons learned from implementing the Welsh Government (WG) funded Cost of Living and Discretionary Cost of Living Schemes.

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 On 15th February 2022, the Welsh Government announced a package of measures to help people with support towards the increased cost of living. This included a £150 Cost-of-Living payment which would be provided to those living in council tax bands A-D, and all households who were recipients of the Council Tax Reduction Scheme in council tax bands A-I. WG also announced that a discretionary support scheme would be available to be used by each local authority to support other households

who were outside the criteria for the main scheme which the Local Authority considers to be in need of assistance with their living costs.

- 3.2 Following the announcement, a number of meetings were held at an all-Wales level to discuss the roll-out of this scheme and the related criteria. A number of teams within the Council would be involved in the roll-out, including the Taxation, Revenue Systems and Purchase Ledger teams. A detailed timeline of events can be found in **Appendix A**.
- 3.3 Information about the announcement from Welsh Government regarding the Cost-of-Living scheme was uploaded onto the Bridgend County Borough Council website.
- 3.4 It was agreed that the software solution being developed by NEC Software Solutions UK Ltd, (NEC), the provider of the Council's Revenues and Benefits system, would be the best option to progress with, as it would not be possible to identify all eligible households without it.
- 3.5 NEC did not release the software required until mid-March 2022, towards financial year end, at which point the small teams involved were heavily involved in the usual annual processes such as annual subsidy and annual rollover.
- 3.6 At this point, communication from NEC confirmed there were still many issues outstanding with the software solution as a whole which were not unique to Bridgend, so testing was delayed until it was understood that the issues had been resolved. The Easter bank holiday and Easter leave also impacted on time available to progress this.
- 3.7 At the end of April testing commenced. Through this testing, it quickly transpired that there were still major issues with the software solution, and progression to actual payment was unattainable at that point. This position was confirmed following communications with other Local Authorities using the NEC system.
- 3.8 System upgrades and hotfixes continued into mid-May, before the first payments could be processed from 17th May 2022.
- 3.9 The first payments issued were in respect of eligible individuals that paid their Council Tax via Direct Debit. The software solution allowed us to retrieve the bank details from the system to then make the payment. The teams worked well together processing 20,742 payments (with a value of £3,111,300) by the end of May 2022. This number of payments was unprecedented in the Council.
- 3.10 Where the council did not hold bank details on the system, a campaign had to be created to invite the individuals to provide the Council with their bank details via Citizen Access. 16,715 letters and emails were sent between 27th June 2022 and 1st July 2022, and 12,207 (£1,831,050) of these payments were processed in July 2022.

- 3.11 Remaining households had a time limit of 30 days to submit their bank details. Reminder letters and emails were sent on 18th August 2022 with a further extension to the 30 day expiry period provided on 22nd September 2022 prior to the scheme closing date of 30th September 2022. As of 30th September 2022, 46,835 payments had been processed.
- 3.12 In September 2022 WG agreed that any household that had been identified as eligible but had not provided bank details could have the £150 credited to their council tax account. This process had to be tested through the taxation system, and in October 2022 £342,750 was credited to 2,285 council tax accounts. Letters were sent to each household notifying them that the payment had been credited to their council tax account, advising that the money could be refunded via the online refund form if they preferred. Alternatively, the payment would reduce their future instalments. To date only 333 households have requested a refund.
- 3.13 Bridgend may not have been the first authority to make payments for the Cost-of-Living scheme, however, we were in line with most authorities, and once processes were established and systems issues resolved, significant numbers of payments were made within a short period of time which showed in our above average allocation. At the end of the main scheme Bridgend has paid 49,120 households, totaling £7,368,000, which constituted 98.05% of the Council's allocation from Welsh Government. The average across Wales was 96.25%.
- 3.14 In October 2022 the teams started to process the Discretionary Cost of Living scheme which, due to the cancellation of the September Cabinet meetings, was approved by Delegated Power. The Scheme included payments of £60 to households in council tax bands E to F, along with £50 vouchers for each pupil entitled to free school meals. These vouchers were all processed as soon as the Scheme had been approved. By 14th October 2022, 9,889 payments were processed for council tax-payers and paid to bank accounts for those that pay their council tax account via Direct Debit.
- 3.15 Due to limitations of the Software Solution, the original £150 Cost of Living scheme had to be ended on the system before the Council could progress with sending campaign letters for the £60 Discretionary Cost of Living scheme.
- 3.16 984 letters were sent on 11th November 2022, of which 431 applications have been received and paid as at 24th November 2022. Due to systems limitations, it is not possible to run 2 campaigns at the same time for different schemes, therefore the campaign for the £60 payments for the Band E and F properties must be completed before the campaign for the exempt council tax classes within the Discretionary Scheme can be produced. The Discretionary Scheme will close on 31st March 2023.

4. Current situation/proposal

4.1 There were a number of constraints and barriers, which impacted on the smooth running of the schemes, particularly at the start due to the new and unprecedented nature of the scheme, and these are set out below.

4.2 Project Team

It soon became very evident that staff resources available to carry out a large project were not sufficient whilst trying to attain high standards of business-as-usual tasks, particularly at such a busy time in the financial year for the small teams. Temporary resource was secured for the Purchase Ledger team to support the team to fulfil the extra payments, however, the Taxation section was not able to recruit additional staff and were running with a number of vacancies. Therefore, if a project on such a magnitude was to occur in the future, it would be beneficial to have a dedicated Project Team, where all time and efforts could be dedicated to the specific project. Welsh Government provided funding to help administer the scheme which was to be used to cover new software costs and additional staff resources. However, the taxation section were unable to recruit which put additional pressure on existing staff. Appointment of a project team would only be feasible if staff could be recruited to it and sufficient funding was provided to meet the cost..

4.3 NEC Software Solution and Process

Due to the stringent eligibility requirements of the scheme, there was not time or resources to investigate other solutions (external or internal). Unfortunately, our software supplier took time to reply to queries, which slowed the testing process down. The software solution itself was also limited and not without flaws, which resulted in a cumbersome process. Going forward, if there are any similar projects we would investigate other options and solutions where possible.

4.4 Bank Validation and BACS Rejects

Learning from the 2021 Winter Fuel Scheme, which the Council also implemented for WG, it was evident how bank validation was imperative when making payments en masse, as rectifying BACS rejects is a very time-consuming process for the teams involved. Therefore, it was ensured that a bank validation process was put in place in order to reduce the volume of BACS rejects.

However, the software solution provided by The Cabinet Office Grant Management Function called Spotlight, which was provided to verify the bank details supplied by council tax payer, has its own limitations and is time consuming to process and analyse the output. BACS rejects were still an issue, although proportionately not higher than expected, but still caused delays for payments to be made due to the sheer volume.

4.5 Building Society Numbers

The software solution provided to capture bank details did not consider Building Society Numbers where a Roll Number is needed for the payment to be allocated correctly to the recipient's account. This caused many BACS rejects and a lot of time was spent trying to identify where returned payments belonged.

When this was identified as an issue, communications were updated on the Council's webpages to request the additional information, however this was reliant on the public seeing the communication and acting on the advice available. Unfortunately, we were not able to update the Software Solution to capture this information.

4.6 Software Solution Limitations

As payments were made it transpired that the reporting system provided by NEC had not selected all the eligible accounts due to the timing of the reports being run and the fact accounts were continually being updated as business as usual continued. As a result it was identified that accounts were missing so individuals had not automatically been paid if they were Direct Debit payers or had not been invited to provide bank details. A manual process was then conducted whereby each property in the relevant Band was checked for eligibility to make sure all relevant accounts were captured. This was an extremely time-consuming process and delayed the process as a whole. In future it could be considered to carry out such a task on a risk basis, as the number of missing accounts identified in the checking exercise were low compared to the high volume paid initially and correctly.

Early in the process it was also identified that when Remittance Advices were sent for the £150 payment, the remittance was addressed to the name on the bank account, instead of the council tax liable party name, where we had not received information to change it, and this caused a handful of queries from the public as letters were addressed to incorrect individuals. When the issue was flagged, the system was changed to rectify this as promptly as possible.

4.7 Public Queries

Regarding the original scheme, the volume of public queries and member referrals slowed the team down from processing the payments. Although information was available on the BCBC website, for a similar scheme in future more regular communication to the public on as many channels as possible, advocating progress, may alleviate the volume of queries.

4.8 Correspondence

There were some delays in the issuing of the reminder letters as the wording of the letters took time to finalise before the letters could be sent. In future, it is imperative

that each stage of the process has an agreed owner agreed at the beginning of the project, to avoid unnecessary delays.

4.9 Discretionary Cost of Living £60 Payments

Customer services received numerous calls regarding the £60 payments made to the Direct Debit payers in October 2022. It is believed that as the discretionary scheme was not as well publicised as the original Cost of Living scheme, the public were confused regarding receiving the £60 payment into their bank accounts. When the message on the Council's telephony system was updated to advise what the £60 payment was for the calls subsided.

Remittances were sent, however due to limitations of the finance system, little detail could be added to them explaining what the payment was for. The remittances are designed to go to suppliers and are not intended to be sent to individuals.

The Purchase Ledger team are currently working on amending the Remittance Advice making it clearer for the recipient. Also, for future large schemes the Purchase Ledger team will investigate processing the payments in a different way and allowing letters to be customised for the scheme.

5. Effect upon policy framework and procedure rules

5.1 There is no effect on the policy framework or procedure rules.

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 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. It is considered that there will be no significant or unacceptable impacts upon the achievement of wellbeing goals/objectives as a result of this report

8. Financial implications

- 8.1 There are no direct financial implications to the Council from this scheme as the full value of the Cost-of-Living payments will be reimbursed by the Welsh Government, along with an administration grant to cover expenses.

9. Recommendation

- 9.1 It is recommended that the Committee notes this report.

Carys Lord

Chief Officer – Finance Performance & Change

24 November 2022

Contact officer: Sam Coombs
Accounting System Manager

Telephone: (01656) 642859

Email: Sam.Coombs@bridgend.gov.uk

Postal address: Civic Offices, Angel Street, Bridgend, CF31 4WB

Contact officer: Helen Rodgers
Revenues Manager

Telephone: (01656) 643194

Email: Helen.Rodgers@bridgend.gov.uk

Postal address: Civic Offices, Angel Street, Bridgend, CF31 4WB

Background documents: None

Detailed Timeline of events:

15 Feb 2022 Welsh Government announced that a £150 Cost-of Living payment would be provided to those living in council tax bands A-D and all households who were recipients of the Council Tax Reduction Scheme in properties in council tax bands A-I . Also, a discretionary support scheme would be available for other purposes related to living costs to households it considers to be in need of assistance with their living costs.

At this point conversations between key teams such as Taxation, Purchase Ledger Team and Revenues began.

03 March 2022 NEC the software provider for our Revenues and Benefits system provided a quote for their software solution that would:

- Identify the households entitled to the payment as at, 15 February 2022.
- Where Direct Debit bank details were held, to create a payment file to be passed onto Purchase Ledger for processing for those entitled.
- Where bank details were not held on the system (cash payers), to create a campaign where correspondence is sent to individuals inviting them to provide their bank details so payment could be made.

It was decided that choosing this solution was the most sensible option, as it would have been very difficult to identify residents living in bands A-D as at the 15 February 2022, due to reporting limitations of the Revenues and Benefits system.

14 March 2022 NEC confirmed that they released the software solution.

17 March 2022 Conversation with consultant in NEC, confirmed they were still developing elements of the solution.

23 March 2022 Official guidance from Welsh Government was released which clarified that the £150 payment had to be paid to the household and by no other means, for example reducing their council tax bill by the same amount.

25 March 2022 – NEC communicated that, customers were still finding bugs, and fixes needed to be uploaded.

At this point it was decided to take a prudent approach and not commit too much time to testing knowing it was a moving target.

05 April 2022 Communication received from NEC informing us that known issues still exist.

08 April 2022 NEC release hotfixes for the known issues in the software to be uploaded.

11 April 2022 NEC release further hotfixes for the known issues in the software to be uploaded.

Mid-April Due to Easter, days were lost due to the bank holidays and annual leave throughout the teams.

25 April 2022 Communication from other Local Authorities (Carmarthenshire, Pembrokeshire, Merthyr) using the same system confirmed there were still issues outstanding with the software, and that they also had not issued any payments.

From this point thorough testing was carried out and internal processes agreed.

10 May 2022 The system was upgraded to the latest release with the intention to resolve the known issues.

12 May 2022 Correspondence with NEC to resolve a bug found relating to Direct Debit information.

17 May 2022 It was identified that the name on the remittance advice was the name on the bank account held on the system, not the council tax liable party name.

20 May 2022 Hotfix was uploaded into the system to resolve the Direct Debit information issue.

31 May 2022 The process was established by the teams and 20,742 payments (£3,111,300) were processed.

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BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO SCRUTINY

15 DECEMBER 2022

REPORT OF THE CORPORATE DIRECTOR COMMUNITIES

RE-DEVELOPMENT OF MAESTEG TOWN HALL

1 Purpose of report

- 1.1 The purpose of the report is to provide Scrutiny with an overview of the progress of the Maesteg Town Hall project to date.
- 1.2 It is important to note that this is a live construction works contract and will remain in operation until summer 2023 based on the current programme. As such, it is not appropriate to provide information deemed as commercially confidential at this point in time. However, on completion of the project and works contract a comprehensive review process will take place and if requested this could be added to the Scrutiny Forward Plan later in 2023.

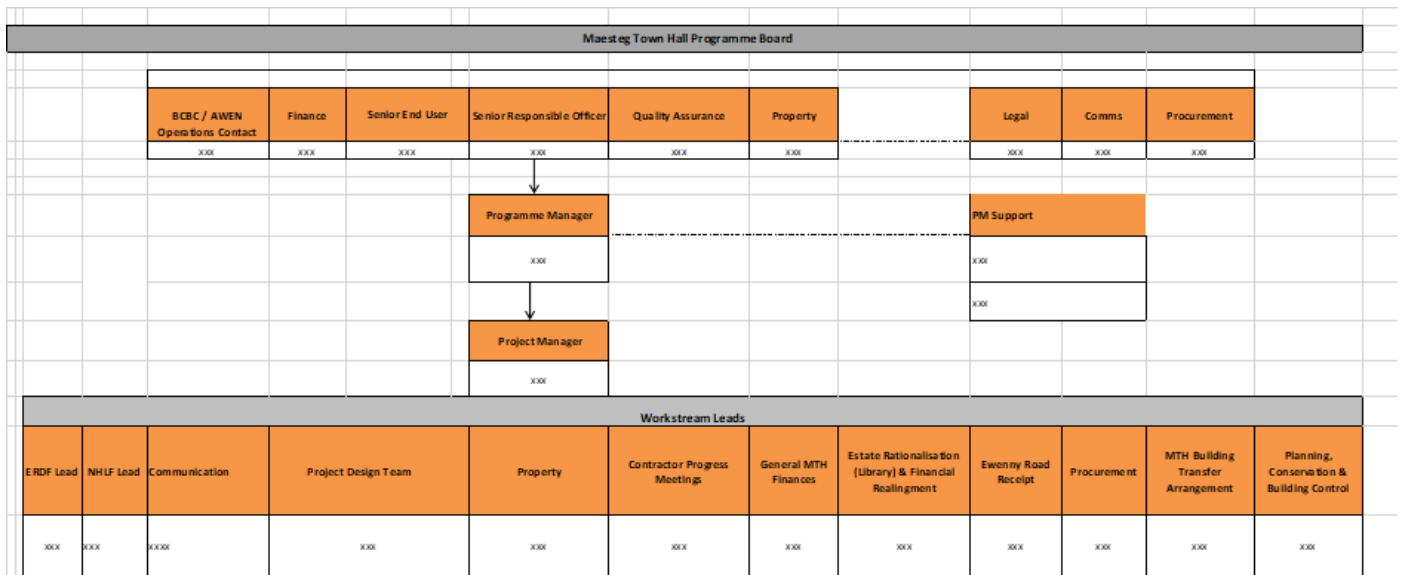
2 Connection to corporate well-being objectives / other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:-
 - **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions 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** – ensuring that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

3 Background

- 3.1 Maesteg Town Hall is a 141-year-old Grade II listed building located within a conservation area. It occupies a prominent position in Maesteg Town Centre and is a well-loved focal point for arts and community activity in the Llynfi valley. The venue is renowned for hosting a programme of professional and amateur performances and has provided rehearsal and meeting space for many local groups and organisations.
- 3.2 Bridgend County Borough Council (the Authority), in partnership with Awen Cultural Trust, are transforming the Town Hall into a cultural community venue to support the social and economic regeneration of the town and wider valley communities. Its repair, restoration and extension will ensure that the historic Town Hall is safeguarded and remains accessible to all for future generations for many years to come.
- 3.3 In 2019 grant applications were made to the Welsh European Funding Office (WEFO), National Lottery Heritage Fund (NLHF) and Welsh Government alongside other partners to support the project. As part of this process the project underwent vigorous assessments in order to secure funding, and continues to be monitored quarterly, audited and tested in line with funders requirements.
- 3.4 There is a robust governance structure in the form of a Programme Board, to ensure that the project operates compliantly and adheres to both BCBC procedures, as well as the associated grant conditions in regards WEFO, Welsh Government and NHLF. This is chaired by the Corporate Director for Communities and includes representatives from BCBC's Regeneration, Legal, Finance, Procurement, Property and Prevention and Wellbeing teams as well as Awen Cultural Trust's, Chief Executive, Head of Infrastructure and Innovation and the Maesteg Town Hall Manager. This is shown in Figure 1 below. There is also a professional services contract in place for Contract Management with MACE Ltd. There are regular project & site meetings. These meetings, communications are fed directly into the Programme Board.

Fig 1. Maesteg Town Hall Governance Structure



- 3.5 The funding package is secured, is monitored via the Programme Board and BCBC finance officers and reported to Council as part of the Authority’s capital programme monitoring and reporting process. Since the beginning of the project, increased grant contributions have been applied for to cover an increased scope in the project. This includes both additional works directed by BCBC and unforeseens. To date all known additional construction work compensation events (unforeseens) fall within the capital financial envelope for the Town Hall re-development and been as detailed within the Council’s approved Capital Programme.
- 3.6 Following a review of procurement options, the most suitable procurement route for the project was a two stage Design and Build NEC Engineering and Construction contract. This procurement route was agreed by Programme Board and is in line with both BCBC CPR’s and funder requirements.
- 3.7 The procurement process was undertaken via a Further Competition permissible under the South East and Mid Wales collaboration construction framework for schools and other public buildings (SEWSCAP2) framework agreement. BCBC conducted the procurement exercise through the Value Wales E-Tendering portal. The procurement allowed for the delivery of goods, services and works associated with the project from RIBA stage 4B
The contract was signed in March 2020, with Knox and Wells Ltd and will remain live until the construction works complete.
- 3.8 The works started on site in March 2020, just 2 weeks before the national lockdown due to the Covid-19 pandemic and whilst works were able to continue to some degree during this period, significant delays were unavoidable due to a number of factors, including a reduced workforce because of pandemic working restrictions and staff self-isolation requirements; difficulty in securing materials and sub-contractors as a result of pandemic closures and restrictions and changes in the economic climate; None of these could have been foreseen at the outset.

- 3.9 Since commencement of the construction works contract and due to the very nature of the magnificent Grade II, 141 year old building, additions to the construction contract have been unavoidable. However, it should be noted that pre-construction an array of surveys were carried out at the building to inform the costing, design feasibility and risk of the project. Surveys were completed sympathetically given the buildings Listed status and occupied use. Please see the survey data in Table 1. Also, a robust contingency and risk element sum was added to the project because of its age and listed status, recognising that heritage buildings can be challenging to renovate.
- 3.10 At this stage of the construction programme, we have completed all works below ground and the majority of the 'high risk' areas of works have been completed. There remains an issue of dry rot which is still being realised; however, beyond this the likelihood of further high cost unforeseen elements being discovered is minimal. As such there is confidence currently that the project can complete within the secured financial envelope of the project.

Table 1: Survey Tracker

Survey Title	Date of Survey	Company Sub-contracted Via Mace Ltd
Ground Investigation	September 2017	Arup
Topography	November 2017	3Dsurveyscan
Ecology	December 2017	CRC Ecology
Ecology	August 2019	Just Mammals
Flood Risk	December 2017	Arup
Structural	December 2017	Lucideon
Utilities	Various	Various
Window Survey	March 2018	Purcell
Building Condition	November 2017	Mace
Scoping Survey	October 2018	MSP Civil and Structural Engineering Consultants
Main Beam	Sept 18	MSP Civil and Structural Engineering Consultants
R&D	Nov 18	Oracle Solutions
Fire Strategy	Sept 19	Burohappold Engineering

Levels	Oct 19	Ruxton Surveys
Acoustics	Oct 19	Hoare Lea

4 Current situation/proposal

Increase Value in Construction Works contract

- 4.1 In recent weeks the significant cost and programme uplift to remedy extensive defective lime plaster and dry rot across the building, both of which could not have been revealed at design stages, have been brought to light. The cost of such works meant they was an urgent requirement to increase the construction works contract from £7,027,011 to £7,708,417 , to include new plaster works and to enable a contingency buffer to be retained. This was discussed with Scrutiny Chairs on the 28th of October 22 as due to the nature of the works involved and the associated 'drying time' required for the plastering works in particular, BCBC were required to make an urgent decision on how to proceed. It was recognised by all that without a swift instruction to the contactor, works along the critical path programme could not proceed.
- 4.2 On 2nd November 2022, in order for works to continue an Officer Delegated Power for £94,164.67 (CMM-PRU-35 amended) was signed by the Corporate Director Communities. The Cabinet Member for regeneration and Officers from Legal and Finance were kept updated. The Officer Delegated Power was actioned to enable the lime plaster and associated works to continue for a very short interim period to prevent the Authority incurring additional financial penalties and further delay to the completion of the project. This would be followed by a Cabinet Report which authorised the additional sum required in the contract.
- 4.3 On 15th November 2022 Cabinet approved the request to modify the Maesteg Town Hall re-development construction works contract to include additional works and services by the contractor which have and continue to be necessary since the initial procurement and increase the contract value to £7,708,417 in accordance with rules 3.3.2 and 3.3.3 of the Council's Contract Procedure Rules.4.7 The current anticipated construction works programme to completion is 21st July 2023 as a result of extensive plaster repairs and dry / wet rot discovered across the building. The programme is currently being reviewed by the project managers Mace Ltd.
- 4.4 In order to provide clarity to the events leading upto the requirements to uplift the contract value, a detailed timeline of the recent lime plastering, and dry rot issues has been included below as Table 2.

Table 2: Lime Plaster and Dry Rot Timetable of Events

Date	Event Narrative
07/06/22	An early warning notice was raised by Knox and Wells to Mace Ltd regarding the condition of plaster in 'several locations' across the building, suggested additional works to remedy whatever lime plastering may be required, with further detail to follow. Mace instructed K&W to scope and price the plaster repairs required.
24/06/22	Knox and Wells submit the scope for lime plaster repairs to the back of house and wing rooms only.
06/07/22	The main hall strip of existing wall coverings commenced. The difficulties in removing the existing wall coverings including oil-based paint was realised and the severity of the existing plaster was exposed. K&W to prepare a full repair schedule for the main hall walls.
26/07/22	BCBC instructed K&W via Mace Ltd to proceed with the Back of House areas, only to a point that was already allowed for within the contract value under 'plaster repairs'.
03/08/22	Meeting held between K&W, Purcell Architects, BCBC Conservation and Ty Mawr Lime, to discuss the lime plaster implications within the main hall.
31/08/22	BCBC Conservation site visit to discuss the issue of wall surfaces in the main hall. A Doff system is the preferred method on listed structures, as such BCBC Conservation arranged to meet on Friday 2 nd September to discuss further.
02/09/22	Site meeting held with Knox and Wells and BCBC Conservation to discuss internal render works- reference made at meeting of Ty Mawr report. Holding response sent on Friday 2 nd Sept.
05/09/22	BCBC Conservation liaises with BCBC Regeneration to request a meeting to discuss the removal of existing wall coverings.
20/09/22	Meeting held with BCBC officers to discuss the additional costs of the lime plaster as per the repair schedule and the removal method of existing coverings.
23/09/22	<p>Mace Ltd sent through the associated costs of the additional Lime Plastering works required along with a brief summary of the programme delay. The associated costs and time delay to the extent that they were presented were not envisaged by BCBC or Mace Ltd.</p> <p>Meetings were held with the project team from W/C 26th September to discuss both the programme and costs. Reviews of which are still being realised.</p>
26/09/22	Torc sampling site visit undertaken by BCBC conservation and K&W. Conservation support for the use of TORC given verbally at the site visit. This did not include instruction / approval to undertake the plaster repair works.
03/10/22	The Maesteg Programme Board were briefed.
05/10/22	Meeting held between, Mace, K&W and BCBC.

	K&W note the programme delay relating to the plaster repair works to July 2023 along with the associated cost uplift.
10/10/22	Plaster repair meeting held on site All key team members attended an on-site meeting to a) finalise the scope of the plaster repair works b) look at opportunities to decrease the scope in certain areas.
12/10/22	BCBC instructed K&W via Mace Ltd to undertake the Torc blasting
17/10/22	Torc blasting to main hall begins on site and is completed within 2 weeks as per programme.
28/10/22	A decision was taken that an urgent delegated power was needed as the costs of the additional works would go over the approved contract value. As per process Scrutiny Chairs were consulted but did not feel they had enough information to approve the delegated power.
02/11/22	An Officer Delegated Power for £94,164.67 (CMM-PRU-35 amended) was signed by the Corporate Director Communities in consultation with the Cabinet member for Regeneration and Legal. The Officer Delegated Power was actioned to enable the lime plaster and associated works to continue for a very short interim period to prevent the Authority incurring additional financial penalties and further delay to the completion of the project
03/11/22	A further update to the plaster repair schedule was issued by K&W which confirmed that Ty Mawr had notified an additional layer of skim required on the walls which also includes a mesh layer. This increases the plaster repair scope, including the cost
04/11/22	An instruction was issued to K&W to proceed with the plastering works programmed over the coming 4 weeks to ensure the works to this area of the building were not put on stop and there was no further programme delay.
15/11/22	Cabinet approved the request to modify the Maesteg Town Hall re-development construction works contract to include additional works and services by the contractor which have and continue to be necessary since the initial procurement and increase the contract value to £7,708,417 in accordance with rules 3.3.2 and 3.3.3 of the Council's Contract Procedure Rules.

- 4.5 A number of detailed discussions over a period of time took place between the contractor, contract managers and BCBC officers to finalise the details of the instruction and the cost and time implications to the programme. This was challenging as it was imperative to try and minimise the impact of the additional works on the programme.
- 4.6 More generally across the construction works contract, due to the nature of the historic building the majority of the additional items discovered could not have been revealed at design stages without significant intrusive and destructive works. As such, these discoveries are unforeseen from when the works were

specified, and the contract procured. Such items are referred to as Compensation Events.

- 4.7 Compensation events are reviewed by Mace Ltd, the project managers on the project and are measured against the terms of the NEC form of contract and the associated risk register. A dialogue of negotiations between the contractor and project managers takes place prior to determination of the compensation event. To date there have been 60 compensation (unforeseen) events, whilst some are actual savings to the contract and most are minor there are six that are considered significant and are included below. It should be noted that all are within the contract sum.

	£
• Lime plasterwork repair	509K
• Strengthen works	44K
• Addressing Splayed Ceilings	35k
• New Arch Formation	19K
• Contamination removal under front steps	96K
• Structural works to SE Roof	81K

- 4.8 The contract for the Town Hall has been amended due to both unforeseens above and to include additional works that have been instructed by BCBC itself. This is because there was a desire to ensure that the building was restored in all aspects whilst substantial scaffolding was erected across the building and the best possible renovation achieved whilst a capital budget was in place. For this reason, some 554K of additional work was instructed as detailed below. This is all included within the current construction contract.

	£
• Renovation of the Clock Tower	482K
• Renovation of Cupolas on the main roof	55K
• Renovation of clock tower columns	15K
• Bird Deterrents to roof & clock tower	1.3K

- 4.9 Since Construction works commencement in March 2020 and in light of the Covid-19 Pandemic, current economic climate, Brexit and repercussions of the war in Ukraine, the project has unavoidably been delayed. At this stage it is anticipated that the project will complete in Summer 2023. However, work has continued steadily, and milestones have and are continuing to be achieved and this beautiful 141 year old listed building is being restored to its former glory and its use is safeguarded for the local community and future generations for many years to come.

- 4.10 It must also be noted that all funders are satisfied with the progress on the project and visit the site at regular intervals to view the work. These include Welsh Government and WEFO and Cadw.

- 4.11 Whilst the construction contract has been increased the project remains well within its capital envelope of £8.78m as agreed by Council. It is anticipated that this project will complete comfortably within this capital allocation.

5 Effect upon policy framework and procedure rules

5.1 There is no effect on the Council's policy framework and procedure rules.

6 Equality Act 2010 implications

6.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage or the use of the Welsh Language. It is therefore not necessary to carry out a full EIA on this proposal. The proposed scheme will develop full disabled access to the Town Hall for the first time. The project as a whole will ensure that there is a positive impact on the equalities agenda.

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

7.1 The Well-being of Future Generations (Wales) Act 2015 Assessment Template has been completed and a summary of the implications from the assessment relating to the five ways of working is below:

- Long Term: The regeneration of the Town Hall will drive local prosperity, providing local employment opportunities and offering better environments to promote the health and well-being of those who live, work and visit town centres in the long term.
- Prevention: By improving the Town Hall it will strengthen the existing economic assets of not just the Town Hall but surrounding businesses while diversifying its economic base. Converting underutilised commercial space into economically productive property also helps boost the profitability of the town centre.
- Integration: The project will focus on delivering a set of physical, commercial and social improvements through re-developing an iconic Grade II listed building which in recent years has been under used. The project will generate employment opportunities; provide a prominent and suitable arena for commercial, learning and cultural use and help sustain Maesteg Town Centre and increase town centre footfall.
- Collaboration: The Authority will be undertaking a partnership approach to deliver positive enhancement to a key site that will include for repair, restoration and extension of a prominent listed building. The Authority, in partnership with our cultural services providers Awen Cultural Trust, have carefully developed the project through a combination of consultation and community engagement, technical testing and development.

- Involvement: Investing in a community offers a means to connect with local stakeholders. Strong, resilient communities will reinforce the regional and Welsh culture which is a key feature in promoting visitors and tourists to the area. Increased visitor numbers to the Town Hall will help to make the Cardiff Capital Region a more prosperous environment.

8 Financial implications

8.1 The increase to the works contract falls within the Capital financial envelope for the Maesteg Town Hall Re-development within the Council approved Capital Programme, due primarily to additional external funding that has been secured (£250,000 Transforming Town grant – reported to Council in July 2022, and £395,000 WG Building for the Future programme – reported to Council Oct 2022). Therefore, no further monies are required.

Table 3 Total Financial Package

Project Financial Package		
Funding Party	Total Project Requirement	Funding Secured/ Unsecured
Capital		
<i>BCBC: ERDF- Buildings for the Future</i>	<i>£3,504,990</i>	Secured
<i>BCBC Own Funds</i>	<i>£3,089,339</i>	Secured
<i>BCBC: National Lottery Heritage Fund</i>	<i>96,800</i> <i>£701,640</i>	Secured Secured
<i>Awen sourced MALD</i>	<i>£250,000</i>	Secured
<i>Awen sourced Garfield Western (Split between capital & Revenue)</i>	<i>£37,300</i>	Secured
<i>Awen sourced (Pilgrim Trust)</i>	<i>£4,000</i>	Secured
<i>Awen sourced (Davies Trust)</i>	<i>£2,000</i>	Secured
<i>Awen sourced (Maesteg Town Council)</i>	<i>£35,000</i>	Secured
<i>Awen's Own Funds</i>	<i>£114,061</i>	Secured
<i>BCBC- CADW</i>	<i>£50,000</i>	Secured
<i>BCBC - Valleys Task Force</i>	<i>£650,000</i>	Secured
<i>WG Transforming Towns</i>	<i>£250,000</i>	Secured
Total Capital Finance Secured	£8,785,130	
Revenue		

<i>Awen Cultural Trust – Communities Facilities</i>	<i>£250,000</i>	Secured
<i>Awen Cultural Trust – Garfield Western (Split between Capital and Revenue split)</i>	<i>£162,700</i>	Secured
<i>National Lottery Heritage Fund</i>	<i>£74,260</i>	Secured
<i>Awen Cultural Trust – Volunteer Time</i>	<i>£83,775</i>	No actual money will be transferred – it's a recording item to satisfy NLHF
Total Revenue Finance Secured	£570,735	
Total Project Finance Secured	£9,355,865	

Table 4 Total Project Costs

Maesteg Town Hall	Current Cost
K&W Works Contract	£6,085,112.00
Knox & Wells Additional items As per overall CE's (Agreed and Anticipated)	£1,551,406.69
Knox & Wells Professional Services Contract Fee	£114,275.00
Interpretation Costs	£101,000.00
Consultant fees (MACE 2-7, Purcell 2-4a, MSP 2-4a, Headland 4-7, DACWS 5-7 Hoare Lee 2-4a & 5-7) & Surveys	£674,195.31
Further Anticipated Consultant Fees associated with July 23 Completion	£45,000.00
BT Works for BCBC cameras	£16,200.00
Highway Works	£19,500.00
Digital Works	£20,000.00
Christopher Williams Paintings	£20,000.00
Advertising and Promotion	£14,001.00
Talbot Street Utility Box and Pedestrian Crossing	£13,214.00
Tree Felling Works	£4,050
Contract Administration Costs	£662
Planning Permission	£10,260.00
Building Regulations	£5,906.17
TOTAL CAPITAL	£8,694,782.17

Capital Programme budget as of Oct 22	8,785,130.00
Remaining Contingency based on Oct 22 Capital Programme	£90,347.83
Volunteer Time	£83,775.00
New Staff	£74,260.00
Awen's FF&E	£412,700.00
TOTAL Revenue	£570,735.00

9 Recommendation

- 9.1 It is recommended that the Committee considers the report and information relating to the project and construction contract for Maesteg Town Hall, with any recommendations being reported to CMB.
- 9.2 Note that scrutiny members will be invited to attend a site visit in the new year.

Janine Nightingale

CORPORATE DIRECTOR – COMMUNITIES

December 2022

Contact officer: Delyth Webb, Group Manager – Strategic Regeneration

Telephone: 01656 815207

E-mail: delyth.webb@bridgend.gov.uk

Postal Address: Bridgend County Borough Council

Communities Directorate

Angel Street

Bridgend

CF31 4WB

Background documents: None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

15 DECEMBER 2022

REPORT OF THE CHIEF OFFICER LEGAL AND REGULATORY, HR AND COROPRATE POLICY

INTERIM REPORT OF THE BUDGET RESEARCH AND EVALUATION PANEL

1. Purpose of report

- 1.1 The purpose of this report is to present the Committee with an interim report from the Budget Research and Evaluation Panel (BREP), containing detail of the Panel's deliberations, findings and recommendations to date for approval and submission to Cabinet and Senior Officers to inform the development of the draft budget proposals for 2023-24 following receipt of the Welsh Government provisional local government settlement.

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

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

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

3. Background

- 3.1 In considering the challenges associated with continued budget reductions, Members of the 2013-14 Budget Research and Evaluation Panel (BREP) recognised the need for a 'whole Council' response to be adopted in managing anticipated cuts to services against a backdrop of increasing demand, public sector reform and the challenging financial outlook.

- 3.3 It was consequently recommended that a Standing BREP (referred to as the Panel) be established as a standing working group to enable those Members to engage in more meaningful discussion on budget proposals.
- 3.4 Since then BREP has played an active role in the budget planning process for the Council by working with Cabinet and Senior Officers on the development of specific budget reduction proposals as well as reviewing the draft budget each year and monitoring the ongoing deliverability of the Medium-Term Financial Strategy (MTFS).
- 3.5 The purpose of the Budget Research and Evaluation Panel, agreed under the new Scrutiny structure by Council on 6 September 2017, is to:
- a) Achieve consensus on the direction of the budget over the life of the medium-term financial strategy;
 - b) Achieve a detailed overview and assessment of the budget proposals where the expertise and knowledge of each Overview and Scrutiny Committee contributes to a corporate understanding and appreciation of the draft budget proposals;
 - c) Assist the Council to develop a budget for the forthcoming year that aims to meet the needs of the communities of Bridgend County Borough;
 - d) Facilitate firmer understanding of the budget setting process and the draft proposals in order to assist the Committees in making informed comments, constructive challenge or recommendations to Cabinet as part of the budget consultation process.

4. Current situation/proposal

- 4.1 The BREP have so far met on three occasions to consider the draft budget proposals for the year 2023-24. The Panel were supported by the Scrutiny Officers, the Senior Democratic Officer – Scrutiny, the Democratic Services Manager, the Chief Officer Finance, Performance and Change, Deputy Head of Finance and Cabinet Member Resources.
- 4.2 At the first meeting of BREP in October 2022, the Panel considered the background to the establishment of BREP, its Terms of Reference and Aims and its ever-changing role and need to be flexible to respond to the budget situation relevant at the time.
- 4.3 The Panel agreed to utilise and adopt the previous BREP Terms of Reference but requested an opportunity to review them throughout the year and that the Item be placed on subsequent agendas once Members are more familiar with them.
- 4.4 The Chief Officer Finance, Performance and Change set out the financial position for the MTFS 2023-24 to 2026-27 detailing the in-year pressures for 2022-23 and the budget 2023-24 onwards. The Panel were advised that in terms of available funding, 1% of Welsh Government funding equated to £2.3m and 1% of Council tax was £870,000. Officers stressed that significant budget pressures had been identified for 2023-24 which produced a funding gap of approximately £15-£20m.

- 4.5 The Panel were also presented with a report on the 'Budget Consultation 2022 – Shaping Bridgend's Future' which illustrated the plans for engagement and a potential timeframe.
- 4.6 The Panel subsequently requested that Cabinet Members and Corporate Directors be invited to future meetings of BREP considering two Directorates at a time to examine their pressures and budget reductions.
- 4.7 The Panel also asked for Cabinet's initial view and more granular detail on the likelihood of the budget savings being achieved in each Directorate and the potential of reductions to discretionary services as well as more detail on the financial model and what the assumptions are.
- 4.8 At the Panel's second meeting in November, Members considered early draft budget reductions proposals as well as budget pressures for both the Chief Executive and the Education and Family Support Directorates.
- 4.9 Once again, the Officers and Cabinet Members highlighted the situation of the funding gap and the significant pressures that were on the Authority, particularly in relation to Social Services and there was therefore a need to consider each budget and where the priorities lie. There was a need to either reduce the proposed growth or increase the budget reductions to ensure a balanced budget for 2023-24.
- 4.10 Some of the key Council wide issues identified by the Chief Officer Finance, Performance and Change were the level of pay awards, difficulties in recruiting staff and inflation issues which were now impacting on the Capital budget as well as the Revenue budget. It was emphasised however that the difficult budget situation this year was not unique to Bridgend and was a national issue with all Local Authorities in Wales facing similar pictures.
- 4.11 It was stressed that there was more demand than ever on services including, but not exclusive to, in Social Care, Housing, Legal, Human Resources, and the Council could simply not continue to operate the same as it has done previously.
- 4.12 The Panel questioned the impact of potential reductions to school budgets and to Home to School Transport and the impact that the pandemic has had on learners, particularly in terms of their emotional wellbeing.
- 4.13 Following this meeting, the Panel requested that for their next meeting they receive similar budgetary information on pressures and reductions relating to the Social Services and Wellbeing and Communities Directorate along with some sort of ranking framework on the options presented in order to provide some context as to their priority/impact and likelihood of being taken forward. It was also requested that this be provided for the Education and Family Support and the Chief Executive's Directorate so that the Panel may make some comment on this also.
- 4.14 Following detailed discussion and correspondence between the Corporate Management Board (CMB), Cabinet, Group Leaders and the Panel Members and in view of the tight timescales surrounding the budget setting process due to the unique circumstances this year and continuing budget uncertainties, it was agreed that a report outlining some initial proposals to present a balanced budget, providing options based on the current financial modelling would be considered at the next meeting. It

included detail such as the potential options for Council Tax level increase, potential budget savings and areas of priority for growth.

- 4.15 The Panel were advised that Cabinet had requested that the principles for underpinning the development of the budget for the coming financial year were:
- The Council will seek to protect the most vulnerable people in our Communities;
 - The Council will seek to limit service growth in the coming financial year;
 - All budgets across the Council should be reviewed to identify savings for the coming year;
 - Where possible “back office” services will be prioritised for service reductions;
 - The Council should consider whether schools are able to contribute to the overall savings required in the coming year; and
 - In setting the budget for 2023-2024 consideration needs to be given to the anticipated budget pressures in the following financial years.
- 4.16 The Panel considered the various Council tax options presented and the impact that these could have on residents in the County Borough, particularly those who are vulnerable. There was concern expressed over both the impact that a significant increase in Council Tax could have on vulnerable people but likewise the impact that further reductions to services could have on the same people in order to make up the funding gap. The Panel commented that whilst residents might understand an increase in Council Tax now, that is less than the cost of inflation, they might not accept a much larger increase in Council tax that might be needed in a few years’ time, to essentially replace the services that are cut this year to fill the funding gap.
- 4.17 Members also discussed the potential link between Council Tax and Income Tax and proposed that the latter needed to be taken into account when setting Council Tax for the Borough.
- 4.18 The Chief Officer Finance, Performance and Change highlighted that early indications from other Local Authorities (LAs) showed that many were considering a higher Council Tax increase this year due to budgetary pressures and even the highest option presented in the report was not an outlier compared with many LAs.
- 4.19 Similarly, it was reported that the Authority had been fortunate in the past in having not had to make reductions to the Schools’ Delegated budget, however the Panel were advised that given the fact that the Schools budget made up such a significant amount of the overall budget (33% for Bridgend), almost all LAs were considering reductions in this area.
- 4.20 The Panel also discussed the Council’s reserves, with Officers reporting that many of these were Earmarked Reserves and helped to deliver on priorities that had already been agreed. Cabinet agreed that these were being considered in terms of their priority however expressed the view that these shouldn’t be used to balance the revenue budget as this funding was one-off and had taken many years to build up.
- 4.21 Concerns were expressed by the Panel over many of the proposed savings being categorised as red or amber, with very few green, and the viability of these proposals. However, whilst red, Members expressed particular concern over the proposed reduction in the budget for the Strategic Regeneration Fund which was put forward as a potential budget reduction for 2023-24 in last year’s MTFs. The Panel emphasised the fact that whilst discretionary, this fund was a clear ‘invest to save’

budget, without which we could have major implications for the success of future regeneration and development projects. Cabinet did respond explaining that this was being reviewed.

4.22 Proposed Recommendations

Consultation and Engagement

- 1 The Panel acknowledged the difficult situation the Council found itself in and the tough decisions that would have to be made on the budget which could have quite serious implications for services and residents of the borough. It was therefore felt communication and engagement with the public was vital to get this message across and to be open and transparent about the challenges the Council faced. The Panel noted that similar concerns had been raised at a COSC meeting on 27 October 2022 where Members had requested that any press release regarding the upcoming budget consultation be mindful of improving communication to residents and improving understanding of the budget and purpose of reserves held.
 - a) The Panel therefore endorse this and further recommend that the Authority, as a matter of urgency, start preparing its residents for the possibility of difficult reductions to services and communicating the potential impact of these to ensure transparency and openness.
 - b) Further to this, following any future budget or resulting service reductions, the Authority work with the community or communities involved to establish how the Council can assist in enabling them to take up the service provision, thereby reducing the potential negative impact.
 - c) Given the fact that other Local Authorities are experiencing similar budgetary issues, the Panel recommend that Officers look at how other Local Authorities are communicating this to their residents to ensure they are well informed and aware of the potential impact on services received.

Council Tax

- 2 In light of the cost of living crisis, the Panel recommend that when determining any change to Council Tax, Cabinet consider the impact of any potential increase in Income Tax by Welsh Government.

Strategic Regeneration Fund

- 3 The ability for the Strategic Regeneration Fund to lever other external funding, to invest in feasibility and development studies and help secure private investment outweighs the saving achieved by reducing this budget. The Panel therefore recommend that any potential reduction to this fund be revisited.

Further Requests

- 4.23 The Panel requested that a further BREP meeting be scheduled for January 2023 where the draft budget proposals can be presented to the Panel having received the Welsh Government Budget Settlement.
- 4.24 At this meeting, Members requested that they also receive a full a list of all the Authority's services which it funds and the budget attached to them and furthermore what this funding represents as a percentage of the overall spend for the Council. In areas where the Authority funds beyond the statutory minimum, the Panel request a short narrative of what this provision is and what budget is attached to it.
- 4.25 The Panel expressed the view that without the final budget settlement information and the additional list of services, Members could not have full oversight of potential options and therefore could not make informed recommendations over Council Tax levels, or the need for further proposed budget reductions or less budget pressures.
- 4.26 Further to this, the Panel also wished to consider the outcome of the Council's budget consultation process at this meeting in January, whether this simply be early indications or the full analysis if available, in order to inform their findings and recommendations. The Panel highlighted their questions raised at an earlier meeting and requested that these be addressed as part of this:
1. Whether the online digital budget calculator tool was still available on the BCBC website.
 2. Whether data could be collated to target and try and engage those in the consultation process who were most likely in need of and using services.
- 4.27 Finally, resulting from their discussions with Cabinet Members and Officers, the Panel requested that they receive further information to a future Scrutiny meeting on School surplus budgets as well as the funding formula for schools in order to examine these budgets in further detail.

5. Effect upon policy framework and procedure rules

- 5.1 This item relates to the role of Overview & Scrutiny Committees as consultees in respect of the budget setting process.

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 consideration and approval of this report will assist in the budget setting process for both the short-term and in the long-term.
- Prevention - The consideration and approval of this report will assist in the budget setting process by approving and shaping preventative measures provided by Directorates to generate savings.
- Integration - The report supports all the wellbeing objectives
- Collaboration - The consideration and approval of this report will assist in the budget setting process by approving and shaping collaboration and integrated working to generate savings.
- Involvement - Publication of the report ensures that the public and stakeholders can review the work that has been undertaken by Scrutiny members.

8. Financial implications

8.1 The report relates to the budget setting process and the financial implications associated with that.

9. Recommendation

9.1 The Committee is requested to consider the interim report and approve the recommendations made by the Budget Research and Evaluation Panel (BREP) for submission to Cabinet and Senior Officers to inform their development of the draft budget proposals for 2023-24.

K Watson

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

9 December 2022

Contact officer:

Rachel Keepins
Democratic Services Manager

Meryl Lawrence
Senior Democratic Services Officer – Scrutiny

Jessica Mclellan
Scrutiny Officer

Lucy Beard
Scrutiny Officer

Telephone:

(01656) 643515 / 643613 / 643263

Email: scrutiny@bridgend.gov.uk

Postal address: Democratic Services – Scrutiny
Bridgend County Borough Council
Civic Offices
Angel Street
Bridgend
CF31 4WB

Background documents:

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

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

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

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

- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
- **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and

communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.

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

3. Background

- 3.1 The Council's Constitution requires Overview and Scrutiny Committees to each propose items for the Forward Work Programme having regard to the Council's Corporate Priorities and Risk Management framework.
- 3.2 The Corporate Overview and Scrutiny Committee has the additional role of having oversight and coordination of the Forward Work Programmes for the Subject Overview and Scrutiny Committees to develop and implement an effective overall Forward Work Programme for Scrutiny.

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 maximize the effective use of the limited time and resources of Scrutiny Committees. It is not possible to include every topic proposed. Successful Scrutiny is about looking at the right topic in the right way and Members need to be selective, while also being able to demonstrate clear arguments for including or excluding topics.
- 3.5 The CfGS's guide to work effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

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

Corporate Overview and Scrutiny Committee Draft Forward Work Programme

- 3.6 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 18 May 2022, the standing statutory reports to this Scrutiny Committees upon: the Corporate Plan the Medium Term Financial Strategy, Performance, 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 January 2023, 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 provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The FWP will remain flexible and will be revisited at each COSC meeting with updates from each SOSC FWP and any updated information gathered from FWP meetings with Corporate Directors.

4. Current situation/proposal

- 4.1 The Committee approved its Forward Work Programme at its meeting on 30th June 2022 and has reviewed and added to it at subsequent meetings.
- 4.2 The Subject Overview and Scrutiny Committee Forward Work Programmes and Recommendations Monitoring Action Sheets are also being reported to the Committee for coordination and oversight of the overall FWP, following consideration by their respective Subject Overview and Scrutiny Committees. The SOSC FWP's and Recommendations Monitoring Action Sheets will be included in the standing FWP Update report as updated by each SOSC meeting.

Identification of Further Items

- 4.3 The Committee are reminded of the Criteria Form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to ensure a strategic responsibility for Scrutiny and that its work benefits the Authority. There are a

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

Recommended Criteria for Selecting Scrutiny Topics:

PUBLIC INTEREST:	The concerns of local people should influence the issues chosen for scrutiny;
ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and 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 can the Committee assist in these areas.
- 4.6 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet-Committee and particularly any decisions or changes which they should be aware of as Corporate Parents.

- 4.7 The Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.
- 4.8 The Recommendations Monitoring Action Sheet for the previous meetings is attached as **Appendix B**, to track responses to the Committee's recommendations at the previous meetings.
- 4.9 The Forward Work Programmes for the Subject Overview and Scrutiny Committees are attached as **Appendices C, D and E** for coordination and oversight of the overall Forward Work Programme.
- 4.10 The Monitoring Action Sheets for the Subject Overview and Scrutiny Committees are attached as **Appendices F, G and H** to track responses to recommendations made at their respective previous Committee meetings.

5. Effect upon policy framework and procedure rules

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

6. Equality Act 2010 implications

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

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

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

- Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
- Integration - The report supports all the wellbeing objectives.

- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service and Elected Members.
- 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:

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

Kelly Watson
Legal & Regulatory Services, HR & Corporate Policy
 9 December 2022

Contact Officers:

Meryl Lawrence
 Senior Democratic Services Officer - Scrutiny

Lucy Beard
 Scrutiny Officer

Jessica McLellan

Scrutiny Officer

Telephone: (01656) 643515 / 643613 / 643263

Email: scrutiny@bridgend.gov.uk

Postal address: Democratic Services - Scrutiny
Bridgend County Borough Council
Civic Offices
Angel Street
Bridgend
CF31 4WB

Background documents: None.

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

APPENDIX A

Date of Meeting:	Report Topics:
Thursday 30 June 9.30am	<ul style="list-style-type: none"> - Election of Chairperson report; - Call In of Cabinet Decision: Recycling and Waste Service Post 2024 - 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 10am	<ul style="list-style-type: none"> - Director of Social Services Annual Report 2021/22
Thursday 27 October 10am	<ul style="list-style-type: none"> - Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast - Temporary Accommodation
Monday 14 November 4pm	<ul style="list-style-type: none"> - Housing / Homelessness Report to include RSL and third sector invitees <p>Combined meeting of COSC and SOSOC 3</p>
Thursday 15 December 10am	<ul style="list-style-type: none"> - Q2 Performance Report 2022-23 - Cost of Living Payment Scheme Rollout - Re-Development of Maesteg Town Hall - Interim Budget Research and Evaluation Panel Report
Wednesday 18 January 10am TBC	<ul style="list-style-type: none"> - Draft Medium Term Financial Strategy 2023-24 to 2026-27 and Budget Proposals
Tuesday 31 January 10am	<ul style="list-style-type: none"> - Budget Monitoring 2022-23 - Quarter 3 Revenue Forecast - New Corporate Plan 2023 – 2028 - Capital Strategy 2023 – 24 onwards - Scrutiny Recommendations on Medium Term Financial Strategy 2023-24 to 2026-27 and Draft Budget Consultation Process
Thursday 2 March 10am	<ul style="list-style-type: none"> - Workforce, Recruitment and Retention - Progress on the Performance of Disabled Facilities Grants

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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 formally reported to Cabinet 18 October 2022 for consideration and response to be provided to COSC.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		service provision is fully and openly considered and deliberated; 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.		
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	ACTIONED – response and information circulated 2 September 2022.
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	ACTIONED – response and information circulated 2 September 2022.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
21 July 2022	Budget Monitoring 2022-23 - Quarter 1 Revenue Forecast	The Committee highlighted the impact of the volatility of the price of fuel on services, providers and the Council budget and recommended the need to be mindful of this going forward when scrutinising related reports.	Scrutiny / Committee Members	ONGOING - Recommendation to be actioned by the Scrutiny Team and the Committee.
21 July 2022	Budget Monitoring 2022-23 - Quarter 1 Revenue Forecast	The Committee requested information regarding current recruitment issues, vacancy rates and data regarding repeat advertisements for job vacancies.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources	ACTIONED – response and information circulated 21 October 2022.
21 July 2022	Budget Monitoring 2022-23 - Quarter 1 Revenue Forecast	The Committee requested the total amount of projected schools' deficit budget for 2022-2023.	Scrutiny / Corporate Director – Education and Family Support	ACTIONED – response and information circulated 21 July 2022.
21 July 2022	Council Performance Against its Commitments for the Year 2021-22	The Committee recommended that the narrative for Welsh Government PAM/015 (PSR002) in Appendix A regarding Disabled Facilities Grants be expanded to	Scrutiny / Chief Officer Finance, Performance and Change	ACTIONED – response and information circulated 21 October 2022.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		clarify that it included all persons/groups.		
21 July 2022	Council Performance Against its Commitments for the Year 2021-22	The Committee requested a written response regarding the lengthy process of compelling property owners to bring their empty properties into reuse to include real case examples and timescales.	Scrutiny / Chief Officer Finance, Performance and Change / Head of Performance & Partnerships	ACTIONED – response and information circulated 21 October 2022.
21 July 2022	Council Performance Against its Commitments for the Year 2021-22	The Committee requested updated literature regarding Bridgend’s promotion of foster care recruitment.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED – response and information circulated 9 December 2022.
5 September 2022	Director of Social Services Annual Report 2021-22	<p>The Committee recommended that the Report:</p> <ul style="list-style-type: none"> (a) should include data and graphics to demonstrate the impact of staffing pressures on the Directorate. (b) make reference to the Corporate Risk Register 	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED - Recommendations circulated. Corporate Director for Social Services and Wellbeing acknowledged and reflected recommendations (b) and (c) in an amended Report formally reported to Council on 19 October 2022 and confirmed that recommendation (a) would be

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>when referring to the Critical Incident instigated in 2022.</p> <p>(c) should reflect not only the increase in demand on Social Care but also the complexity and nature of referrals being made (particularly in Children's Social Care).</p>		<p>incorporated, as far as possible, into Director of Social Services Annual Report 2022-23.</p>
<p>5 September 2022</p>	<p>Director of Social Services Annual Report 2021-22</p>	<p>The Committee recommended that they write a letter, in support of the Deputy Leader, to the Welsh Government Minister for Social Services regarding budgetary pressures.</p>	<p>Scrutiny / Chair of COSC</p>	<p>ACTIONED – Letter sent to Welsh Government Minister for Social Services.</p>
<p>5 September 2022</p>	<p>Director of Social Services Annual Report 2021-22</p>	<p>The Committee requested a written response regarding the Adult, Children and Wellbeing Quality Standards detailing the up to date/current position on each of the 'Next Steps' outlined in the Report.</p>	<p>Scrutiny / Corporate Director -Social Services and Wellbeing</p>	<p>Recommendations circulated requesting response - to be provided. Chased.</p>
<p>5 September 2022</p>		<p>The Committee requested a copy of the letter sent by the Deputy</p>	<p>Scrutiny / Deputy Leader and</p>	<p>ACTIONED – response and</p>

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
	Director of Social Services Annual Report 2021-22	Leader to the Welsh Government Deputy Minister for Social Services regarding workforce concerns.	Cabinet Member for Social Services and Early Help	information circulated 21 October 2022.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested Information regarding the Discharge Hub at the Princess of Wales Hospital and information on how Care and Repair support the service.	Scrutiny / Corporate Director -Social Services and Wellbeing / Head of Adult Social Care	Recommendations circulated requesting response - to be provided. Chased.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested information on the innovative ways in which the Council is recruiting staff.	Scrutiny / Corporate Director -Social Services and Wellbeing	ACTIONED – response and information circulated 9 December 2022.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested confirmation of whether Social Services plan to engage primary school children in survey work to set wellbeing baselines for the Council’s review of play sufficiency, as they had done with the secondary school children.	Scrutiny / Corporate Director -Social Services and Wellbeing / Group Manager Sports and Physical Activity	Recommendations circulated requesting response - to be provided. Chased.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee fully supports the Council's discussions with the UK Government regarding further funding or continuation of the 'Homes for Ukraine' Scheme and noted the impact of the 6-month sponsorship period implemented through the Scheme coming to an end and the risk of refugees becoming homeless. The Committee agreed to monitor this as part of their FWP.	Scrutiny / Committee Members	ONGOING - Scrutiny Team liaising with Chair of COSC and Chief Officer – Finance, Performance and Change regarding optimal scheduling.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested that when the Council look to make a press release regarding the upcoming budget consultation that Officers be mindful of improving communication to residents and improving understanding of the budget and purpose of reserves held.	Scrutiny / Corporate Policy & Public Affairs Manager	Recommendations circulated requesting response - to be provided.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee proposed that BREP consider how the budget is set for the Social Services and Wellbeing (SSWB) Directorate to reflect the demographics of the County Borough, the level of demand and the statutory duties of the Directorate.	Scrutiny/BREP	ONGOING - Recommendation to be actioned by the Budget Research and Evaluation Panel.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested that early indications of each Directorate's proposed draft budgets be presented to BREP with potential options for budget reductions at the next related meeting each Director has been invited to attend.		ACTIONED – BREP actioned.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested that they received greater detail on the reasons for the 56.2% variance and significant overspend in the Planning and Development section of the Communities Directorate which the Committee noted was an understaffed department.	Scrutiny / Chief Officer – Finance, Performance & Change / Corporate Director - Communities	Recommendations circulated requesting response - to be provided.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested a written response from the Corporate Director -Social Services and Wellbeing on the following: a. The reliability of agency workers and providers; b. The cost difference between an agency worker compared to a full time Social Worker;	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.

APPENDIX B

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		c. On average, how many agency workers work in the SSWB Directorate; and d. The average length of stay for agency workers in the SSWB Directorate.		
27 October 2022	Temporary Accommodation	The Committee recommended that a review be conducted on the procurement of temporary accommodation and how to secure its longevity and that this be reported back to the Committee at an appropriate time.	Scrutiny / Head of Partnerships	Recommendations circulated requesting response - to be provided.
27 October 2022	Temporary Accommodation	The Committee requested information on the package of support that is provided to families and individuals relocated to temporary accommodation with particular consideration of the impact on the welfare of children who are relocated away from family and friends and whether they have to change school.	Scrutiny / Head of Partnerships	Recommendations circulated requesting response - to be provided.

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

APPENDIX C

<u>Date of Meeting:</u>	<u>Report Topics:</u>
Monday 4 July 9.30am	<ul style="list-style-type: none"> - Corporate Parenting Champion Nomination report; - Nomination to the Public Service Board Scrutiny Panel report; - Draft Outline Forward Work Programme
Monday 12 September 2.30pm	Meeting postponed for national period of mourning
Monday 10 October 11am	Pupil Attendance, Exclusions, Health and Safeguarding
Thursday 1 December 11am	Welsh in Education Strategic Plan (WESP)
Thursday 19 January 11am	Medium Term Financial Strategy 2022-23 to 2025-26 and Inflationary Pressures
Monday 13 March 11am	<ul style="list-style-type: none"> - Curriculum for Wales and the New Framework for Evaluation, Improvement and Accountability - Early Help Service Pressures
Date to be scheduled	Upgrading of older school facilities that are not being replaced under School Modernisation and improving their energy efficiency in line with the 2030 Decarbonisation Agenda.
Date to be scheduled	English Language Schools' catchment areas / capacity.

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**Draft Outline Forward Work Programme
Subject Overview and Scrutiny Committee 2:**

APPENDIX D

<u>Date of Meeting:</u>	<u>Report Topics:</u>
Mon 11 July 9.30am	<ul style="list-style-type: none"> - Corporate Parenting Champion Nomination report; - Nomination to the Public Service Board Scrutiny Panel report; - Draft Outline Forward Work Programme.
Thurs 15 September 10am	Meeting postponed for national period of mourning
Thurs 3 November 10am	<ul style="list-style-type: none"> - Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022 - Call In of Cabinet Decision: Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay
Thurs 8 December 10am	<ul style="list-style-type: none"> - Annual Report - Safeguarding of Children and Adults - Update on the Care Inspectorate Wales Inspections of Bridgend County Borough Council's Regulated Services In Adult Social Care For 2022
Friday 20 January 10am (Provisional)	<ul style="list-style-type: none"> - Draft Medium Term Financial Strategy 2023-24 to 2026-27 and Budget Proposals
Thurs 16 February 10am	<ul style="list-style-type: none"> - Integrated Working with Cwm Taf University Health Board. - Child Practice Review and Action Plan - Early Intervention to Reduce Care Experienced Children and Key Pressures including Information, Advice and Assistance (IAA), Early Help and Edge of Care - Delays in Adult Social Care Packages
Mon 27 March 10am	<ul style="list-style-type: none"> - Support for Young Carers and Adult Carers - Learning Disabilities Action Plan
Date TBC	<ul style="list-style-type: none"> - Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and Further Integration with BAVO. - Adult Mental Health - Post 18 Housing and Financial Support for Care Experienced Children

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**Forward Work Programme
Subject Overview and Scrutiny Committee 3:**

APPENDIX E

<u>Date of Meeting:</u>	<u>Report Topics:</u>
Monday 18 July 9.30am	<ul style="list-style-type: none"> - Corporate Parenting Champion Nomination - Nomination to the Public Service Board Scrutiny Panel - Draft Outline Forward Work Programme
Monday 26 September 4pm	<ul style="list-style-type: none"> - Shared Prosperity Fund - Levelling Up Fund
Monday 14 November 4pm	<ul style="list-style-type: none"> - A report upon accessible playground equipment in play areas and access to play areas, parks and playing field pavilions, for the disabled community across the County Borough, and the latest Assessment and Action Plan in accordance with Equalities legislation.
Monday 12 December 4pm	<ul style="list-style-type: none"> - Play Sufficiency Assessment
Monday 23 January 4pm (Provisional)	<ul style="list-style-type: none"> - Draft Medium Term Financial Strategy 2022-23 to 2025-26 and Budget Proposals
Monday 20 February 4pm	<ul style="list-style-type: none"> - A report upon Porthcawl Regeneration to include Porthcawl Regeneration projects, the PRIF (Porthcawl Resort Investment Focus), Cosy Corner and the Grand Pavilion
Monday 17 April 4pm	<ul style="list-style-type: none"> - Bridgend 2030 Net Zero Carbon Strategy Local - Biodiversity Action Plan move - Future Waste Services Work Streams
To be Scheduled	<ul style="list-style-type: none"> - Corporate Joint Committees Regional Responsibilities
To be scheduled	<ul style="list-style-type: none"> - Homelessness Strategy

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Subject Overview & Scrutiny Committee 1

RECOMMENDATIONS MONITORING ACTION SHEET

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
4 July 2022	Corporate Parenting Champion Nomination	Councillor Tim Thomas was nominated to represent Subject Overview and Scrutiny Committee 1 as an invitee to meetings of the Cabinet Committee Corporate Parenting.	Scrutiny / Chief Officer – Legal and Regulatory Services, HR and Corporate Policy	ACTIONED – Membership of Corporate Parenting Cabinet Committee updated and formally reported to Cabinet 19 July 2022.
4 July 2022	Nomination to the Public Service Board Scrutiny Panel	Councillor Richard Collins was nominated to sit on the Public Service Board Scrutiny Panel.	Scrutiny	ACTIONED – Membership of Public Service Board Scrutiny Panel updated and initial Briefing session arrangements underway.
4 July 2022	Forward Work Programme Update	With regard to the Pupil Attendance, Exclusions, Health and Safeguarding report scheduled for the meeting on 12 September, the Committee wished to look at: <ul style="list-style-type: none"> • Pupil wellbeing from an attendance perspective and support in schools from Education Welfare Officers; 	Scrutiny / Corporate Director – Education and Family Support	ACTIONED - Feedback provided to Corporate Director – Education and Family Support to include focussed aspects in the scope of this report.

		<ul style="list-style-type: none"> • How the Free school meal programme is being rolled out in schools across the county borough. • What support schools are getting particularly for care experienced children and are there effective lines of communication between schools and social services support. • In relation to increased referrals to Information Advice and Assistance (IAA) within the Multi-Agency Safeguarding Hub (MASH), the way in which referrals from schools to IAA are dealt with and the support in the team (and requested representatives from IAA / CAMHS in relation to pupil attendance /safeguarding), for the September report. 		
4 July 2022	Forward Work Programme Update	<p>The Committee recommended:</p> <ul style="list-style-type: none"> • Wellbeing be revisited within a suitable time frame to monitor progress and support. • Sight of the Corporate Management Dashboard for the Education Directorate on a quarterly basis at the appropriate time. • The Committee requested that Pupil Wellbeing be included and monitored as part of the Directorate Performance Dashboard in future. 	Scrutiny / Corporate Director – Education and Family Support	Acknowledgement of Recommendations circulated requesting response received and information being collated - to be provided.

10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that the Local Authority considers whether it can make safeguarding training mandatory for School Governors.	Scrutiny / Corporate Director – Education and Family Support / Group Manager Vulnerable Groups Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that the Local Authority conduct a review of school pickup times by contracted transport providers and the impact on the safeguarding and well-being of pupils and staff.	Scrutiny / Corporate Director – Education and Family Support / Group Manager, Business Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that the consistency of schools’ links visits by Police Liaison Officers be escalated to ensure contact and input with all schools.	Scrutiny / Corporate Director – Education and Family Support / Group Manager Vulnerable Groups Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that concern is expressed regarding communication delay when headteachers made safeguarding referrals and were	Scrutiny / Corporate Director – Social Services and Wellbeing /	ACTIONED – response and information circulated 23 November 2022.

		waiting to receive information that they needed to receive quickly.	Deputy Head of Children's Social Care	
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that the positives of wellbeing support in schools be shared across the county borough as best practice.	Scrutiny / Corporate Director – Education and Family Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that the Corporate Director - Education and Family Support be requested to raise at the next Regional Partnership Board meeting the need for consistent community communication from the Health Board and a consistent message to schools for communicating with parents regarding Covid, to clarify the rules for whether pupils should attend.	Scrutiny / Corporate Director – Education and Family Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee Recommended that the human resource challenges are addressed to enable provision of breakfasts in all schools, to meet the national legislative obligations set out by Welsh Government.	Scrutiny / Corporate Director – Education and Family Support / Group Manager, Business Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions,	The Committee Recommended that concern is expressed regarding grants for	Scrutiny / Corporate	ACTIONED – response and

	Health and Safeguarding	school uniforms being monetary rather than voucher where the money is not being spent on uniforms, due to the cost-of-living pressures and children were attending school in old clothing or not in uniform.	Director – Education and Family Support	information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee requested a response on what wellbeing support was available for pupils taking examinations. and what support and information pupils could access regarding the War in Ukraine.	Scrutiny / Corporate Director – Education and Family Support / Group Manager Inclusion and School Improvement	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee requested what support and information pupils could access regarding the War in Ukraine.	Scrutiny / Corporate Director – Education and Family Support / Group Manager Inclusion and School Improvement	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee requested the consistent themes / concerns regarding exclusions and pupil non-attendance in secondary schools in more granular detail and the support mechanism in place to support the families.	Scrutiny / Corporate Director – Education and Family Support / Group Manager	ACTIONED – response and information circulated 16 November 2022.

			Vulnerable Groups Support	
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee requested information regarding individual Schools' waiting lists for counselling.	Scrutiny / Corporate Director – Education and Family Support / Group Manager - Family Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee requested exclusions data represented by percentage of pupil population per school / area.	Scrutiny / Corporate Director – Education and Family Support / Group Manager Vulnerable Groups Support	ACTIONED – response and information circulated 16 November 2022.
10 Oct 2022	Pupil Attendance, Exclusions, Health and Safeguarding	The Committee requested data regarding the extent of behaviour linked to undiagnosed mental health and ADHD, to include the waiting times for ADHD diagnosis and CAMHS.	Scrutiny / Corporate Director – Education and Family Support / Group Manager Inclusion and School Improvement	ACTIONED – response and information circulated 16 November 2022.
1 December 2022	Welsh In Education	Recommendations to be circulated to the Committee for comment / approval.	Scrutiny	PENDING

	Strategic Plan (WESP)			
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Subject Overview and Scrutiny Committee 2

RECOMMENDATIONS MONITORING ACTION SHEET

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
11 July 2022	Corporate Parenting Champion Nomination	Councillor Alan Wathan was nominated to represent Subject Overview and Scrutiny Committee 2 as an invitee to meetings of the Cabinet Committee Corporate Parenting.	Scrutiny / Chief Officer – Legal and Regulatory Services, HR and Corporate Policy	ACTIONED – Membership of Corporate Parenting Cabinet Committee updated and formally reported to Cabinet 19 July 2022.
11 July 2022	Nomination to the Public Service Board Scrutiny Panel	Councillor Paula Ford was nominated to sit on the Public Service Board Scrutiny Panel.	Scrutiny	ACTIONED – Membership of Public Service Board Scrutiny Panel updated and initial Briefing session arrangements underway.
11 July 2022	Forward Work Programme Update	The Chairperson proposed that a glossary of acronyms would assist Members.	Scrutiny	ACTIONED - response and information circulated to Members.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	<p>The Committee proposed That the Chair of the Subject Overview and Scrutiny Committee 2 liaise with the Deputy Leader and Cabinet Member for Social Services and Early Help to identify:</p> <ul style="list-style-type: none"> a) What Members can do to support the Council's promotion of recruitment into Bridgend Social Services; and b) What support the Committee can provide to the Deputy Leader and Cabinet Member for Social Services and Early Help in her discussions with Welsh Local Government Association regarding employment terms and conditions and pay. 	Scrutiny / Chair of SOSC 2	Awaiting Response from Engagement between Deputy Leader and Chair of SOSC 2.
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social	The Committee requested a briefing note setting out the process of calls made to the Information, Advice and Assistance (IAA) Service to	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
	Care Services 23 - 27 May 2022	include detail as to how or if these are being recorded and the responsibility of schools when making safeguarding referrals.		
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested Detail of Social Worker current caseloads including the highest caseload attributed to any one Social Worker.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested how many Direct Payments have been applied for in the past 12 months and how many were made	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.
3 November 2022	Care Inspectorate Wales (CIW) Performance Evaluation Report Of Childrens Social Care Services 23 - 27 May 2022	The Committee requested the current waiting list for children awaiting help from the Youth Emotional Mental Health Team.	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
3 November	Call in of Cabinet Decision: Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay	The Committee concluded that the Decision would not be referred back to Cabinet but made a number of recommendations.	Scrutiny/Chair of Committee	PENDING
8 December 2022	Update on the Care Inspectorate Wales Inspections of Bridgend County Borough Council's Regulated Services in Adult Social Care for 2022	Recommendations to be circulated to the Committee for comment / approval.	Scrutiny	PENDING
8 December 2022	Annual Report – Safeguarding of Children and Adults	Recommendations to be circulated to the Committee for comment / approval.	Scrutiny	PENDING

Subject Overview and Scrutiny Committee 3

RECOMMENDATIONS MONITORING ACTION SHEET

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
18 July 2022	Corporate Parenting Champion Nomination	Councillor Jonathan Pratt was nominated to represent Subject Overview and Scrutiny Committee 3 as an invitee to meetings of the Cabinet Committee Corporate Parenting.	Scrutiny / Chief Officer – Legal and Regulatory Services, HR and Corporate Policy	ACTIONED – Membership of Corporate Parenting Cabinet Committee updated and formally reported to Cabinet 19 July 2022.
18 July 2022	Nomination to the Public Service Board Scrutiny Panel	Councillor Colin Davies was nominated to sit on the Public Service Board Scrutiny Panel.	Scrutiny	ACTIONED – Membership of Public Service Board Scrutiny Panel updated and initial Briefing session arrangements underway.
18 July 2022	Forward Work Programme Update	The Committee requested the following representatives be invited for the following reports scheduled for the September meeting: <ul style="list-style-type: none"> - For the Shared Prosperity Fund report, the appropriate lead Officers. - For the Levelling Up Fund report, the appropriate lead Officers and a representative of Awen Cultural Trust, as management of the Grand Pavilion, Porthcawl. 	Scrutiny	ACTIONED – Requested Invitees have been invited to attend the September meeting of the Committee.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
26 Sep 2022	Shared Prosperity Fund	The Committee Recommended that concern is expressed over the risks involved of both insufficient funds to complete the project in addition to achieving the project proposals within the allocated time.	Scrutiny / Corporate Director, Communities / Group Manager – Economy, Natural Resources & Sustainability	Recommendations circulated requesting response - to be provided.
26 Sep 2022	Shared Prosperity Fund	The Committee Recommended that further concern is expressed regarding the lack of resources and expertise within the Directorate and its ability to cope with the additional work associated with the project. Members did not agree that it was appropriate to transfer staff from other roles and projects as this would be counterproductive. The Committee also noted that the landscape for Local Authorities applying for funding is changing with timescales being very limited and criteria issued at a late stage in the process, meaning the Authority has a narrow timeframe to develop and formalise substantial bids. The Committee therefore recommended that priority needs to be given to resources within the Communities directorate to ensure that not only is it able to successfully take forward this project, but to ensure that the infrastructures are in place to enable the	Scrutiny / Corporate Director, Communities / Group Manager – Economy, Natural Resources & Sustainability	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>Authority to be best placed to apply and make the most of any future funding opportunities. As well as a strategic plan being developed, Members recommend that potential projects underneath this be drafted so that when the opportunity arises, they already have the basis for the application.</p>		
<p>26 Sep 2022</p>	<p>Shared Prosperity Fund</p>	<p>The Committee Recommended that strong concerns are expressed over the poor return that Bridgend County Borough had received in their allocation from the Shared Prosperity Fund (SPF) and the unfairness around the funding mechanism behind this. The Committee therefore agreed to write directly to those within the UK Government responsible for the SPF to highlight the issues including:</p> <ul style="list-style-type: none"> a) The fact that the allocation does not take into account that Bridgend is one of the fastest growing areas in Wales; b) The limited time the Authority has had to both put together proposals and then to utilise the fund and achieve its aims, is unreasonable and potentially puts the project and public funds at risk. <p>The Committee requested that this letter be copied to both local MPs; Dr Jamie Wallis and Chris Elmore.</p>	<p>Scrutiny / Chair of SOSC 3</p>	<p>Scrutiny requested contact details for the letter and will liaise with Chair of SOSC 3.</p>

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
26 Sep 2022	Shared Prosperity Fund	The Committee requested a copy of any presentation made to the Town and Community Council Forum on Bridgend's Local Investment Plan proposals.	Scrutiny / Corporate Director, Communities / Group Manager – Economy, Natural Resources & Sustainability	Recommendations circulated requesting response - to be provided.
26 Sep 2022	Shared Prosperity Fund	The Committee requested further information on how claims will be processed by RCT as the Lead Authority as well as detail on the reporting and accountability process.	Scrutiny / Corporate Director, Communities / Group Manager – Economy, Natural Resources & Sustainability	Recommendations circulated requesting response - to be provided.
26 Sept 2022	Shared Prosperity Fund	The Committee requested further detail on the project proposals when available including breakdowns of the funding within each proposal.	Scrutiny / Corporate Director, Communities / Group Manager – Economy, Natural Resources & Sustainability	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
26 Sep 2022	Shared Prosperity Fund	The Committee requested clarification as to whether there would be clawback on the funds should the outputs as set out in the proposals, not be achieved.	Scrutiny / Corporate Director, Communities / Group Manager – Economy, Natural Resources & Sustainability	Recommendations circulated requesting response - to be provided.
26 Sep 2022	Levelling Up Fund	The Committee Recommended similarly to the discussions around the SPF, concern is again expressed over the tight timescales surrounding the applications for the Levelling Up Fund as well as the timescales to complete the projects, particularly if there was no extension allowed. The Penprysg Railway Bridge was particularly at risk due to the level of work that this would involve to complete.	Scrutiny / Corporate Director, Communities / Group Manager Planning & Development Services	Recommendations circulated requesting response - to be provided.
26 Sep 2022	Levelling Up Fund	The Committee Recommended that they strongly supported the work around alterative or temporary arrangements and locations during the interim period of the Grand Pavilion in Porthcawl being closed. Particular emphasis, however, was placed on making sure Porthcawl would not lose footfall and revenue. Members	Scrutiny / Corporate Director, Communities / Group Manager Strategic Regeneration	Recommendations circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>requested feedback on these plans and mitigating measures when available but furthermore recommended that as part of this work, a feasibility study be undertaken on the potential for a temporary facility being put in place in Porthcawl whilst the Pavilion is closed. The proposal was made to explore the option of utilising the Section 106 aspect of the development contract in relation to mitigate the impact of the building closure on the community.</p>		
26 Sep 2022	Levelling Up Fund	<p>The Committee requested the timeframe for the completion of the Maesteg Town Hall project. Concerns were raised about whether the Town Hall would be completed before the Grand Pavilion closed for redevelopment. Members also requested information on what this meant for Awen revenue.</p>	<p>Scrutiny / Corporate Director, Communities / Group Manager Strategic Regeneration</p>	<p>Recommendations circulated requesting response - to be provided.</p>
26 Sep 2022	Levelling Up Fund	<p>The Committee requested Further information (including a possible feasibility study requested in the above recommendations) on any proposed temporary facility and alternative arrangements whilst the Pavilion is closed.</p>	<p>Scrutiny / Corporate Director, Communities / Group Manager Strategic Regeneration</p>	<p>Recommendations circulated requesting response - to be provided.</p>

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
26 Sep 2022	Levelling Up Fund	<p>Concerns were expressed regarding the Penprysg Railway Bridge around funding, completion and the potential impact of heavy traffic in the area. The Committee requested a briefing paper once the project had been approved, illustrating the plans that were to be put in place to monitor and mitigate the impact of traffic on both sides of the proposed bridge. On the subject of parking in Porthcawl linked to redevelopment projects such as the Grand Pavilion and the aim to increase footfall in the area, the Committee were advised of a Parking study that was currently taking place in Porthcawl as part of its Regeneration and Placemaking plans. The Committee requested that they be involved in the development of a Strategic Transport Plan for Porthcawl and that this be added to the Committee's FWP.</p>	<p>Scrutiny / Corporate Director, Communities / Group Manager Planning & Development Services</p>	<p>Recommendations circulated requesting response - to be provided.</p>
26 Sep 2022	Forward Work Programme Update	<p>The Committee:</p> <ul style="list-style-type: none"> - expressed concern that taxis are only permitted to use the one DVSA accredited MOT station appointed by BCBC and that if the vehicle fails, the fixing work cannot be done there so the vehicle has to be booked in to another garage to get the fixing work 	<p>Scrutiny / Licensing Committee</p>	<p>ACTIONED – referred to Chair of Licensing Committee and Bridgend's Licensing Officer. Acknowledgement received that a paper would be brought to the Licensing Committee on this topic.</p>

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>completed, then rebooked in to the permitted MOT station for an additional fee and a further test, which can result in taxi's being off the road for longer, higher costs and a significant loss of earnings. The garage is also very busy with testing of South Wales Police and BCBC vehicles.</p> <ul style="list-style-type: none"> - referred to other Local Authorities, e.g. Cardiff allowing the use of any DVSA accredited MOT station which makes things easier for operators and fairer for all DVSA registered MOT stations. - expressed concern about the potential further impact this may be having locally regarding the shortness of availability of taxis in the County Borough generally and particularly later at night. - queried how performance / reliability of taxi's was monitored through licence renewals or otherwise and how the Authority reviews cancellations, late night cancellations, availability after hours and what is being done to enable improvement and a reliable taxi fleet. <p>The Committee referred the topic to the Licensing Committee for consideration and action.</p>		

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
14 Nov 2022	Housing Position Statement Report	That the Committee write to The Group Manager Planning and Development Services and ask how to ensure better consultation between Registered Social Landlords (RSLs) and housing developers regarding the types and corresponding numbers of accommodation being built and the prioritisation for properties for RSLs	Scrutiny / Group Manager – Development	Recommendations circulated requesting response - to be provided.
14 Nov 2022	Housing Position Statement Report	That the Registered Social Landlords (RSLs) provide a written response on their short- and medium-term ideas to tackle the housing crisis and how to bring forward more opportunities	Scrutiny / Head of Partnerships	Recommendations circulated requesting response - to be provided.
14 Nov 2022	Housing Position Statement Report	The Committee further requested information on how many veterans/ex-service personnel have presented homeless to the Authority and requiring accommodation.	Housing Solution Manager	ACTIONED: response and information circulated 6 December 2022.
14 Nov 2022	Housing Position Statement Report	The Committee requested information from Development Control regarding previous social housing developments and how many social housing units had been diminished in return for 106 monies.	Scrutiny / Head of Partnerships Services	Information request circulated requesting response - to be provided.

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
14 Nov 2022	Housing Position Statement Report	The Committee requested that the Registered Social Landlords (RSLs) be asked if they could possibly provide information about the availability of the Physical Adaptation Grant (PAG) and the impact it has on housing waiting lists for people with disabilities or awaiting Disabled Facilities Grants.	Scrutiny / Head of Partnerships Services	Information request circulated requesting response - to be provided.