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Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

Bridgend County Borough Council



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

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

Deialu uniongyrchol / Direct line /: 01656 643148 / 643694

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Wednesday, 12 July 2023

Dear Councillor,

CABINET

A meeting of the Cabinet will be held Hybrid in the Council Chamber Civic Offices, Angel Street, Bridgend, CF31 4WB / remotely via Microsoft Teams on **Tuesday, 18 July 2023 at 14:30.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 3 - 14
To receive for approval the Minutes of 20/06/23
4. Budget Monitoring 2023-24 - Quarter 1 Revenue Forecast 15 - 40
5. Capital Programme Update Quarter 1 2023-24 41 - 60
6. Treasury Management - Quarter 1 2023-24 61 - 82
7. Corporate Plan Delivery Plan 2023-24 and Performance Framework 83 - 126
8. Housing Support Programme Strategy (Homelessness Strategy) 2022 - 2026, Rapid Rehousing Transition Plan and Housing Prospectus 127 - 212
9. Relationship Building Together Project (RBT) 213 - 244
10. Post 16 College Transport Arrangements 2023-24 245 - 250
11. Procedure for the Appointment and Removal of LA School Governors 251 - 268
12. Council, Cabinet and O&SC Forward Work Programmes 269 - 290

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13. Transfer of Cheapside Police Station and Brackla One Multi Storey Car Park Sites to Bridgend College 291 - 298
14. Information Report for Noting 299 - 314
15. Urgent Items
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
16. Exclusion of the Public
The following items are not for publication as they contain exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.
- If following the application of the public interest test Cabinet resolves pursuant to the Act to consider these items in private, the public will be excluded from the meeting during such consideration.
17. Approval of Exempt Minutes 315 - 316
To receive for approval the exempt minutes of 20/06/2023
18. Re-Procurement of Joint Venture Engineering Design and Consultancy Service 317 - 322
19. Porthcawl Waterfront Regeneration 323 - 332

Note: This will be a Hybrid meeting and Members and Officers will be attending in the Council Chamber, Civic Offices, Angel Street Bridgend / Remotely via Microsoft Teams. 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 643148.

Yours faithfully

K Watson

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

Councillors:

JC Spanswick
N Farr
W R Goode

Councillors

J Gebbie
HJ David
HM Williams

Councillors

JPD Blundell

CABINET - TUESDAY, 20 JUNE 2023

MINUTES OF A MEETING OF THE CABINET HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET, BRIDGEND, CF31 4WB ON TUESDAY, 20 JUNE 2023 AT 14:30

Present

Councillor HJ David – Chairperson

JC Spanswick
HM Williams

N Farr
JPD Blundell

W R Goode

J Gebbie

Officers:

Rachel Keepins	Democratic Services Manager
Carys Lord	Chief Officer - Finance, Performance & Change
Claire Marchant	Corporate Director Social Services and Wellbeing
Kelly Watson	Chief Officer Legal, HR and Regulatory Services
Mark Shephard	Chief Executive
Lindsay Harvey	Corporate Director Education and Family Support
Zak Shell	Head of Neighbourhood Services
Michael Pitman	Technical Support Officer – Democratic Services
Will Lane	Operational Manager Shared Regulatory Services
Ieuan Sherwood	Economy and Natural Resources Manager

183. APOLOGIES FOR ABSENCE

None

184. DECLARATIONS OF INTEREST

Cllr Farr – Item 17, Prejudicial
Cllr Huw David Item 17 – Prejudicial

185. APPROVAL OF MINUTES

RESOLVED: That the minutes of the 09/05/2023 be approved as a true and accurate record.

186. DIRECT PAYMENTS POLICY

Officer presented a report which sought Cabinet approval of a new policy (attached at Appendix 1) for the use of direct payments to meet people's care and support needs, and support needs in the case of unpaid carers.

The Corporate Director Social Services and Early Help provided a summary of direct payments and the new policy as set out in appendix 1. She explained that this new policy enables the Council to respond directly to recommendations made by Audit Wales after its national review of direct payments (2022) provided under **Appendix 2**.

She added that this policy will be reviewed annually to take into account new legislation or guidance. A thorough review will also be undertaken every 3 years as part of good governance.

The Deputy Leader welcome the report and the new policy. She attended the meetings in March and took on board the comments made by residents and users of the policy. The Leader echoed these comments and stressed the importance of co writing the policy. He asked what work we were doing with the Health Board in order to address one of the recommendations made by Audit Wales.

The Corporate Director stated that there were a number of individuals who will have jointly funded packages of care provided to them and this was something the Local Authority could provide help with from the direct payments policy aspect. She added that there was also work being undertaken by Welsh Government to review the current health care policy for Wales and this would hopefully allow for direct payments to be made in a more streamlined way.

RESOLVED: That Cabinet considered and approved the new policy for direct payments attached as Appendix 1.

187. **ANTI-TAX EVASION POLICY**

The Chief Officer Finance, Performance and Change presented to Cabinet an updated Anti-Tax Evasion Policy for approval.

She explained that the Council has in place Anti-Fraud and Bribery and Anti-Money Laundering policies to support effective arrangements to prevent and detect acts of bribery and corruption which are monitored and reviewed by the Governance and Audit Committee. The Anti-Tax Evasion Policy specifically addresses the prevention of tax evasion and provides a coherent and consistent approach for all employees and any person who performs services for and on behalf of Bridgend County Borough Council. Cabinet approved the Anti-Tax Evasion Policy on 9 February 2021. The revised Anti-Tax Evasion Policy is attached as Appendix A, with the changes incorporated.

The Cabinet Member for Finance and Resources welcomed the report and stated that this policy was inward facing in that it focused more towards Members and Officers. It sat alongside our anti-fraud, bribery and money laundering which focused on the customer facing side of the authority.

The Cabinet Member Community Safeguarding and Wellbeing asked if we do find that someone has been evading tax, what action would be taken as an authority.

The Chief Officer Finance, Performance and Change reassured Members that we had not had any reported incidences of tax evasion, however if it were to occur, this would be forwarded to our Senior Fraud Investigator and internal audit service and depending on what that investigation found would depend on where it was then referred to.

The Leader asked if there were training provided to all Members and Officers regarding this. The Chief Officer Finance, Performance and Change explained that there were training models available for all staff on the Intranet.

RESOLVED: That Cabinet approved the updated Anti-Tax Evasion Policy

188. **REVENUE BUDGET OUTTURN 2022-23**

The Chief Officer Finance, Performance and Change presented a report which provided Cabinet with an update on the Council's revenue financial performance for the year ended 31st March 2023.

She explained that Table 1 highlighted the comparison of budget against actual outturn at 31st March 2023. Table 2 highlighted the Covid-19 expenditure claims for 2022-23. The Chief Officer Finance, Performance and Change stated that when the budget was set for 2022-23, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision was retained centrally within council wide budgets, to be allocated as further information was known about specific contractual price increases. Section 3.1.13 of the report highlighted the technical adjustments from quarter 4.

The Chief Officer Finance, Performance and Change outlined the budget reductions that were outstanding from 2021-22 that had been carried forward. Table 4 outlined the budget reductions for 2022-23 with 3.2.4 of the report highlighting the most significant reduction proposals.

The Chief Officer Finance, Performance and Change highlighted the appendices to the report which provided the following information:

- Appendix 1 - Prior Year Budget Reductions Monitoring
- Appendix 2 - 2022-23 Risk Tracker Budget Reduction Proposals March 2023
- Appendix 3 Revenue Budget Monitoring 2022-23
- Appendix 4 - Earmarked Reserves Quarter 4

The Cabinet Member for Finance and Resources thanked the Officers for the report. He asked with regards to the underspend in other Council wide budgets, how much of the underspend needs to be retained in the base budget and how much can be spent for other priorities.

The Chief Officer Finance, Performance and Change explained that this would be reviewed again through the process of setting next years budget. However a number of underspends should be carefully considered, for example the significant underspend on our Capital Financing as well as the Council Tax Reduction scheme. Borrowing costs are going up and therefore taking money from areas of underspend need to be more closely and carefully considered.

Further questions and discussions were had on this report which can be found [here](#).

RESOLVED: That Cabinet noted the revenue outturn position for 2022-23.

189. **CAPITAL PROGRAMME OUTTURN 2022-23**

The Chief Officer Finance Performance and Change presented a report which sought to:

- Comply with the Chartered Institute of Public Finance and Accountancy's (CIPFA) 'The Prudential Code for Capital Finance in Local Authorities' (2021 edition) requirement to report performance against all forward looking indicators on a quarterly basis.
- provide details of the capital outturn for 2022-23 (Appendix A)
- note the actual Prudential and Other Indicators for 2022-23 (Appendix B)

The Chief Officer Finance Performance and Change explained that **Appendix A** provided details of the individual schemes within the capital

programme, showing the budget available in 2022-23 compared to the actual spend. Since the last report presented to Council in March 2023 there have been a few minor amendments to the 2022-23 Programme which were highlighted at 3.1.2 of the report. The revised budget for 2022-23 was now at £58.760 million.

She highlighted that slippage forecast to be spent in 2023-24 of £27.875 million is required. These were highlighted in 3.1.4 of the report.

The Chief Officer Finance Performance and Change stated that In February 2022, Council approved the Capital Strategy for 2022-23, which included the Prudential Indicators for 2022-23. **Appendix B** detailed the actual indicators for 2021-22, the estimated indicators for 2022-23 set out in the Council's Capital Strategy and the actual indicators for 2022-23 based on the Capital Programme outturn. These show that the Council is operating in line with the approved indicators.

The Leader welcomed the report and the progress on the Eweny Road industrial estate site as well as the Shared Prosperity Fund update. He asked in relation to the affordable housing and the allocation for this, confirmation of the sum and the reason for it being reported.

The Chief Officer Finance Performance and Change explained that the £844,000 was section 106 monies that had been received last year and has been earmarked. A report to Cabinet is due shortly on a draft Homelessness Strategy which will outline our aspirations with regards with what needs to be done to increase the housing availability across the borough. This money will be used towards this.

RESOLVED: That Cabinet:

- noted the Capital outturn for 2022-23 (Appendix A)
- noted the actual Prudential and Other Indicators for 2022-23 (Appendix B)

190. **TREASURY MANAGEMENT OUTTURN 2022-23**

The Chief Officer Finance Performance and Change presented a report which sought to:

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Treasury Management in the Public Services: Code of Practice' (the TM Code) to report an overview of treasury activities for the preceding financial year.
- Report on the actual Treasury Management Indicators for 2022-23.

The Chief Officer Finance Performance and Change stated that during 2022-23 the war in Ukraine continued to keep global inflation above central bank targets and the UK economic outlook remained relatively weak with the chance of a mild recession. The economic backdrop during January to March 2023 continued to be characterised by high energy and commodity prices, high inflation, and the associated impact on household budgets and spending.

She added that The Consumer Prices Index (CPI) rose to 10.1% in the 12 months to March 2023. This was an increase from 5.5% at the start of the financial year, but slightly down from February 2023 which was 10.4%, At its

highest CPI reached 11.1% in October 2022. Whilst fuel costs have seen some reductions, food, recreation and culture costs have contributed to higher inflation. Further background was at section 3 of the report.

The Chief Officer Finance Performance and Change stated that the Treasury Management activities for 22-23 were highlighted in Appendix A of the report. Table 1 provided a summary of Councils debt and investment position with further information on this also at appendix A.

The Cabinet Member Finance and Resources welcomed the report and believed that it demonstrated the effective way the Council manages its finance with the balance of risk and responsibility. The Leader added that the report largely reflects the changes in the economy and the increase in rates overall. He also added that the Governance and Audit Committee played an important role in the treasury management monitoring process.

RESOLVED: That Cabinet:

- Noted the annual treasury activities for 2022-23
- Noted the actual Treasury Management Indicators for 2022-23 against those approved in the Treasury Management Strategy 2022-23.

191. **EDUCATION & FAMILY SUPPORT DIRECTORATE STRATEGIC PLAN 2023-2026**

The Corporate Director Education and Family Support presented a report which sought Cabinet's approval of the Education and Family Support Directorate (EFS) Strategic Plan 2023-2026 as attached at Appendix A.

He explained that the directorate's three-year strategic plan was an important part of the directorate's delivery model as it enables clear alignment with national policy and locally determined priorities. There was no statutory duty to produce a three-year plan, however the directorate was keen to engage with stakeholders to ensure service delivery, over the medium term, was well co-ordinated and, wherever possible, met the needs of service recipients. Key groups and stakeholders were consulted during the process and these were outlined at section 3.4 of the report. Further details were also at section 3 of the report.

The Cabinet Member Education welcomed the report and thanked everyone involved who contributed their views and helped the directorate incorporate these views into the development of the Plan. He added that it was important that this was a collaborative report which was evidenced here.

RESOLVED: That Cabinet approved the EFS Strategic Plan 2023-2026

192. **OUTCOME OF THE ESTYN INSPECTION OF YSGOL GYFUN GYMRAEG LLANGYNWYD**

The Corporate Director Education and Family Support presented a report to Cabinet of the outcomes of the recent Estyn inspection of Ysgol Gyfun Gymraeg Llangynwyd.

He explained that during the spring and summer term 2022, Estyn piloted inspection arrangements that support renewal and reform in Welsh education. The new inspection reports longer include summative gradings, but instead detail how well providers are

helping a child to learn. Ysgol Gyfun Gymraeg Llangynwyd was inspected by Estyn, using the new approach, in March 2023 and the report was published on 5 June 2023. The full text of the report was available on the Estyn website.

The Corporate Director Education and Family Support was pleased to report that YGGL received no recommendations from ESTYN which was the first time a Welsh Medium school has achieved this. He highlighted some of the key points made by ESTYN which were detailed at section 3 of the report.

The Cabinet Member Education welcomed the report and congratulated the school on an amazing achievement. Having recently visited the school he stated that all in attendance at the school visit agreed that it was a great school that took pride in the children and their education.

RESOLVED: That Cabinet noted the content of this report.

193. **SCHOOL MODERNISATION PROGRAMME - BRIDGEND WEST MUTUAL INVESTMENT MODEL**

The Corporate Director Education and Family Support presented a report which sought Cabinet approval to:

- submit the Mutual Investment Model (MIM) Stage 2 application to the Welsh Education Partnership Company (WEPco) in respect of the Bridgend West School Modernisation Programme scheme; and
- nominate Cllr Jon-Paul Blundell to be the Bridgend County Borough Council (BCBC) Participant Representative on the Welsh Education Partnership Strategic Partnering Board (SPB).

The Corporate Director Education and Family Support stated that on 17 May 2023, the local authority received approval from the Minister for Education and Welsh Language in respect of the Bridgend West OBC. This Welsh Government approval of the OBC enables a MIM Stage 2 (detailed design, planning and supply chain assembly) application to WEPco to now be made.

The Cabinet Member Education explained that this was an important step forward in the Bridgend west School Modernisation Programme and welcomed the nomination for himself to sit on the board.

The Leader echoed these comments and that it was an important milestone in the redevelopment of primary provision in Cornelly. It was the biggest single investment that had taken place in this area. the community of Cornelly had also expressed their excitement towards this. The Leader also highlighted that Welsh Government had provided a commitment to ensuring net zero carbon on all future developments which was an important step in our carbon neutral strategy.

RESOLVED: That Cabinet:

- approves the submission of the MIM Stage 2 application to WEPCo in respect of the Bridgend West scheme; and
- approves the nomination and appointment of Cllr Jon-Paul Blundell to be the BCBC Participant Representative on the SPB.

194. **SCHOOL MODERNISATION: PORTHCAWL WELSH MEDIUM SEEDLING SCHOOL - OUTCOME OF CONSULTATION**

The Corporate Director Education and Family Support presented a report to:

- inform Cabinet of the outcome of the consultation on the Porthcawl Welsh medium Seedling School proposal; and
- seek approval to continue to progress a scheme to establish a Welsh medium seedling school and childcare provision for the Porthcawl area on land at the Porthcawl Primary School site.

The Corporate Director Education and Family Support highlighted the responses received in respect of the consultation process which were detailed in section 3 of the report. Cabinet would note that the responses received were largely positive. He stated that Appendix 3 highlighted the response from Parents for Welsh Medium Education to Bridgend County Borough Council's consultation on the Proposal for Welsh-medium seedling school and childcare in the Porthcawl area.

The Cabinet Member Education stated that in Porthcawl it was a desire to provide a Welsh Medium Primary School there and asked for reassurance that this was the case. The Corporate Director Education and Family Support confirmed that this was the plan within the next stages of the School Modernisation Programme.

The Cabinet Member Education asked what would be done to ensure that the increased traffic did not negatively effect the area. The Corporate Director Education and Family Support stated that with all new builds a Traffic Impact Assessment would need to be undertaken. This would include engagement with the Highways department as well as residents in the surrounding area of the new build.

RESOLVED: That Cabinet:

- noted the outcome of the consultation on the Porthcawl Welsh-medium Seedling School proposal; and
- gave approval to continue the progress the scheme to establish a Welsh medium seedling school and childcare provision for the Porthcawl area on land at the Porthcawl Primary School site.

195. **APPOINTMENT OF LOCAL AUTHORITY GOVERNORS**

The Corporate Director Education and Family Support presented a report which sought approval from Cabinet for the appointment of local authority governors to the school governing bodies listed at paragraphs 3.1 and 3.2.

He explained that the the one current local authority governor vacancy was detailed in table 1 of the report. The applicant met the approved criteria for appointment as a local authority governor and there was no competition for the vacancy. There was competition for one vacancy at Heronsbridge school and these applicants were listed in table 2.

Due to the extensive experience as a local authority governor, having served for many years on the governing body of Heronsbridge School, and most recently in the role of vice chairperson, Mrs Marjorie Nash was recommended for reappointment.

RESOLVED: That Cabinet approved the appointments detailed in paragraphs 3.1 to 3.3.

196. **REPRESENTATION ON OUTSIDE BODIES**

The Chief Officer Legal and Regulatory Services, HR and Corporate Policy presented a report which sought Cabinet's approval for the appointment of Members to joint committees, Cabinet committees and the nomination of Members to outside bodies. The Authority was represented on a number of outside bodies and joint committees as listed in Appendix 1.

It was proposed that Members be appointed for a term of one year except where earlier revocation of appointment is appropriate.

The Chief Officer Legal and Regulatory Services, HR and Corporate Policy proposed that where Cabinet nominates on the basis of a Member's role within the Authority the appointment be attached to the role and not to the individual Member, e.g. Scrutiny Chair, Cabinet Member. All appointments are made with the assumption that appointees represent Bridgend County Borough Council. Further details were at section 3 of the report.

She asked Cabinet to note that the scrutiny members were included on the Corporate Parenting nomination but these were subject to change as they are determined by the individual committees.

RESOLVED: That Cabinet appointed the requisite number of Members to the joint committees and other outside bodies as listed in Appendix 1.

197. **LICENSING ACT 2003 APPROVAL TO PUBLISH CUMULATIVE IMPACT ASSESSMENT BRIDGEND TOWN CENTRE**

The Operational Manager – Shared Regulatory Services presented a report which provided Cabinet with a proposed Cumulative Impact Assessment (Bridgend Town Centre) for consideration and noting. The approval of a Cumulative Impact Assessment (CIA) was a Council function and therefore presented to full Council at tomorrow's meeting.

He explained that on 18 December 2019 Council approved the publication of a Cumulative Impact Assessment (CIA) for Bridgend town centre which informs decision making within the Council's Statement of Licensing Policy. The CIA expired in December 2022.

A CIA assesses various issues relating to the impact of licensed premises including crime and disorder, public nuisance, littering and other negative impacts on particular areas and sets out the evidence on which the Council basis its decision to publish a CIA.

The Operational Manager – Shared Regulatory Services stated that South Wales Police had requested that the CIA remain in its current form, details of which are attached at Appendix B. Further details on the streets that the CIA would cover including other relevant details were at section 3 of the report.

The Deputy Leader asked in relation to premises licence conditions, if these could be made more readily available for the public to be able to access, without the need to contact the licensing team at BCBC. The Operational Manager – Shared Regulatory Services stated that he would look into whether this was possible going forward.

RESOLVED: That Cabinet noted the report and the option set out in 3.19 above, which will be presented to Council on 21 June 2023.

198. **UNITED KINGDOM SHARED PROSPERITY FUND GRANT FUNDS**

The Head of Operations – Community Services presented a report which sought approval to establish and deliver a series of grant funds as part of the delivery programme for Bridgend’s Local Investment Plan through the United Kingdom Shared Prosperity Fund and to make amendments to the Council’s Scheme of Delegation of Functions to facilitate the award of grant funding.

He explained that the United Kingdom Shared Prosperity Fund (UKSPF) was a key part of the UK government’s Levelling Up agenda, forming part of complementary funding, including the Levelling Up Fund and Community Ownership Fund. In July 2022 Bridgend County Borough Council (BCBC) Cabinet delegated authority to the Corporate Director Communities to submit the Bridgend County Local Investment Plan to Rhondda Cynon Taff County Borough Council (RCTCBC) for inclusion in the overall submission of the South East Wales Local Investment Plan to the UK Government. As part of the funding process there was, and remains, a need to appoint one local authority to assume the role of the ‘Lead Local Authority’ for the region for the UKSPF. It was agreed by BCBC Cabinet that RCTCBC performs this role. Further background was at section 2 of the report.

The Head of Operations – Community Services proposed that the grant funds as outlined in section 3.5 of the report were set up and delivered. In order to facilitate these, there were a number of changes that needed to be made to the Scheme of Delegation of Functions. These were set out in section 3.11 of the report.

The Cabinet Member Community Safeguarding and Wellbeing asked when would Cabinet receive an update report reviewing the grant funding process. The Head of Operations – Community Services stated that the reporting back to Cabinet would need to be regular due to the strict timelines of delivery.

The Cabinet Member Community Safeguarding and Wellbeing noted that there would be a panel established. Has the membership of this panel been decided. The Head of Operations – Community Services stated that this had not yet been decided however there will be relevant officers and cabinet members assigned to this as and when discussions had taken place.

The Leader added that it was disappointing that the UK Government took so long in providing the funding for this and there was an expectancy for Local Governments to deliver this funding in a short timeframe.

The Cabinet Member for Housing, Planning and Regeneration welcomed the report and highlighted the importance of making the Bridgend Town Centre as attractive for businesses as it can be. He added that when looking at success stories of town centres’ regeneration, it was the artisanal and unique businesses that people look for. He asked how we were going to support those who apply for this grant and ensure that they can market themselves.

The Head of Operations – Community Services explained that part of the funds were aimed at providing businesses with that development that they needed to get them to into the further stages needed for progression and expansion. The Group Manager – Economy, Natural Resources & Sustainability added that through the work with the Bridgend Business Forum BCBC offer training and workshops as well as networking

opportunities. There was also opportunities from within the CCRCDC that business can utilise.

Further discussions took place on this item which can be found [here](#).

RESOLVED: That Cabinet:

- delegate authority to the Corporate Director Communities to establish, deliver and award the grant funds set out in section 3 of the report as part of the delivery of the Bridgend County Local Investment Plan, funded through the United Kingdom Shared Prosperity Fund;
- approve the amendments to the Council's Scheme of Delegation of Functions as set out in paragraph 3.11.

199. **ALLOCATIONS UNDER TOWN AND COMMUNITY COUNCIL CAPITAL GRANT SCHEME 2023-2024**

The Head of Operations – Community Services presented a report which sought Cabinet approval to allocate capital funding to Town and Community Councils to develop projects in line with the recommendations contained within this report from the Town and Community Council (T&CC) Capital Grant scheme for 2023-24.

The Head of Operations – Community Services explained that BCBC has £50,000 allocated for 2023-24 and subsequent years in the Council approved Capital Programme to support applications from T&CCs for capital projects. With the carry forward funds from 2022-23 the budget available for 2023-24 is £116,419.57.

He explained Town and Community Councils were made aware of the T&CC Capital Grant, 2023- 24 on 9 November 2022. Details of the grant applications as well as the approvals were at section 3 of the report.

The Cabinet Member for Climate Change and Environment welcomed the report but asked that an additional recommendation be included which sought to review the application criteria for the Town & Community Council Capital Grant Scheme. The recommendation was seconded by Cllr H Williams.

RESOLVED: That Cabinet:

- approved allocation of capital funding within the existing Capital Programme of £62,814.00 to Town and Community Councils (T&CC) to develop projects in line with the specific applications detailed at Table 2 from the Town and Community Council Capital Grant Scheme
- Note that funding of £53,605.57 will be rolled forward to support projects in 2024-25 onwards.
- Review the application criteria for the Town & Community Council Capital Grant Scheme.

200. **URGENT ITEMS**

None

201. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public was excluded from the meeting during consideration of the following item of business as it contained exempt information as defined in Paragraph 14 of Part 4 and/or Paragraph 21 of Part 5 of Schedule 12A of the Act.

Following the application of the public interest test it was resolved that pursuant to the Act referred to above, to consider the following item in private, with the public excluded from the meeting, as it was considered that in all the circumstances relating to the item, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, because the information would be prejudicial to the applicant so mentioned.

202. **(REDSTART) JOINT VENTURE AGREEMENT - REQUEST FOR CONTRACT EXTENSION**

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Agenda Item 4

Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	BUDGET MONITORING 2023-24 – QUARTER 1 REVENUE FORECAST
Report Owner/ Corporate Director:	CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE
Responsible Officer:	JOANNE NORMAN GROUP MANAGER – BUDGET MANAGEMENT
Policy Framework and Procedure Rules:	As required by section 3 (budgetary control) of the Financial Procedure Rules; Chief Officers in consultation with the appropriate Cabinet Member are expected to manage their services within the approved cash limited budget and to provide the Chief Finance Officer with such information as is required to facilitate and monitor budgetary control.
Executive Summary:	<ul style="list-style-type: none"> • The net revenue budget for 2023-24 is £342.334 million. The overall projected position at 30th June 2023 is a net over spend of £9.727 million. • The projected over spend is primarily due to ongoing pressures within the Social Services and Wellbeing Directorate and on the Home to School Transport budget. • The budget approved for 2023-24 included budget reduction proposals totalling £2.608 million. The current position is a projected shortfall on the savings target of £200,000, or 7.67% of the overall reduction target. • A thorough review of earmarked reserves was undertaken by Corporate Management Board during quarter 1 of 2023-24 which has identified £3.067 million of reserves that can be unwound to contribute towards emerging risks for the Council as a whole during 2023-24. A further £733,000 of earmarked reserves was to be repurposed against similar schemes.

1. Purpose of Report

1.1 The purpose of this report is to provide Cabinet with an update on the Council's revenue financial position as at 30th June 2023 and to seek approval for any virements over £100,000 which require approval by Cabinet as required by the Council's Financial Procedure Rules.

2. Background

2.1 On 1st March 2023, Council approved a net revenue budget of £342.047 million for 2023-24 based on the provisional local government settlement received from Welsh Government in December 2022. The Welsh Government announced its final settlement on the 28th February 2023 which included an increase in the Revenue Support Grant (RSG) for the Council of £287,106, increasing the net revenue budget for 2022-23 to £342.334 million. The reasons for this increase were outlined in a report to Council on 15th March, but were mainly in respect of the transfer into the final local government settlement of the Fire and Rescue Authority (FRA) Scape grant. As a result, £281,997 of this will be paid to the FRA.

2.2 As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

3. Current situation / proposal

3.1 Summary financial position at 30th June 2023

3.1.1 The Council's net revenue budget and projected outturn for 2023-24 is shown in Table 1 below.

Table 1- Comparison of budget against projected outturn at 30th June 2023

Directorate/Budget Area	Original Budget 2023-24 £'000	Revised Budget 2023-24 £'000	Projected Outturn Q1 2023-24 £'000	Projected Over / (Under) Spend 2023-24 £'000	Projected Over / (Under) Spend Qtr 1 2022-23 £'000
Directorate					
Education and Family Support	137,488	139,053	140,752	1,699	407
Social Services and Wellbeing	92,791	94,595	105,660	11,065	1,548
Communities	30,545	31,474	31,596	122	(459)
Chief Executive's	24,003	24,079	23,981	(98)	(607)
Total Directorate Budgets	284,827	289,201	301,989	12,788	889
Council Wide Budgets					
Capital Financing	7,203	7,203	5,078	(2,125)	0
Levies	9,189	9,189	9,189	0	0
Apprenticeship Levy	650	750	750	0	0
Council Tax Reduction Scheme	16,054	16,054	15,792	(262)	(754)
Insurance Premiums	1,363	1,363	1,363	0	0
Repairs & Maintenance	670	670	670	0	0
Pension Related Costs	430	430	430	0	0
Other Corporate Budgets	21,948	17,474	16,800	(674)	(880)
Total Council Wide Budgets	57,507	53,133	50,072	(3,061)	(1,634)
Total	342,334	342,334	352,061	9,727	(745)

- 3.1.2 The overall projected position at 30th June 2023 is a net over spend of £9.727 million comprising £12.788 million net over spend on directorates and a net under spend of £3.061 million on Council wide budgets. A detailed analysis of the more significant projected under and over spends is set out in section 3.3.
- 3.1.3 The main financial pressures are in the service areas of Social Services and Wellbeing (SSWB) and Home to School Transport (HtST). In 2022-23, the SSWB Directorate experienced pressures of work to meet statutory duties against a backdrop of an exponential increase in demand in children's social care, and an increase in the number of independent residential placements in Children's Services, along with pressures in learning disabilities and older persons' residential placements. Whilst budget growth of £8.174 million was approved by Council as part of the Medium Term Financial Strategy (MTFS) for 2023-24, the Directorate continues to see an increase in demand and the budget growth confirmed is currently insufficient to meet the increase in demand with current projections showing a £11.065 million over spend in 2023-24. Further consideration will be needed to be given by Council to the sustainable resource required specifically in Children's Services to improve the quality of outcomes for children and families in Bridgend.
- 3.1.4 There is a projected over spend on Home to School Transport of £1.3 million. Several retendering exercises on HtST took place in 2022-23 with market conditions not being favourable, due to high levels of inflation and shortage of drives and escorts, with procurement exercises resulting in generally higher costs across many contracts.
- 3.1.5 It is too early in the financial year to provide a realistic indication of projected council tax income for this financial year, and whether the Council is likely to see a reduction in council tax income over the 2023-24 financial year as more people have suffered financial hardship due to the current cost of living crisis, or whether additional income will be collected from the introduction of council tax premiums on empty properties. A 1% reduction in the council tax income collection rate could result in an additional pressure to the Council of around £1 million. Council tax collection rates will be monitored continuously throughout the year and reported accordingly.

Budget virements/technical adjustments

- 3.1.6 There have been a number of budget virements and technical adjustments between budgets since the Medium Term Financial Strategy (MTFS) was approved by Council in March 2023. The budget position is reported on the assumption that these virements will be approved.

3.1.7 The main virements and technical adjustments are outlined below:

Budget Virements

Service vired from / to	Amount
Transfer of part of budget pressure approved by Council in February 2022 (CEX 2 - Phase 2 Business Support Review) from Chief Executive Directorate to Education and Family Support Directorate- School counsellor and family support worker staffing budgets	£168,071

Technical Adjustments

Service vired from / to	Amount
Allocation of funding retained centrally in respect of increase to the Apprenticeship Levy	£100,000
Allocation of funding retained centrally in respect of Joint Negotiating Committee (JNC) pay award 2023-24 for Chief Officers	£72,865
Transfer of inflationary uplifts not confirmed when the Medium Term Financial Strategy was agreed that are held centrally until evidence of the uplift is provided by the service areas (detailed in paragraph 3.1.8)	£4,241,289
Allocation of funding retained centrally in respect of the financial implications of the Independent Remuneration Panel for Wales Annual Report	£60,581

Pay/Price Inflation

- 3.1.8 When the budget for 2023-24 was set, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision was retained centrally within Council wide budgets, to be allocated as further information was known about specific contractual price increases. Amounts released during quarter 1 are shown in 3.1.7 and include £1.275 million energy uplift for schools, £0.907 million uplift for energy on street lighting budgets, £0.792 million allocation for inflationary increases for Social Services and Wellbeing commissioned services and £0.535 million allocation of funding to the Direct Payment budget for increases to Personal Assistant and Agency rates due to the increase in the Real Living Wage.
- 3.1.9 Inflationary pressures include increases in staffing costs arising from the above inflation increases in the National Living Wage and the implementation of the Real Living Wage. In addition, there are ongoing discussions regarding pay claims for Teachers' pay from September 2023 onwards and National Joint Council (NJC) workers for 2023-24. Even a variance of 1% on the pay settlement of NJC staff alone can result in a swing of required funding of over £1 million per annum.
- 3.1.10 In addition, the Council has experienced additional costs as a result of increases in inflation not seen for over a decade, and the impact of the war in the Ukraine.

3.1.11 There is a risk that there may not be sufficient funding available within these budgets for any unexpected major pay/price inflation increases. Inflation rates have also continued to remain high since the budget was set with CPI at 8.7% in May 2023. With these uncertainties the budget will need to be monitored closely during the remainder of the year.

Budget Reduction Proposals

3.1.12 The net budget for the financial year has been set assuming full implementation of the current year budget reduction requirements across the Council's budget, which amount to £2.608 million. Where proposals to meet this requirement have been delayed or are not achievable directorates have been tasked with identifying alternative proposals to meet their requirements such as vacancy management, or bringing forward alternative budget reduction proposals.

3.1.13 In March 2023 Council approved the Medium Term Financial Strategy for 2023-24 to 2026-27. This identified the need to develop recurrent budget reduction proposals, based on the most likely scenario, amounting to £17.165 million over the next four years. Against that background it is essential that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed so that the Council has as much flexibility as possible to meet the challenges which lie ahead.

3.1.14 At year end consideration will be given to any budget over spends to determine whether these should be carried forward as a first call on the directorate budget for the following year. Similarly, consideration will be given to requests from directors to carry forward any planned directorate under spends for specific purposes into the following year, in line with the Council's Reserves and Balances Protocol, as long as these can be met from within the Council's cash limited budget for 2023-24. This is in line with the reports to Cabinet and Council on the MTFs, and the Council's Financial Procedure Rules.

3.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

3.2.1 A report was presented to Cabinet on 20th June 2023 on the Revenue Budget Outturn 2022-23. In the report it was highlighted that, for 2017-18 to 2021-22, there were £179,000 of budget reduction proposals that were not met in full, with a total outstanding balance to be met of £60,000. In addition, of the 2022-23 budget reduction proposals of £631,000, it was reported that there was a total outstanding balance to be met of £176,000. Directors have been asked to identify if any of these proposals are still not likely to be achieved in full during the 2023-24 financial year, and to identify mitigating actions that will be undertaken to achieve them. All remaining outstanding prior year budget reductions are summarised in **Appendix 1** with a summary per directorate provided in Table 2.

Table 2 – Outstanding Prior Year Budget Reductions

	Total Budget Reductions Required	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000
Social Services and Wellbeing	115	85	30
Communities	165	35	130
TOTAL	280	120	160

Note: The total budget reductions required in Table 2 represents the full original budget reduction targets.

3.2.2 Table 2 shows that of the £280,000 outstanding reductions, £120,000 is likely to be achieved in 2023-24 leaving a shortfall of £160,000. Proposals still not likely to be achieved include:

- SSWB 2 – remodelling of day service provision for older people and learning disability services (£30,000 shortfall). Efficiencies were identified and implemented in 2022-23 however external factors are preventing the achievement of the full savings target. The Directorate are developing an alternative plan to provide the required savings.
- COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle (£60,000). The new site in Pyle is anticipated to open later in 2023-24, with both sites being maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2024-25. The saving will therefore have to be met through alternative one-off efficiencies in 2023-24 in order to deliver a balanced budget position.
- COM 3 – change the composition of household food waste bags (£35,000 shortfall). Budget reduction proposal has been delayed due to ongoing national research and debate surrounding composition of household food waste bags, to ensure any potential changes in legislation do not impact on the proposal. The saving will be met through alternative one-off efficiencies in 2023-24 to deliver a balanced budget position.

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

Budget Reductions 2023-24

3.2.4 The budget approved for 2023-24 included budget reduction proposals totalling £2.608 million, which is broken down in **Appendix 2** and summarised in Table 3 below. The current position is that £2.358 million has been achieved to date with an additional £50,000 achieved by year end, leading to an overall projected shortfall on the savings target by year end of £200,000, or 7.67% of the overall reduction target.

Table 3 – Monitoring of Budget Reductions 2023-24

	Total Budget Reductions Required	Total Budget Reductions Achieved to date	Total Budget Reductions Likely to be Achieved	Shortfall
DIRECTORATE /BUDGET REDUCTION AREA	£'000	£'000	£'000	£'000
Education and Family Support	40	0	0	40
Schools	2,118	2,118	2,118	0
Social Services and Wellbeing	0	0	0	0
Communities	375	165	215	160
Chief Executive's	75	75	75	0
TOTAL	2,608	2,358	2,408	200

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

- EDFS1 – Delegation of school transport responsibilities to The Bridge Pupil Referral Unit (£40,000 shortfall). Officers are continuing to investigate the practicalities and implications of this bespoke transport arrangement.
- COM1 – closure of each of the Community Recycling Centre sites for one weekday per week (£50,000 shortfall). Public Consultation has commenced, the outcome of which will be reported back to Cabinet in due course.
- COM 2 – Charging Blue Badge Holders for parking (£40,000 shortfall). The traffic management team are currently engaged in the introduction of the national speed limit in built up areas, and therefore the saving proposal is unlikely to be achieved in 2023-24 due to the resource required to introduce this change first.
- COM5 – commercially let a wing of Ravens Court to a partner organisation or business (£50,000 shortfall) – delay in progressing budget reduction proposal whilst the Future Service Delivery model is being developed.

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

3.2.7 In the longer term, these proposals must be realised or must be met through alternative budget reduction proposals in order to deliver a balanced budget position.

3.3 Commentary on the financial position at 30th June 2023

Financial position at 30th June 2023

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

3.3.1 **Education and Family Support Directorate**

The net budget for the Education and Family Support Directorate, including school delegated budgets, for 2023-24 is £139.053 million. Current projections indicate an over spend of £1.699 million at year end. The main variances are:

EDUCATION & FAMILY SUPPORT DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Learner Support	6,717	7,161	444	6.6%
Family Support	3,354	3,146	(208)	-6.2%
Home to School Transport	8,008	9,308	1,300	16.2%
Catering Services	1,546	1,892	346	22.4%
Corporate health and safety	401	270	(131)	-32.7%

Schools' delegated budgets

Total funding delegated to schools in 2023-24 is £111.063 million.

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

Total school balances decreased by £7.330 million during 2022-23, to £6.898 million at year end. At the start of 2023-24, projections indicated an overall surplus balance for school delegated budgets of £221,890 at year end. There are 20 primary schools, 4 secondary schools and 2 special schools (44.1% of all schools) projecting a deficit balance at year end.

Central Education and Family Support Directorate budgets

Learner Support

- There is a projected net over spend of £444,000 in Learner Support budgets. This primarily relates to a projected over spend on the inter authority recoupment budget due to an increase in demand for Bridgend pupils in out of county placements from 16 in Summer 2022 up to 21 for Summer 2023 (£293,000) as there are insufficient spaces at Heronsbridge and Ysgol Bryn Castell. There is also a projected increase in demand for additional learning needs support at schools (£97,000).

Family Support

- The projected under spend of £208,000 primarily relates to staff vacancies and receipt of additional grant funding. The service area are actively recruiting to the vacant posts in 2023-24. The two additional grants are the Youth Endowment Fund (£262,000 – 18 months from September 2023 to March 2025) and the Turnaround grant (£59,000 – two years, ending March 2025),

Home-to-school transport (HtST)

- The revenue outturn report for 2022-23 highlighted a £1.316 million over spend on the HtST budget. This was primarily as a result of retendering exercises that had taken place, which had been impacted by unfavourable market conditions. This had subsequently resulted in higher costs across many contracts in line with difficulties associated with the aftermath of the pandemic, namely the shortage of drivers and escorts and increased fuel costs internationally.
- The HtST budget is projecting a similar projected over spend for 2023-24 of £1.3 million and, whilst fuel prices have started to decrease, close monitoring of this budget will be required to determine whether the projections will improve.

Catering Services

- There is a projected over spend of £346,000 in Catering Services. The price of school meals to paying pupils has again not been increased in 2023-24 and therefore the projected over spend is mainly due to the service being unable to achieve full cost recovery due to the impact of high inflation on food purchases. Price inflation on food has been particularly volatile, with a recent reduction in food inflationary levels seen, therefore the cost of food purchases will be closely monitored in 2023-24 to determine whether the inflationary pressures in this area continue to impact on cost recovery in this service area.

Corporate Health and Safety Unit

- The projected under spend of £131,000 within the Corporate Health and Safety Unit primarily relates to staff vacancies. The vacant posts are expected to be filled in 2023-24 therefore this saving should not be recurring in 2024-25.

3.3.2 Social Services and Wellbeing Directorate

The Directorate's net budget for 2023-24 is £94.595 million. Current projections indicate an over spend of £11.065 million at year end. The outturn for 2022-23 was an over spend of £10.868 million. Council approved budget pressures of £8.74 million in March as part of the Medium Term Financial Strategy. £2.5 million of the uplift was for Real Living Wage for care workers which was included in the settlement by Welsh Government specifically for this purpose. The funded pressures also included inflationary uplifts on commissioned contracts, demographic pressures, Children's Residential and Independent Residential Care, Learning Disabilities, some strengthening of leadership and workforce pressures and increased demand and increased costs of commissioned services. Despite this growth the Directorate continues to experience the pressures of work to meet statutory duties against a backdrop of an exponential increase in demand in children's social care and an increase in the number of independent residential placements in Children's services along with pressures in learning disabilities and older people's services driven by the complexity of need.

As noted in the revenue outturn report, to keep children safe and for the Council to meet statutory duties in respect of safeguarding children, there has been significant

engagement of agency workforce to fill vacant posts and to provide additional capacity – in particular, this has placed pressure on the Multi Agency Safeguarding Hub and Information, Advice and Assistance Services, safeguarding localities and the Care Experienced Children’s Team. A 3 year sustainability plan to improve the way that children and families are supported in Bridgend was considered by Scrutiny Committee on the 10th July and consultation will take place over the summer with the proposals to be considered by Cabinet in September.

The main variances are :

SOCIAL SERVICES AND WELLBEING DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Adult Social Care	63,927	68,270	4,343	6.8%
Prevention and Wellbeing	6,390	6,191	(199)	-3.1%
Childrens Social Care	24,279	31,199	6,920	28.5%

Adult Social Care

There is projected net over spend of £4.343 million on the Adult Social Care budget. The most significant variances contributing to this projected over spend are:-

ADULT SOCIAL CARE	Projected Variance Over/(under) budget
	£'000
Learning Disabilities Home Care	2,098
Assessment and Care Management	664
Learning Disabilities Day Opportunities	624
Older People Home Care	466
Learning Disabilities Residential Care	352
Mental Health Homecare	345
Physical Disability/Sensory Impairment Direct Payments	247
Learning Disabilities Direct Payments	239
Older People Direct Payments	201
Equipment & Adaptions	162
Adult Services Management	(122)
Mental Health Supported Accommodation	(196)
Mental Health Residential Care	(322)
Administrative and Central Services	(327)

- Learning Disabilities Home Care – the overall projected over spend of £2.098 million is due to a combination of factors, which are an ongoing pressure from 2022-23. Firstly, the number of hours of care covered by home care services has increased as people have either opted to not return, or are having a reduced service, to internal day services provision following a review of their assessed need. Secondly, there has been an increase in the complexity of people’s needs – e.g.

waking nights required rather than sleep-in nights which increases the cost of service delivery considerably. Whilst the outturn for 2022-23 was a £1.826 million over spend, maximisation of grant funding mitigated this on a one-off basis by £562,000. Secondly, whilst £1.254 million of budget growth was allocated to this service area in 2023-24 almost £500,000 of this has funded Real Living Wage uplifts.

- Assessment and Care Management – there is a projected over spend of £664,000 due to the forecast assuming agency costs will continue throughout the year, however, the service have recently been able to recruit to core staffing posts in social work so anticipate a reduction in this projected over spend which will be confirmed in quarter 2.
- Learning Disabilities Day Opportunities – the over spend of £624,000 mainly relates to placement numbers exceeding the available budget for External Day Services (£392,000). Firstly, whilst the learning disabilities home care budget also has an over spend as people have not returned to internal day services, new people are taking up the vacant day services placements. Secondly, as reported in the outturn revenue report for 2022-23 the service are experiencing higher transport costs than normal (£140,000) due to having to hire vehicles on a short term basis as a result of delays in the delivery of new vehicles due to chassis parts being difficult to obtain. There is an issue with suppliers across the public sector. Finally, whilst efficiencies were identified and implemented in 2022-23 in relation to the £115,000 MTFS saving relating to re-modelling of Day Services, external factors are preventing the achievement of the full savings target. The Directorate is developing an alternative plan to provide the required £115,000 savings in full.
- Older People Home Care – the projected over spend of £466,000 mainly relates to over spends on Independent Domiciliary Care and Short breaks. Whilst the service area was allocated budget growth of £646,000 in 2023-24, £448,000 related to covering the Real Living Wage uplifts. The projected over spend is primarily due to an increase in the weekly average hours which have increased from 7,530 in 2022-23 to 7,617 in 2023-24, but is still less than pre pandemic levels.
- Learning Disabilities Residential Care – there is a projected over spend of £352,000 which is primarily due to increased costs for existing placements within the residential and nursing service due to changing needs (£472,000) which is partially offset by under spends on the Breakaway Respite Service due to staff vacancies as a result of the general recruitment challenges being faced by the Directorate.
- Mental Health Home Care – this includes supported living, short breaks and domiciliary care. The projected over spend of £345,000 is mainly due to increases of need of people with supported living packages of care whose needs are greater than the core budget for these services. Whilst placement numbers have remained similar to 2022-23 in the first quarter, there has been an overall reduction in the projected over spend of £71,000
- Physical Disability/Sensory Impairment Direct Payments - there is a projected over spend of £247,000. The number of people using services remains stable at 54 in quarter 1 for 2023-24 compared with 55 in quarter 1 2022-23. The projected over spend relates to an increasing complexity of cases that impacts on the average cost of direct payments support.

- Learning Disabilities Direct Payments – there is projected over spend of £239,000. The number of people using services remains relatively stable at 113 in quarter 1 for 2023-24 compared with 115 in quarter 1 2022-23. The projected over spend relates to an increasing complexity of cases that impacts on the average cost of direct payments support.
- Older People Direct Payments – there is a projected over spend of £201,000 across the Direct Payments budgets in this area. The main reason for this is an increase in demand for direct payments (61 cases in quarter 1 2022-23 compared with 67 in quarter 1 2023-24), along with increasing complexity of cases that impacts on the average cost of direct payments support.
- Equipment & Adaptions – the projected over spend of £162,000 is due to continuing demand for equipment arising from the need to support individuals in line with Welsh Government’s rehabilitation and recovery model. The outturn for 2022-23 saw an underlying pressure in this service area of £460,000. A budget pressure of £298,000 was approved by Council as part of the MTFs budget setting process in March 2023 which has helped alleviate a significant amount of pressure, however the projected over spend reflects the demand level and this budget will be monitored closely going forward.
- Adult services management – there is a projected under spend of £122,000 which is primarily due to staff vacancies. The service area has successfully recruited to some of the vacant posts and is actively looking to recruit and fill the remaining vacancies.
- Mental Health Supported Accommodation – the projected £196,000 under spend primarily relates to utilisation of Innovation Grant Funding to support staffing budgets in this service area (£262,000).
- Mental Health Residential Care – the projected under spend of £322,000 is primarily due to a reduction in placements with current placements of 46 compared to the 51 historically seen in this service area. This is primarily due to alternative service solutions continuing to be provided that were more suitable to meet people’s needs. As these alternative solutions continue to prove beneficial the Directorate will review budget during quarter 2 and budgets vired within Mental Health to areas that are experiencing pressures as a result of the medium to long term impact of the pandemic and needs of individuals.
- Administrative and Central Services – the projected under spend of £327,000 is mainly due staffing vacancies. The service areas are actively recruiting to these roles during 2023-24.

Prevention and Wellbeing

- The projected under spend of £199,000 is primarily due to the utilisation of grant funding opportunities offsetting salary costs (£122,000 in Prevention and Wellbeing, and £25,000 in Playworks), along with £51,000 relating to staff vacancies. The service area is actively recruiting to these vacancies.

Childrens Social Care

There is projected net over spend of £6.920 million on the Children's Social Care budget. The most significant variances contributing to this projected over spend are:-

CHILDRENS SOCIAL CARE	Projected Variance Over/(under) budget £'000
Care Experienced Children	3,746
Commissioning & Social Work	2,841
Management & Administration	213

- The projected over spend of £3.746 million for Care Experienced Children is due to a combination of factors:-
 - The Independent Residential Care budget has a projected over spend of £3.658 million. This is despite a budget growth being approved by Council for 2023-24 of £650,000 as part of the MTFS. There are currently 25 care experienced children in out of authority placements. Whilst this is only an increase of 1 placement since 31st March 2023 it is a significant increase compared to the 9 placements at quarter 4 in 2021-22 and the 16 placements at quarter 1 in 2022-23. This is due to a number of factors, including high numbers of care experienced children, insufficient numbers of quality placements to meet needs including foster carers (in-house and independent) and children requiring specialist provision sometimes with high staffing ratios to keep them safe and protected. It should be noted that this budget area can be volatile and small changes in demand can result in relatively high costs being incurred. The current average cost per week of a placement is £4,700 however this can vary depending on the individual cases.
 - Children's Residential Services are projecting an under spend of £434,000. The service area was allocated £684,000 of budget pressures in 2023-24 due to additional staff being required in BCBC residential settings. There is a projected under spend relating to this growth as the posts are being recruited to in 2023-24, along with a delay in opening a new build children's home. The opening of the new children's home should have a positive impact on the projected over spend noted above on the Independent Residential Care budget. The service area has also benefited from Myst grant funding of £310,000 which the projected under spend mostly relates to.
 - There is an under spend on Independent Fostering Agency placements (£329,000). This is due to alternative placement options being utilised, including Special Guardianship Orders which are projecting an over spend of £304,000. These budgets will be monitored closely in 2023-24 and budgets vired as appropriate.
- Commissioning & Social Work – the projected over spend of £2.841 million is mainly due to having to continue to rely on agency staffing across all the children's social work teams due to the ongoing recruitment challenges, acute lack of availability of staff and increasing demands across the care sector. The projection reflects the ongoing permanent staff recruitment issues and reliance on agency staff for the foreseeable future. Agency staff are being utilised where possible to limit the impact on service delivery and ensure that statutory duties are met. The projections

present the worse case scenario in having to continue to rely on agency members of staff for the remainder of 2023-24, and every opportunity is taken to convert agency arrangements into permanent employment where possible.

- Management & Administration – the projected over spend of £213,000 relates primarily to a continued increase in staffing costs, including agency costs, who are supporting key roles in Children’s Services. There has been a significant increase in children and young people referred for care and support and/or due to safeguarding concerns. In addition to the impact this has on the social work teams being required to discharge their statutory duties, there is also the impact on business support due to the pivotal role they play in ensuring statutory timescales and recording requirements are met. The projected over spend has improved since the reported outturn position of an over spend of £333,000 due to allocation of budget growth of £69,000 approved by Council for 2023-24.

3.3.3 **Communities Directorate**

The net budget for the Directorate for 2023-24 is £31.474 million. The current projection is an anticipated over spend of £122,000. The main variances are:

COMMUNITIES DIRECTORATE	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Fleet Services	135	335	200	148.1%
Highways Services (DSO)	8,926	8,826	(100)	-1.1%
Engineering Services	101	51	(50)	-49.5%
Corporate Landlord	2,900	2,972	72	2.5%

Fleet Services

- There is a projected over spend of £200,000 on Fleet services. The fleet services team operate on a break-even basis with re-charges for work undertaken on directorates’, South Wales Police (SWP) and the general public’s vehicles, generating income to support staffing and overhead costs. As reported in the revenue outturn report for 2022-23, productivity levels continue to be impacted by long term sickness as well as recruitment and retention difficulties. A report outlining options in respect of the operational model and charging mechanisms is in the final stages of development in mitigating the budget position of fleet services, and it is anticipated that this will be available in quarter 2 of 2023-24.

Highways Services

- The projected under spend of £100,000 within Highways Services is primarily due to core funded staff being utilised to support work on capital schemes. In these cases, the salary costs can be capitalised, thus generating one-off income for the service area.

Engineering Services

- There is a projected under spend on Engineering Services of £50,000. This is primarily due to an increase in the level of fee earning jobs (grant funded/non grant funded projects) and the differing chargeable rates allowed on the schemes.

Corporate Landlord

- There is a projected over spend of £72,000 against Corporate Landlord. As reported in the 2022-23 outturn report, there are shortfalls in income generated from properties run by the Council that relate to occupancy shortfalls. These have continued into 2023-24 and strategies are being developed to reduce the income shortfalls in the longer term – Bridgend Market (£100,000) and the Innovation Centre (£120,000). These have been offset by staffing vacancies of £148,000 which the service area are actively seeking to recruit to, therefore this under spend is not recurring.

3.3.4 Chief Executive's

The net budget for the Directorate for 2023-24 is £24.079 million. Current projections anticipate an under spend against this budget of £98,000. The main variances are:

CHIEF EXECUTIVE'S	Net Budget £'000	Projected outturn £'000	Actual Variance Over/(under) budget £'000	% Variance
Housing & Homelessness	4,122	3,521	-601	-14.6%
ICT	4,001	4,186	185	4.6%
Legal, Democratic & Regulatory	5,878	6,028	330	5.6%

Housing & Homelessness

- There is a projected under spend of £601,000 on Housing & Homelessness.
- Budget growth of £2.192 million was approved by Council as part of the MTFS Budget setting process in February 2021 to continue the commitment to focus support for homeless individuals providing them with accommodation. An additional budget pressure of £700,000 was approved by Council in March 2023 based on increased numbers of households and individuals supported with accommodation. The core accommodation budget for 2023-24 is £2.722 million.
- For 2023-24, Welsh Government (WG) have confirmed grant funding of £898,694 for accommodation under the "No One Left Out" funding stream and £137,000 under a Discretionary Homelessness Prevention Grant. The total grant funding confirmed for 2023-24 of £1.036 million is significantly lower than the total grant allocation of £2.128 million which was received in 2022-23. In addition, WG also provided other grant funding of £1.479 million to cover homelessness costs for the first six months of 2022-23 bringing total funding from WG in 2022-23 of £3.607 million.
- Projected spend on Homelessness accommodation in 2023-24 is £3.9 million. As well as the core budget (£2.722 million) and total WG accommodation grant funding (£1.036 million), the service has also seen an increase in rental income relating to Housing Benefits claimed by tenants who have been supported with homelessness accommodation (£462,000). The net impact is a projected under spend on accommodation of £320,000.

- The projected accommodation spend is based on increased numbers of households and individuals supported, from 213 households and 371 individuals in June 2022 to 260 households and 469 individuals in June 2023. The budget will require close monitoring throughout 2023-24 in line with any further changes in support required for homelessness accommodation.
- The remainder of the projected under spend primarily relates to staff vacancies (£157,000). The service areas are actively looking to recruit to and fill these vacancies during 2023-24.

ICT

- There is a projected net over spend of £185,000 across ICT budgets. As highlighted in the 2022-23 Revenue Budget Outturn report, due to reduced printing activity ICT have been unable to cover the fixed costs of printers and photocopiers through the re-charge to service departments. Consequently, reduced spend will have been incurred on printing budgets across the service departments and included in the projections for individual service areas. A review will be undertaken during quarter 2 to realign print budgets.

Legal, Democratic & Regulatory

- There is a net over spend of £330,000 across Legal, Democratic and Regulatory services which is primarily due to legal fees continuing to be a budget pressure as reported in the revenue budget monitoring reports in 2022-23. The pressures experienced in 2022-23 on public and private law childcare cases, along with an increase in volume of complex cases that have required Senior Counsel, are continuing into 2023-24. The budget will be closely monitored through the remainder of the financial year to establish whether this pressure is long term or that the pressure will start to reduce during 2023-24.

3.3.5 Council Wide budgets

This section includes budgets, provisions and services which are council wide, and not managed by an individual directorate. The net budget for 2023-24 is £53.133 million. Current projections anticipate an under spend against this budget of £3.061 million. The main variances are:-

COUNCIL WIDE BUDGETS	Net Budget	Projected Outturn	Projected Variance Over/(under) budget	% Variance
	£'000	£'000	£'000	
Capital Financing	7,203	5,078	(2,125)	-29.5%
Council Tax Reduction Scheme	16,054	15,792	(262)	-1.63%
Other Corporate Budgets	17,474	16,800	(674)	-3.86%

Capital Financing

- The projected under spend of £2.125 million mainly relates to additional interest from current investments due to the continuing increase in interest rates by the Bank of England. It was noted in the revenue outturn report that the increase to 4.5% in May 2023 was the highest it has been since 2008, and there has been a further increase to 5% in June 2023.

- The under spend is predicated on interest rates being sustained throughout 2023-24. It should also be noted that this will not be a recurring under spend as the Council approved new Highways and Children’s Playground refurbishments in the Capital Programme in March 2023 to be funded from a combination of unallocated capital funding and prudential borrowing.

Council Tax Reduction Scheme

- There is currently a projected under spend of £262,000 on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict. The projected take-up for 2023-24 is higher than in 2022-23 when the gross spend in this budget area was £14.885 million. The budget will be closely monitored in 2023-24 as there could be an additional call on the scheme in view of the impact of the cost of living crisis on personal financial circumstances with the potential for an increase in the number of benefit claimants.

Other Corporate Budgets

- As referred to in paragraph 3.1.9 and 3.1.10, due to the ongoing discussions regarding pay claims and the risk of unexpected major price inflation increases, at this point in the financial year, it is prudent to assume that the majority of Council wide budgets will be fully spent by the year end. However it is anticipated that there will be a reduction in corporate support required to fund potential redundancy costs as, following the better than anticipated WG settlement for 2023-24, fewer budget reduction proposals had to be made.

3.3.6 Earmarked Reserves

As noted in the outturn report, a thorough review of earmarked reserves was undertaken by Corporate Management Board during quarter 1 of 2023-24, which included an assessment of the draw down profile and re-profiling of existing earmarked reserves.

The initial review identified £3.067 million of reserves to be unwound in order to fund emerging risks for the Council as a whole during 2023-24 and a further £733,000 to be repurposed for similar schemes. Further detail will be provided on this in the quarter 2 revenue monitoring report.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 The protected characteristics identified within the Equality Act 2010, Socio-economic Duty and the impact on the use of the Welsh language have been considered in the preparation of this report. As a public body in Wales, the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 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 well-being objectives are designed to complement each other and are part of an integrated way of working to improve well-being for the people of Bridgend. The

allocation of budget determines the extent to which the Council's well-being objectives can be delivered. It is considered that there will be no significant or unacceptable impacts upon the achievement of the well-being goals or objectives as a result of this report.

6. Climate Change Implications

6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no direct implications arising from this report.

8. Financial Implications

8.1 These are reflected in the body of the report.

9. Recommendations

9.1 Cabinet is recommended to:

- note the projected revenue position for 2023-24
- approve the virements over £100,000 as outlined in paragraph 3.1.7

Background documents: Individual Directorate Monitoring Reports

PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2023-24

Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving likely to be achieved by 23-24 £000	Reason why not achievable	Proposed Action in 2023-24 to achieve
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RAG STATUS KEY

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

SOCIAL SERVICES & WELLBEING

SSW 2 (2022-23)	Remodelling day service provision for older people and learning disability services		115		85	As reported in the 2022-23 Revenue outturn report, some efficiencies have been identified, however external factors are preventing the achievement of the full savings target. The Directorate are developing an alternative plan to provide the required savings in this particularly challenging financial climate, therefore the saving is unlikely to be achieved in full until 2024-25.	It is anticipated that the saving will be met through implementation of the alternative plan. Any shortfall against the target will be met through alternative one-off efficiencies in 2023-24.
Total Social Services & Wellbeing Directorate			115		85		

COMMUNITIES

COM 2 (2021-22)	Re-location of Community Recycling Centre from Tythegston to Pyle resulting in cessation of lease payments at existing site		60		0	The new site in Pyle is anticipated to open later in 2023 should the licence to operate be granted by Natural Resources Wales (NRW). Both sites will be maintained until the new site is fully operational, therefore the saving will not be achieved in full until 2024-25.	The saving will continue to be met through alternative one off efficiencies in 2023-24 to deliver a balanced budget position.
COM 3 (2022-23)	Change the composition of Household Food Waste Bags		35		0	Ongoing national research and debate surrounding composition of Household Food Waste Bags. Budget reduction proposal delayed until outcome of review known to ensure any potential changes in legislation do not impact on the proposal.	The saving will be met through alternative one off efficiencies in 2023-24 to deliver a balanced budget position.
COM 4 (2022-23)	Remove Business in Focus from running Enterprise Centres in Bridgend		20		10	Rising costs of utilities, general contractor rates and occupational levels/demand impacting on profitability of Business in Focus units and therefore ability to reduce running costs and deliver saving proposal.	Review of Business in Focus operating model being explored to identify operating efficiencies with a view to restructuring the management agreement with Business in Focus to deliver savings.
COM 5 (2022-23)	Commercially let a wing of Ravens court to a partner organisation or business		50		25	Demand for office space at this time is limited and the re-letting market extremely challenging. Savings delivered mainly through non-occupational savings and a proportion of these will be achievable although impacted by rising utilities and servicing costs.	Marketing agents instructed and discussions ongoing with a Bridgend based employer who are interested in taking over all empty wings. Further operational cost savings to be delivered.
Total Communities Directorate			165		35		

GRAND TOTAL OUTSTANDING REDUCTIONS		280		120			
REDUCTIONS SHORTFALL				160			

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MONITORING OF 2023-24 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2023-24 £'000	Value achieved to date 2023-24 £'000	Value Likely to be Achieved 2023-24 £'000	Reason why not likely to be achievable
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EDUCATION & FAMILY SUPPORT

CENTRAL EDUCATION & FAMILY SUPPORT

EDFS1	Delegate some school transport responsibilities to The Bridge Pupil Referral Unit under a new delivery model to deliver efficiency savings	<ul style="list-style-type: none"> Minimal impact anticipated Alternative service model to be implemented to deliver the identified efficiency Increased responsibility for school 	40	0	0	Officers continue to investigate the practicalities and implications of a bespoke transport arrangement for the Bridge Alternative Provision. Until the market has been tested and the school agrees to the arrangements, it will not be known if the saving can be made.
Total Education and Family Support			40	0	0	

SCHOOLS

SCH1	Efficiency savings against School Delegated Budgets - 2% for 2023-24	<ul style="list-style-type: none"> The annual saving represents a 2% efficiency per annum against individual school budgets Risk of increased school deficit positions Implementation will be a matter for individual schools Potential to result in some teacher and other staff redundancies If efficiency is made solely from staffing budgets, this could range from a minimum of one teacher in our large primary schools and to five teachers in our larger secondary schools being made redundant over the MTFS period 	2,118	2,118	2,118	The savings have been implemented and schools budgets reduced accordingly. However, the overall consequential effect on schools is a significant contributory factor in that projected year end balances have fallen from £6.898 million brought forward from 2022-23 to £221,890 projected surplus for 2023-24. There are 26 schools projecting deficit budget situations, many of which will be unlikely to balance their budget by year end. One redundancy has been identified to date and more could be likely as the financial year progresses. This could have a negative effect on the centrally held redundancy budgets.
Total Schools			2,118	2,118	2,118	

Total Education & Family Support Directorate			2,158	2,118	2,118	
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MONITORING OF 2023-24 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2023-24 £'000	Value achieved to date 2023-24 £'000	Value Likely to be Achieved 2023-24 £'000	Reason why not likely to be achievable
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COMMUNITIES

COM1	Closure of each of the Community Recycling Centre sites for one weekday per week	The waste contract related items would require both Contract variation negotiations with Kier to confirm the saving levels proposed along with public consultation regarding the reduced levels of service.	50	0	0	In April 2023, Cabinet approved to formally enter into public consultation for 12 weeks on the potential closure of three Community Recycling Centres (CRC) for one day per week. The outcome of the consultation will be reported back to Cabinet in due course and future monitoring reports will report the outcome of the consultation exercise
COM2	Charging Blue Badge Holders for parking	There are currently a number of measures which assist in providing equitable access, particularly for those who are participants in the Blue Badge Scheme. These include reserved spaces for Blue Badge Holders in Off-Street Car Parks in convenient locations, guidance on the proportion of disabled parking spaces within new parking facilities, some on-street parking provision in town centre locations, the ability to park on double yellow lines for up to 3 hours as long as no obstruction is caused and the Shopmobility scheme operated within Bridgend Town Centre. In providing parking either at ground level or in multi-storey car parks, the Council incurs both capital and ongoing revenue costs which the Council must source from its own funds. The current position is that a concession is applied in Off Street Car Parks for persons displaying a Blue Badge which provides for unlimited parking free of charge.	40	0	0	The traffic management team are currently engaged in the introduction of the default national speed limit in built up areas. The saving proposal is unlikely to be achieved this year due to the processes required to introduce any change.
COM3	Commercially let two wings of Ravens court to a partner organisation or business	Savings would be predicated on reduction in utilities from not occupying the space and rental income	120	0	50	Demand for office space at this time is limited and the re-letting market extremely challenging. Savings delivered mainly through non-occupational savings and a proportion of these will be achievable although impacted by rising utilities and servicing costs.
COM4	Use revenue savings accrued as a result of switching street lighting to LED's across the County	The savings are predicated from reduced energy bills in 22/23 as a result of the LED street lighting roll out. This may be diminished in future years by rising energy costs overall	100	100	100	Full saving should be achieved in 2023-24

MONITORING OF 2023-24 BUDGET REDUCTIONS

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Proposed 2023-24 £'000	Value achieved to date 2023-24 £'000	Value Likely to be Achieved 2023-24 £'000	Reason why not likely to be achievable
COM5	Reduction to Highways - Road Marking Budget	This reduction could have an impact on the enforcement of restriction as the remaining funding will be focused on markings that have wider safety implications	10	10	10	Full saving should be achieved in 2023-24
COM6	Increase garden waste subscription cost to £46 per household and £42 for pensioners (Currently £41.01 per household or £36.73 for pensioners)	Potential increase in fly tipping. Loss of subscribers	30	30	30	Full saving should be achieved in 2023-24
COM7	Increase bulky waste charges from £21.42 for 3 items to £25.	Potential increase in fly tipping.	25	25	25	Full saving should be achieved in 2023-24
Total Communities Directorate			375	165	215	

CHIEF EXECUTIVES

CEX1	Reduction of ICT Printing Costs	Due to the increase in working from home across the authority, savings can be found in the ICT Print Strategy area. These savings are in line with the cultural shift towards the paperless office agenda.	40	40	40	Full saving should be achieved in 2023-24
CEX2	Efficiency saving target targeting supplies and services budgets across the Chief Executive's Directorate	Limited impact as review has identified small historic under spends against this budget category	35	35	35	Full saving should be achieved in 2023-24
Total Chief Executive's Directorate			75	75	75	

GRAND TOTAL REDUCTIONS		2,608	2,358	2,408
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REDUCTION SHORTFALL				200
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230	2,358	2,358
260	0	120
2,118	250	130
2,608	2,608	2,608

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2023-24			Projected Outturn	Projected Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£'000	£'000	£'000			
EDUCATION AND FAMILY SUPPORT						
School Delegated Budgets	132,365	(21,302)	111,063	111,063	-	0.0%
Learner Support	7,933	(1,216)	6,717	7,161	444	6.6%
Family Support	7,743	(4,389)	3,354	3,146	(208)	-6.2%
Business Support	15,235	(4,446)	10,789	12,251	1,462	13.6%
Schools Support	1,515	(837)	678	621	(57)	-8.4%
School Modernisation	3,880	-	3,880	3,947	67	1.7%
Vulnerable Groups Support	888	(96)	792	800	8	1.0%
Other Education and Family Support	1,840	(60)	1,780	1,763	(17)	-1.0%
TOTAL EDUCATION AND FAMILY SUPPORT	171,399	(32,346)	139,053	140,752	1,699	1.2%
SOCIAL SERVICES AND WELLBEING						
Adult Social Care	86,263	(22,336)	63,927	68,271	4,344	6.8%
Prevention and Wellbeing	7,369	(980)	6,389	6,190	(199)	-3.1%
Childrens Social Care	25,410	(1,131)	24,279	31,199	6,920	28.5%
TOTAL SOCIAL SERVICES AND WELLBEING	119,042	(24,447)	94,595	105,660	11,065	11.7%
COMMUNITIES DIRECTORATE						
Planning & Development Services	2,353	(1,675)	678	678	-	0.0%
Strategic Regeneration	2,596	(914)	1,682	1,682	-	0.0%
Economy, Natural Resources and Sustainability	4,260	(2,567)	1,693	1,693	-	0.0%
Cleaner Streets and Waste Management	13,797	(1,935)	11,862	11,862	-	0.0%
Highways and Green Spaces	24,686	(12,312)	12,374	12,424	50	0.4%
Director and Head of Operations - Communities	286	-	286	286	-	0.0%
Corporate Landlord	14,192	(11,293)	2,899	2,971	72	2.5%
TOTAL COMMUNITIES	62,170	(30,696)	31,474	31,596	122	0.4%
CHIEF EXECUTIVE'S						
Chief Executive Unit	501	-	501	516	15	3.0%
Finance	46,935	(42,994)	3,941	3,965	24	0.6%
HR/OD	2,504	(398)	2,106	2,011	(95)	-4.5%
Partnerships	3,476	(1,227)	2,249	2,223	(26)	-1.2%
Legal, Democratic & Regulatory	6,847	(969)	5,878	6,208	330	5.6%
Elections	181	(49)	132	134	2	1.5%
ICT	5,288	(1,287)	4,001	4,186	185	4.6%
Housing & Homelessness	11,980	(7,858)	4,122	3,521	(601)	-14.6%
Business Support	1,260	(111)	1,149	1,217	68	5.9%
TOTAL CHIEF EXECUTIVE'S	78,972	(54,893)	24,079	23,981	(98)	-0.4%
TOTAL DIRECTORATE BUDGETS	431,583	(142,382)	289,201	301,989	12,788	4.4%
Council Wide Budgets	54,107	(974)	53,133	50,072	(3,061)	-5.8%
NET BRIDGEND CBC	485,690	(143,356)	342,334	352,061	9,727	2.8%

NB: Differences due to rounding of £000's

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Agenda Item 5

Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	CAPITAL PROGRAMME UPDATE QUARTER 1 2023-24
Report Owner / Corporate Director:	CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE
Responsible Officer:	HUW POWELL CAPITAL ACCOUNTANT
Policy Framework and Procedure Rules:	Paragraph 3.5.3 of the Financial Procedure Rules requires that the Chief Finance Officer shall report quarterly to Cabinet and Council with an update on the Capital Strategy and the Prudential Indicators. This report fulfils that requirement. There is no impact on the policy framework or procedure rules.
Executive Summary:	<ul style="list-style-type: none">• The report provides an update of the capital budgets and expenditure as at 30 June 2023, the revised capital programme for 2023-24 to 2032-33 and the projected Prudential and Other Indicators for 2023-24.• Appendix A shows the budgets and spend to 30 June 2023 for the individual schemes in 2023-24.• Appendix B provides details of the revised capital programme for 2023-24 to 2032-33.• Appendix C provides details of the projected Prudential and Other Indicators for 2023-24.

1. Purpose of Report

1.1 The purpose of this report is to:

- Comply with the Chartered Institute of Public Finance and Accountancy's (CIPFA) 'The Prudential Code for Capital Finance in Local Authorities' (2021 edition) requirement to report performance against all forward looking indicators on a quarterly basis.
- provide an update of the capital programme position for 2023-24 as at 30 June 2023 (**Appendix A**)
- seek agreement from Cabinet to present a report to Council for approval of a revised capital programme for 2023-24 to 2032-33 (**Appendix B**)
- note the projected Prudential and Other Indicators for 2023-24 (**Appendix C**)

2. Background

- 2.1 The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 as amended, contain detailed provisions for the capital finance and accounting controls, including the rules on the use of capital receipts and what is to be treated as capital expenditure. They modify accounting practice in various ways to prevent adverse impacts on authorities' revenue resources.
- 2.2 As well as the legislation, the Council manages its Treasury Management and Capital activities in accordance with the following associated guidance: -
- CIPFA's Treasury Management in the Public Services: Code of Practice
 - CIPFA's The Prudential Code for Capital Finance in Local Authorities
 - Welsh Government (WG) revised Guidance on Local Authority Investments
- 2.3 The Prudential Code for Capital Finance in Local Authorities requires Local Authorities to have in place a Capital Strategy which demonstrates that the Authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability, and affordability. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out a number of Indicators that must be set and monitored each year. The Council's Capital Strategy 2023-24, incorporating the Prudential Indicators for 2023-24, was approved by Council on 1 March 2023.
- 2.4 On 1 March 2023 Council approved a capital budget of £69.045 million for 2023-24 as part of a capital programme covering the period 2023-24 to 2032-33.

3. Current situation / proposal

3.1 Capital Programme Quarter 1 Update 2023-24

- 3.1.1 This section of the report provides Members with an update on the Council's capital programme for 2023-24 since the budget was last approved by Council and incorporates any new schemes and grant approvals. The revised programme for 2023-24 currently totals £96.889 million, of which £60.553 million is met from Bridgend County Borough Council (BCBC) resources, including capital receipts, revenue contributions from earmarked reserves and borrowing, with the remaining £36.336 million coming from external resources, including General Capital Grant. Table 1 below shows the capital programme for each Directorate from the March 2023 approved Council position to Quarter 1:

Table 1 – Capital Programme per Directorate 2023-24

Directorate	Approved Council March 2023 £'000	Slippage Brought forward from 2022-23 £'000	New Approvals £'000	Virements £'000	Slippage to future years £'000	Revised Budget 2023-24 £'000
Education & Family Support	26,917	3,417	2,603	-	-	32,937
Social Services and Well-being	6,701	1,150	-	-	(4,472)	3,379
Communities	30,308	19,984	1,752	460	-	52,504
Chief Executive's	4,640	2,457	100	-	-	7,197
Council Wide	479	853	-	(460)	-	872
Total	69,045	27,861	4,455	-	(4,472)	96,889

Table 1 above includes £27.861 million slippage from 2022-23, which was detailed in the capital outturn report 2022-23, presented to Council on 21 June 2023.

- 3.1.2 Table 2 below summarises the current funding assumptions for the capital programme for 2023-24. The capital resources are managed to ensure that maximum financial benefit for the Council is achieved. This may include the realignment of funding to maximise government grants.

Table 2 – Capital Programme 2023-24 Resources

CAPITAL RESOURCES	£'000
<i>BCBC Resources:</i>	
Capital Receipts	20,032
Earmarked Reserves	25,925
Unsupported Borrowing	7,536
Supported Borrowing	3,951
Other Loans	2,264
Revenue Contribution	845
Total BCBC Resources	60,553
<i>External Resources:</i>	
S106	2,445
Grants	33,891
Total External Resources	36,336
TOTAL RESOURCES	96,889

- 3.1.3 **Appendix A** provides details of the individual schemes within the capital programme, showing the budget available in 2023-24 compared to the projected spend at 30 June 2023. There are currently no projected under or over spends on any of the schemes at year end.
- 3.1.4 However, one scheme has been identified as requiring slippage of budget to future years (2024-25 and beyond).

Porthcawl Grand Pavilion – £19.998 million

The financial profile has changed due to the delay in project initiation as a direct result of the project approval being received later than originally anticipated. Project initiation activities could not commence until receipt of the Memorandum of Understanding from the Department for Levelling Up which took place on 14 April 2023. Spend in the original profile was anticipated to commence in 2022-23, but this has now been moved into the 2023-24 financial year, resulting in £4.472 million being slipped to subsequent years to reflect the delayed project start.

- 3.1.5 There are a number of amendments to the capital programme for 2023-24, such as new and amended schemes, since the capital programme was last approved including:

Bryntirion Comprehensive School classrooms

When the Bryntirion Comprehensive classroom scheme was added to the programme in June 2022, the school were to fund £0.150 million of the £1.800 million budget. Due to considerable budget pressures at the school, they have requested to reduce the contribution to £0.100 million. This reduction has been agreed by the School Modernisation Strategic Board and the £0.050 million shortfall will now be funded by a virement from the School Capital Maintenance Grant, ensuring the scheme's overall budget remains at £1.800 million.

Free Schools Meals - £1.035 million

To support the roll out of the Universal Free School Meals programme, Welsh Government have awarded the Council a grant of £1.035 million to fund the building of an extension to the kitchen at Trelales Primary, as well as the purchase of kitchen pods for Cwmfelin Primary, Newton Primary and Bryntirion Infants schools. This funding is in addition to the £1.628 million award in August 2022.

Community Focused Schools - £2.398 million

Welsh Government has awarded the Council £2.398 million of funding to be used in 2023-24 and 2024-25 on a number of targeted small and medium scale capital schemes to safely adapt and effectively open schools outside traditional hours. Twenty two schemes have been identified and budgets allocated, ranging from £5,000 to £0.400 million per scheme.

Flying Start Childcare - £0.185 million

To support the delivery of Early Years Childcare, Welsh Government have provided £0.185 million to create Flying Start provisions at Ogmere Vale and Pontycymmer,

and the funding will be used to repurpose classrooms within Ogmores Vale Primary and Pontycymmer Nursery.

Parks/Pavilions/Community Centres CAT - £0.328 million

The Council has been successful in securing a grant of £0.328 million from the Lawn Tennis Association to support the renovation of tennis courts at Welfare Park Maesteg; Griffin Park Porthcawl; Caedu Park Ogmores Vale, and High Street Heol-y-Cyw. The total budget for the renovations is £0.519 million, and the match funding will come from the existing CAT capital budget.

20mph Default Speed - £0.924 million

Welsh Government has awarded the Council with £0.924 million of funding to support the implementation of the 20 mph default speed limit on restricted roads, which will come into force on 17 September 2023.

Fleet Vehicles - £1.000 million

The Council's Fleet requires an annual capital rolling programme for the replacement of vehicles and plant that are either age expired or required to deliver new services. The range of vehicles and plant vary depending upon the needs of individual departments, from social care, highway services, waste management or bereavement and green spaces. A capital allocation of £1 million should provide the purchasing approval which will be funded from within clients' existing revenue budgets, through revenue contributions to capital or prudential borrowing. The lead in times for delivery of vehicles is dependent upon availability and build times for specialist body types and can vary up to 18 months, with the specification as best as possible aligning with the Council's carbon reduction agenda. Due to the varying availability and lead times of the vehicles, £0.500 million has been added in 2023-24 and £0.500 million in 2024-25.

Fleet Vehicles - Waste

A report was presented to Cabinet in June 2022 in respect of the recycling and waste service post 2024. Delegated authority was given to the Corporate Director Communities to negotiate and finalise acquisition fees for the existing vehicles, plant and equipment utilised in the provision of the current service with Kier Services Limited. It is anticipated that a budget in the region of £460,000 will be required. This will be funded from unallocated capital in the capital programme and will be budgeted to be spent in 2023-24.

Non-Operational Assets / Community Asset Transfer

Council may be aware that a capital budget of £1 million was established in 2014-15 to enable the Council to take advantage of property investment opportunities, and this was included in the capital programme for non-operational assets. One purchase was made in August 2014 in respect of Waterton Cross, leaving a balance of £480,000.

The original purpose of the fund is no longer in line with The Prudential Code for Capital Finance in Local Authorities, which states that an authority must not borrow

to invest primarily for financial return, and that investing in assets for yield would prevent the Council from accessing borrowing from the Public Works Loans Board (PWLB), so this scheme is unlikely to progress further. However, Council will also be aware of previous reports to Cabinet and Council on the Community Asset Transfer (CAT) scheme, for which there is a current remaining capital budget of £611,000 to undertake further CATs in respect of parks, playgrounds and community centres, amongst other Council assets.

£0.592 million of this has already been committed to schemes. Cabinet has previously indicated that the CAT Fund should be replenished to encourage CATs, subject to the availability of finite capital resources, so that assets can be developed and safeguarded for future generations, particularly where value for money can be clearly demonstrated. Consequently, it is proposed to vire the £480,000 balance from the non-operational assets budget to the CAT budget, to provide further opportunities going forward.

Disabled Facilities Grant - £0.100 million

Cwm Taf Morgannwg have awarded the Council £0.100 million from their Housing with Care Fund, which will be used to fund equipment and adaptations to existing homes which are not supported by other Welsh Government adaptations grants (such as provision of storage space for equipment and mobility vehicles or wheelchairs), including supplementing the cost of Disabled Facilities Grants (DFG) over the £36,000 statutory maximum.

3.1.6 A revised Capital Programme is included as **Appendix B**.

3.2 Prudential and Other Indicators 2023-24 Monitoring

3.2.1 The Capital Strategy is intended to give an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability. To this end a number of prudential indicators were included, and approved, by Council. In line with the requirements of the Prudential Code, the Chief Finance Officer is required to establish procedures to monitor both performance against all forward-looking prudential indicators and the requirement specified.

3.2.2 In March 2023, Council approved the Capital Strategy for 2023-24, which included the Prudential Indicators for 2023-24.

3.2.3 **Appendix C** details the actual indicators for 2022-23, the estimated indicators for 2023-24 set out in the Council's Capital Strategy and the projected indicators for 2023-24 based on the revised Capital Programme. These show that the Council is operating in line with the approved indicators.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 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.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 The Act provides the basis for driving a different kind of public service in Wales, with five ways of working to guide how public services should work to deliver for people. The well-being objectives are designed to complement each other and are part of an integrated way of working to improve well-being for the people of Bridgend. It is considered that there will be no significant or unacceptable impacts upon the achievement of the well-being goals or objectives as a result of this report.

6. Climate Change Implications

6.1 There are no Climate Change implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no Safeguarding and Corporate Parent implications arising from this report.

8. Financial Implications

8.1 These are reflected within the report.

9. Recommendations

9.1 It is recommended that Cabinet:

- notes the Council's Capital Programme 2023-24 Quarter 1 update to 30 June 2023 **(Appendix A)**
- agrees that the revised Capital Programme **(Appendix B)** be submitted to Council for approval
- notes the projected Prudential and Other Indicators for 2023-24 **(Appendix C)**

Background documents

None

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	Budget 23-24 (Council June 23)	2022-23 Slippage b/f	New Approvals and Adjustments	Virement	Slippage to Future Years	Revised Budget 2023-24	Total Exp to date	Projected Spend	Over / (Under) spend	Impact on BCBC Resources
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

Education & Family Support

HIGHWAYS SCHEMES BAND B SCHOOL	3,300	100				3,400		3,400		
BRIDGEND NE REPLACING BRO OGWR	10,525					10,525	160	10,525		
YSGOL GYFYN GYMRAEG LLANGYNWYD		100				100		100		
LAND PURCHASE BAND B SCHOOLS	2,028					2,028		2,028		
GATEWAY TO THE VALLEYS SEC SCH		32				32		32		
GARW VALLEY SOUTH PRY PROVIS.		70				70		70		
PENCOED PRIMARY SCHOOL BAND A		53				53		53		
GARW VALLEY PRIMARY HIGHWAYS WORKS		30				30		30		
PENCOED PRIMARY SCHOOL HIGHWAYS WORKS		56				56		56		
ABERCERDIN PRIMARY HUB	267	10				277		277		
BRYNTEG COMP ALL WEATHER PITCH	386	16				402		402		
CHILDRENS DIRECTORATE MINOR WORKS		255				255	1	255		
SCHOOLS TRAFFIC SAFETY	71	(3)				68	(2)	68		
SCHOOL MODERNISATION		386				386	62	386		
PENCOED PRIMARY CLASSROOM EXTENSION	450	52				502	9	502		
COETY PRIMARY SCHOOL EXTENSION	500	44				544		544		
BRYNTIRION COMP SIX CLASSROOMS	1,602	30	(50)	50		1,632	1	1,632		
EUCATION S106 SCHEMES		169				169		169		
MYNYDD CYNFFIG PRIMARY SCHOOL MOBILES		79				79		79		
SCHOOLS CAPITAL MAINT GRANT	3,976	703		(50)		4,629	167	4,629		
WELSH MEDIUM GRANT - BRIDGEND	550					550		550		
WELSH MEDIUM GRANT - OGMORE		65				65	65	65		
WELSH MEDIUM GRANT - PORTHCAWL	550					550		550		
WELSH MEDIUM - HIGHWAYS		22				22	2	22		
FREE SCHOOL MEALS	1,944	591	1,035			3,570	270	3,570		
COMMUNITY FOCUSED SCHOOLS	548	158	1,433			2,139	10	2,139		
Y G BRO OGWR MOBILE CLASSROOMS	220	29				249	14	249		
PORTHCAWL WELSH MEDIUM SEEDLING SCHOOL		370				370		370		
FLYING START CHILDCARE			185			185		185		
TOTAL Education & Family Support	26,917	3,417	2,603	-	-	32,937	759	32,937	-	-

Social Services and Wellbeing

BRYN Y CAE-UPGRADE HFE'S		40				40		40		
TY CWM OGWR		41				41		41		
WELLBEING MINOR WORKS		110				110		110		
BAKERS WAY MINOR WORKS		10				10		10		
CHILDRENS RESIDENTIAL HUB		444				444	251	444		
TELECARE TRANSFORMATION	692	201				893		893		
COMMUNITY CENTRES		197				197		197		
BRYNGARW HOUSE		8				8		8		
PORTHCAWL GRAND PAVILION	6,009				(4,472)	1,537		1,537		
YSGOL BRYN CASTELL HARD COURT		99				99		99		
TOTAL Social Services & Wellbeing	6,701	1,150	-	-	(4,472)	3,379	251	3,379	-	-

	Budget 23-24 (Council June 23)	2022-23 Slippage b/f	New Approvals and Adjustments	Virement	Slippage to Future Years	Revised Budget 2023-24	Total Exp to date	Projected Spend	Over / (Under) spend	Impact on BCBC Resources
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

Communities

Street Scene

COMMUNITY PLAY AREAS	1,786	120				1,906		1,906		
PARKS/PAVILIONS/OTHER CAT	528	83	328	480		1,419	108	1,419		
ABERFIELDS PLAYFIELDS		11				11		11		
CITY DEAL	2,454	132				2,586		2,586		
COYCHURCH CREM WORKS		559				559	371	559		
ACCESSIBILITY & SAFETY ROAD							(21)			
REMEDIAL MEASURES - CAR PARKS	85	50				135		135		
CIVIL PARKING ENFORCEMENT CAR	38					38		38		
20 MPH DEFAULT SPEED		382	924			1,306	5	1,306		
ROAD SAFETY SCHEMES		38				38	(2)	38		
PYLE TO PORTHCAWL ATR PHASE 1							(5)			
PENCOED TECH PARK ACT TRAVEL							(118)			
HIGHWAYS STRUCTURAL WORKS	520	46				566	50	566		
CARRIAGEWAY CAPITAL WORKS	250					250	(11)	250		
HEOL MOSTYN JUNCTION		168				168		168		
PROW CAPITAL IMP STRUCTURES	66	19				85	1	85		
HIGHWAYS MAINTENANCE GRANT	1,000					1,000	(539)	1,000		
CARRIAGEWAY & FOOTWAYS RENEWAL							(458)			
REPLACEMENT OF STREET LIGHTING	400					400	69	400		
RIVER BRIDGE PROTECTION MEASURES		22				22	5	22		
COMMUNITIES MINOR WORKS		484				484	(15)	484		
ULEVT FUND 2		299				299	240	299		
FLEET TRANSITION-ULEV		220				220	13	220		
NET ZERO CARBON FLEET		264				264		264		
PORTHCAWL BUS STATION CCRMETRO	798	2,980				3,778	2	3,778		
PENPRYSG ROAD BRIDGE	24	(11)				13		13		
RESIDENTS PARKING BRIDGEND TC	100	9				109		109		
FLEET VEHICLES	700	419	500	460		2,079	104	2,079		
AHP WASTE		6				6		6		
CORNELLY CEMETERY EXT		217				217	3	217		
PORTHCAWL CEMETERY EXT		177				177	3	177		
S106 HIGHWAYS SMALL SCHEMES		42				42		42		
UNADOPTED ROADS	400	33				433	(2)	433		
TONDU WASTE DEPOT UPGRADE FIRE		17				17		17		
PUFFIN CROSSING KENFIG HILL		14				14	(17)	14		
TOTAL Streetscene	9,149	6,800	1,752	940	-	18,641	(214)	18,641	-	-

Regeneration & Development

EU CONVERGANCE SRF BUDGET	389					389		389		
COSY CORNER (PRIF)	522	788				1,310	785	1,310		
PORTHCAWL REGENERATION PROJECT	2920					2,920	250	2,920		
ECONOMIC STIMULUS GRANT		484				484	17	484		
COASTAL RISK MANAGEMENT PROGRAM		764				764	345	764		
EWENNY ROAD INDUSTRIAL ESTATE		3,493				3,493		3,493		
ARBED PHASE 1 CESP	1271	2				1,273	18	1,273		
LLYNFI VALLEY DEVELOPMENT PROGRAMME		2,177				2,177		2,177		
BRIDGEND HEAT SCHEME	2850	462				3,312		3,312		
MAESTEG TOWN HALL CULTURAL HUB	1500	952				2,452	316	2,452		
TOWN & COMMUNITY COUNCIL FUND	50	182				232		232		
PORTHCAWL THI	124					124		124		

PS	Budget 23-24 (Council June 23)	2022-23 Slippage b/f	New Approvals and Adjustments	Virement	Slippage to Future Years	Revised Budget 2023-24	Total Exp to date	Projected Spend	Over / (Under) spend	Impact on BCBC Resources
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMM PROP ENHANCEMENT FUND	134					134		134		
CWM TAFF NATURE NETWORK		209				209	148	209		
URBAN CENTRE PROPERTY ENHANCE	511	51				562		562		
2030 DECARBONISATION	400					400		400		
SHARED PROSPERITY FRAMEWORK	774	1,115				1,889		1,889		
TOTAL Regeneration & Development	11,445	10,679	-	-	-	22,124	1,879	22,124	-	-

Corporate Landlord

CAPITALASSET MANAGEMENT FUND	0	773				773		773		
RAVENS COURT	440	6				446		446		
DDA WORKS	0	82				82		82		
MINOR WORKS	1130	367				1,497		1,497		
FIRE PRECAUTIONS MINOR WORKS	0	110				110	15	110		
BRYNCETHIN DEPOT FACILITIES	0	551				551	(5)	551		
NON OPERATIONAL ASSETS		480		(480)						
WATERTON UPGRADE	8144					8,144		8,144		
EVERGREEN HALL	0	89				89		89		
INVESTING IN COMMUNITIES		47				47		47		
Total Corporate Landlord	9,714	2,505	-	(480)	-	11,739	10	11,739	-	-

TOTAL Communities	30,308	19,984	1,752	460	-	52,504	1,675	52,504	-	-
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Chief Executive

MANDATORY DFG RELATED EXPEND	1,750	260	100			2,110	474	2,110		
DISCRETIONARY HOUSING GRANTS	200	129				329	(6)	329		
HOUSING RENEWAL AREA	100	215				315	4	315		
ENABL-SUP FOR IND LIVING GRANT	270					270	(58)	270		
HOMELESSNESS AND HOUSING		530				530		530		
HEALTH & WELLBEING VILLAGE	480					480		480		
AFFORDABLE HOUSING		844				844		844		
TOTAL Housing/Homelessness	2,800	1,978	100	-	-	4,878	414	4,878	-	-

ICT INFRA SUPPORT	400	366				766	181	766		
DIGITAL TRANSFORMATION	180					180		180		
CCTV SYSTEMS REPLACEMENT		113				113	22	113		
ICT DATA CENTRE REPLACEMENT	1,260					1,260		1,260		
TOTAL ICT	1,840	479	-	-	-	2,319	203	2,319	-	-

TOTAL Chief Executive	4,640	2,457	100	-	-	7,197	617	7,197	-	-
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Council Wide Capital Budgets

CORPORATE CAPITAL FUND	200	373				573		573		
UNALLOCATED	279	480		(460)		299		299		
	479	853	-	(460)	-	872	-	872	-	-

GRAND TOTAL	69,045	27,861	4,455	-	(4,472)	96,889	3,302	96,889	-	-
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PRUDENTIAL AND OTHER INDICATORS 2022-23 and 2023-24

The Prudential Indicators are required to be set and approved by Council in accordance with CIPFA’s Prudential Code for Capital Finance in Local Authorities.

Table 1 shows the 2022-23 actual capital expenditure, the capital programme approved by Council on 1 March 2023 and the projected capital expenditure for the current financial year which has incorporated slippage of schemes from 2022-23 together with any new grants and contributions or changes in the profile of funding for 2023-24.

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	2022-23	2023-24	2023-24
	Actual	Estimate	Projection
	£m	(Council Mar 23)	£m
	£m	£m	£m
Council Fund services	29.230	69.045	96.889
TOTAL	29.230	69.045	96.889

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council’s own resources (revenue, reserves and capital receipts) or debt (the ‘net financing requirement’ - borrowing, leasing and Private Finance Initiative). The planned financing of the expenditure has been projected as follows:

Table 2: Capital financing

	2022-23	2023-24	2023-24
	Actual	Estimate	Projection
	£m	(Council Mar 23)	£m
	£m	£m	£m
External sources	22.192	22.891	36.336
Own resources	0.227	36.481	46.802
Net Financing Requirement	6.811	9.673	13.751
TOTAL	29.230	69.045	96.889

The net financing requirement is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as the Minimum Revenue Provision (MRP). As well as MRP, the Council makes additional voluntary revenue contributions to pay off Prudential or Unsupported Borrowing. The total of these are shown in Table 3 below:

Table 3: Replacement of debt finance

	2022-23 Actual £m	2023-24 Estimate (Council Mar 23) £m	2023-24 Projection £m
Minimum Revenue Provision (MRP)	2.917	2.989	2.989
Additional Voluntary Revenue Provision (VRP)	2.132	2.414	2.273
Total MRP & VRP	5.049	5.403	5.262
Other MRP on Long term Liabilities	0.863	0.929	0.929
Total Own Resources	5.912	6.332	6.191

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces by the MRP amount within the year. Based on the above figures for expenditure and financing, the Council's actual CFR is as follows based on the movement on capital expenditure during the year:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2022-23 Actual £m	2023-24 Estimate £m	2023-24 Projection £m
Capital Financing Requirement			
Opening CFR excluding PFI & other liabilities	161.451	167.556	163.213
Opening PFI CFR	14.765	13.903	13.903
Total opening CFR	176.216	181.495	177.115
Movement in CFR excluding PFI & other liabilities	1.761	4.270	8.489
Movement in PFI CFR	(0.862)	(0.929)	(0.929)
Total movement in CFR	0.899	3.341	7.560
Closing CFR	177.115	184.801	184.675
Movement in CFR represented by:			
Net financing need for year (Table 2 above)	6.811	9.673	13.751
Minimum and voluntary revenue provisions	(5.049)	(5.403)	(5.262)
MRP on PFI and other long term leases (Table 3)	(0.863)	(0.929)	(0.929)
Total movement	0.899	3.341	7.560

The capital borrowing need (Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This is known as Internal Borrowing. Projected levels of the Council's total outstanding debt, which comprises of borrowing, PFI and Other Long Term Liabilities, are shown below compared with the Capital Financing Requirement:

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2022-23	2023-24	2023-24
	Actual	Estimate	Projection
	£m	(Council Mar 23)	£m
		£m	£m
Debt (incl. PFI & leases)	119.820	112.186	117.739
Capital Financing Requirement	177.115	184.801	184.675

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

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

Table 6: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2022-23	2023-24	2023-24
	Actual	Estimate	Projection
	£m	(Council Mar 23)	£m
		£m	£m
Authorised limit – borrowing	170.000	170.000	170.000
Authorised limit – other long term liabilities	30.000	30.000	30.000
Authorised Limit Total	200.00	200.000	200.000
Operational boundary – borrowing	130.000	130.000	130.000
Operational boundary – other long term liabilities	25.000	25.000	25.000
Operational Boundary Limit Total	155.000	155.000	155.000
Total Borrowing and Long Term Liabilities	119.820	112.186	117.739

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants

Table 7: Prudential Indicator: Proportion of financing costs to net revenue stream

	2022-23	2023-24	2023-34
	Actual	Estimate	Projection
	£m	(Council Mar 23) £m	£m
Capital Financing Central	5.060	6.553	5.131
Other Financing costs	4.079	4.360	4.079
TOTAL FINANCING COSTS	9.139	10.913	9.211
Proportion of net revenue stream	3.34%	4.26%	3.34%

This shows that in 2023-24, it is forecast that 3.34% of the Council's net revenue income will be spent on paying back the costs of capital expenditure.

The table below shows the Prudential Indicator of estimates of net income from commercial and service investments to net revenue stream.

Table 8: Prudential Indicator: Net Income from Commercial and Service Investments to Net Revenue Stream

	2022-23	2023/24	2023/24
	Actual	Estimate	Projection
	£m	£m	£m
Net Revenue Budget	320.289	342.047	342.334
Income from Commercial Investments	0.459	0.459	0.459
% Ratio	0.14%	0.13%	0.13%

The income receivable from the commercial property portfolio is not deemed to be a financial resilience risk in terms of being 'un-proportionate' to the Council's overall income.

Agenda Item 6

Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	TREASURY MANAGEMENT QUARTER 1 2023-24
Report Owner / Corporate Director:	CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE
Responsible Officer:	NIGEL SMITH, GROUP MANAGER – CHIEF ACCOUNTANT
Policy Framework and Procedure Rules:	Para 22.5 Financial Procedure Rules require the Chief Finance Officer shall report quarterly to the Cabinet, summarising borrowing and investment activity and indicating compliance with any statutory or Council approved guidelines together with a half yearly and an annual report to Council.
Executive Summary:	<p>The report provides an update of Treasury Management activity for the first quarter 1 April – 30 June 2023.</p> <p>As at 30 June 2023 the Council had £99.79 million of long term debt, £13.80 million of other long term liabilities and £94.00 million of short term investments, an overall net debt position of £19.59 million.</p> <p>The average interest rate for debt was 4.69% (excluding Salix borrowing which is interest free) and for investments it was 4.16%.</p> <p>The Council has a manageable maturity structure of borrowing, with its current debt repayable at various points over the next 30 years.</p> <p>The Council has complied with the CIPFA Treasury Management Code and Welsh Government Investment Guidance.</p>

1. Purpose of Report

1.1 The purpose of this report is to:

- Comply with the requirement of the Chartered Institute of Public Finance and Accountancy's 'Treasury Management in the Public Services: Code of Practice' (the Code) to report an overview of treasury activities for the preceding financial year.
- Report on the Treasury Management Indicators for quarter 1 2023-24.

2. Background

- 2.1 Treasury Management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council is exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 2.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Treasury Management in the Public Services: Code of Practice 2021 edition (the CIPFA Code), which requires the Council to approve a Treasury Management Strategy before the start of each financial year, and, as a minimum, a semi-annual and annual treasury outturn report. The CIPFA Code also requires the Council to set a number of Treasury Management Indicators, which are forward looking parameters, and enable the Council to measure and manage its exposure to treasury management risks, and these are included throughout this report. In addition, Welsh Government (WG) issued revised Guidance on Local Authority Investments in November 2019 that requires the Council to approve an Investment Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the Welsh Government Guidance.
- 2.3 In 2021 CIPFA published an updated version of the Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code includes a requirement for Local Authorities to provide a Capital Strategy, which is a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The definition of investments in the revised 2021 CIPFA Code covers all the financial assets of the Council as well as other non-financial assets which the authority holds primarily for financial return. The Council's Capital Strategy 2023-24, complied with CIPFA's requirement and included the Prudential Indicators along with the details regarding the Council's non-treasury investments. The Capital Strategy and Treasury Management Strategy should be read in conjunction with each other as they are interlinked, as borrowing and investments are directly impacted upon by capital plans and both were approved together by Council on 1 March 2023.
- 2.4 The Council's treasury management advisors are Arlingclose. The current services provided to the Council include:
- advice and guidance on relevant policies, strategies and reports
 - advice on investment decisions
 - notification of credit ratings and changes
 - other information on credit quality
 - advice on debt management decisions
 - accounting advice
 - reports on treasury performance
 - forecasts of interest rates
 - training courses

3. Current situation / proposal

3.1 External Context – Economic Background

- 3.1.1 During the first quarter of 2023-24, April to June, inflation remained high. This, coupled with a rise in interest rates and the impending timing of re-mortgaging, continues to cause concern about the impact on household budgets and spending
- 3.1.2 Central Bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all continued to increase interest rates during the period, even in the face of potential economic slowdowns in those regions.
- 3.1.3 Although the annual CPI measure of UK inflation continues to fall from its peak of 11.1% reached in October 2022, the May 2023 figure was higher than forecast at 8.7% (compared to forecast of 8.4%).
- 3.1.4 Gross Domestic Product growth, or the measure of the size and health of the country's economy over a period of time, was confirmed as 0.1% for quarter 1. The housing market appears to have stalled with consumer demand weakening but appears to suggest recovery despite high interest rates.
- 3.1.5 Pay growth in the labour market was 6.5% for total pay (including bonuses) whilst for regular pay it was 7.2%. This growth is negative when adjusted for inflation. Although the rate of employment rose to 76% there was also an increase in the rate of unemployment to 3.8%.
- 3.1.6 The Bank of England increased the official Bank Rate by 0.25% in May and by 0.5% in June, taking the Bank Rate to 5.0%.

3.2 Public Works Loan Board (PWLB) Lending Facility Advice, Revised CIPFA Codes

- 3.2.1 The Council continues to undertake its duties in line with the current guidance for the PWLB lending facility which was significantly revised by HM Treasury in August 2021. Authorities that are purchasing or intending to purchase investment assets primarily for yield, or financial return, will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.
- 3.2.2 The Council's treasury management activities are undertaken in line with CIPFA's Prudential Code for Capital Finance and CIPFA's Treasury Management Code. To comply with the Prudential Code authorities must not borrow to invest primarily for financial return. The Prudential Code also states it is not prudent for local authorities to make investment or spending decisions that will increase the Capital Financing Requirement (CFR) unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold, however, authorities with existing commercial investments who expect to need to borrow should review the options for exiting these investments. The Council has complied with the full requirements of both codes during the first quarter of 2023-24.

3.3 Treasury Management Quarter 1 2023-24

3.3.1 The Council has complied with its legislative and regulatory requirements during the current year 2023-24. The Treasury Management Strategy 2023-24 was approved by Council on 1 March 2023. The outturn position for 2022-23 was presented to Council on 21 June 2023.

3.3.2 A summary of the treasury management activities covering the first quarter of 2023-24 is shown in the Treasury Management Quarterly Report to 30 June 2023 at **Appendix A**. The Council's external debt and investment position at 30 June 2023 is shown in Table 1 below, and more detail is provided within the appendix; Section 3: External Debt and Investment Position, Section 4: Borrowing and Section 5 Treasury Investments. As similar to the previous year, no long-term borrowing has been taken out in 2023-24 and no debt rescheduling has been undertaken as there has been no opportunity to make significant savings. However, should the opportunity arise to reschedule any loans at a preferential rate, this would be done.

Favourable cash flows have provided surplus funds for investment and the balance on investments held at 30 June 2023 was £94 million, with an average interest rate of 4.16%. The total of balance held has increased in comparison to those held at 31 March 2023, when the balance held was £74.50 million and the average interest rate has also increased in comparison to the previous year which was 2.55%.

Table 1: Council's external debt and investment position as of 30 June 2023

Investments for Treasury Purposes	Principal as at 31/03/2023 £m	Principal as at 30/06/2023 £m	Average Rate 30/06/2023 %
External Long Term Borrowing			
Public Works Loan Board	77.62	77.62	4.70
Lender's Option Borrower's Option	19.25	19.25	4.65
Salix Loans (interest Free)	3.06	2.92	NIL
Total External Long Term Borrowing	99.93	99.79	4.69*
Other Long Term Liabilities			
Private Finance Initiative**	13.90	13.57	
Other Long Term Liabilities	0.23	0.23	
Total Other Long Term Liabilities	14.13	13.80	
Total Gross Debt	114.06	113.59	
Investments for treasury management purposes			
Debt Management Office	7.50	18.00	4.57
Local Authorities	53.00	40.00	3.62
Money Market Funds (instant access)	NIL	23.00	4.79
Banks	14.00	13.00	4.12
Total Treasury Investments	74.50	94.00	4.16
Net Debt	39.56	19.59	

* Excluding Salix which are interest free

** (PFI) arrangement for the provision of a Secondary School in Maesteg 10.75 years remaining term

- 3.3.3 The £19.25 million in Table 1 above relates to Lender's Option Borrower's Option (LOBO) loans which have a maturity date of 2054 though these may be rescheduled in advance of this maturity date. The LOBO rate and term may vary in the future depending on the prevailing rates at one of the bi-annual trigger points (these being July and January) and, therefore, the Council being given the option to accept the increase or repay the loan without incurring a penalty. There have been significant interest rate rises, with an expectation that they may rise further thus the lender could still exercise this option in a future interest rate environment.
- 3.3.4 The Total Other Long Term Liabilities figure of £13.80 million at 30 June 2023 includes £13.57 million for the Council's Private Finance initiative (PFI) arrangement for the provision of a Secondary School in Maesteg. The Other Long Term Liabilities are for the Innovation Centre and Waste Contract.
- 3.3.5 Both the CIPFA Code and Welsh Government Guidance require the Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return. Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard and Poor's to ensure that this lies within the Councils' agreed minimum credit rating.
- 3.3.6 The Council defines high credit quality as organisations and securities having a credit rating of A- (A3 for Moody's) or higher and the Council does not invest in any organisation below this level. Schedule A shows the equivalence table for credit ratings for Fitch, Moody's, and Standard and Poor's and explains the different investment grades.
- 3.3.7 There was one long-term investment (original duration of 12 months or more) outstanding as at 30 June 2023 for £5 million with Medway Council. All other investments at 30 June 2023 were short term deposits including instant access and notice accounts.
- 3.3.8 The Treasury Management Code requires the Council to set and report on a number of Treasury Management Indicators. The indicators either summarise the expected activity or introduce limits upon the activity. Details of the estimates for 2023-24 set out in the Council's TMS compared to the actual at 30 June 2023 are shown in the appendix and these show that the Council operated within the approved limits throughout the period

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 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.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 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 well-being goals/objectives because of this report.

6. Climate Change Implications

6.1 The Climate Change implications were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the environment because of this report.

7. Safeguarding and Corporate Parent Implications

7.1 The Safeguarding and Corporate Parenting implications were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon Safeguarding and Corporate parenting because of this report

8. Financial Implications

8.1 The financial implications are reflected within the report.

9. Recommendations

9.1 It is recommended that Cabinet:

- Note the treasury management activities for 2023-24 for the period 1 April 2023 to 30 June 2023
- Note the Treasury Management Indicators for the quarter ending 30 June 2023 against those approved in the Treasury Management Strategy 2023-24.

Background documents

None



Treasury Management Quarterly Report to 30 June 2023

1.0 INTRODUCTION

Treasury management activities are the *'management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.'* (Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management in the Public Services: Code of Practice (2021) (CIPFA TM Code).

The definition of 'Investments' includes:

- Treasury Management investments (held for the prudent management of financial affairs), and
- non-Treasury Investments, undertaken as part of a Capital Strategy either in the course of provision of services; or made for commercial reasons purely to make a financial gain. These are managed outside of normal treasury management activity.

The Council carries out its treasury management function in accordance with the CIPFA TM Code and the legal obligation under the Local Government Act 2003 to have regard to both the CIPFA TM Code and Welsh Government Guidance.

The Council has an integrated Treasury Management Strategy where borrowing and investments are managed in accordance with best professional practice, which is assessed either from internal expertise or consultation with our external advisers. The Council will look to borrow money if needed to either meet short term cash flow needs or to fund capital schemes approved within the capital programme. Therefore, any actual loans taken are not generally associated with particular items of expenditure or assets.

The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Section 151 Officer. The Governance and Audit Committee are responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies and regular reports will be presented to the Committee for their consideration.

2.0 ECONOMIC CONTEXT

From the start of the quarter until May it looked like peak global monetary policy rates were in sight as inflation continued to ease and central banks turned more dovish in tone. Only a few weeks later, stronger and more persistent inflation data, particularly in the UK, changed the picture. The UK situation was not welcome news for the Bank of England. GDP growth was weak, confirmed at 0.1% in the first quarter, although more recent monthly GDP data has been somewhat better. The housing market has stalled, consumer demand is weak but seemingly recovering despite higher interest rates, and labour demand remained strong, with repercussions for wage growth which is accelerating.

April data showed the unemployment rate increased to 3.8% (3mth/year) while the employment rate rose to 76.0%. Pay growth was 6.5% for total pay (including bonuses) and 7.2% for regular pay, the largest growth rate of the latter outside of the Covid pandemic. Once adjusted for inflation, however, growth in total pay and regular pay remained negative.

Whilst inflation fell from its peak of 11.1% reached in October 2022, the annual headline CPI in May 2023 was higher than the consensus forecast at 8.7% (8.4% expected), largely driven by services inflation, while the annual measure of underlying core inflation rose to 7.1% from 6.8%.

After a sharp rise in interest rate expectations, with implications for mortgage markets due to higher inflation and wage data, the Bank of England's Monetary Policy Committee reaccelerated monetary policy tightening over the period with a 0.25% rise in May to a 0.5% rise in June, taking Bank Rate to 5.0%. At both meetings the vote was 7-2 in favour of increasing rates, with the two dissenters preferring to keep rates on hold.

Interest rate expectations priced in further hikes in policy rates. Arlingclose, the authority's treasury adviser, revised its expectations to forecast a further 0.5% of monetary tightening to take Bank Rate to 5.5%. The risks, however, are that rates could be higher; financial markets are forecasting policy interest rates above 6%.

With many mortgages at low fixed rates now systematically being re-set over the next 12-24 months at higher rates at the end of their fixed rate period, there has been a lagged effect of the feed through of monetary policy on households' disposable income. The economic slowdown is expected to develop over time and the manufacturing sector contracted during the quarter according to survey data, which will eventually feed into services, whose expansion is slowing.

Financial market sentiment and bond yields remained volatile, the latter continuing their general upward trend as uncertainty and concern over higher inflation and higher interest rates continued to dominate. Gilt yields rose over the period. The 5-year UK benchmark gilt yield rose from 3.30% to 4.67%, the 10-year gilt yield from 3.43% to 4.39%, and the 20-year yield from 3.75% to 4.51%. The Sterling Overnight Rate (SONIA) averaged 4.37% over the quarter.

Having completed a review of its credit advice on unsecured deposits at UK and non-UK banks following concerns of a wider financial crisis after the collapse of Silicon Valley Bank purchase of Credit Suisse by UBS, as well as other well-publicised banking sector issues, in March Arlingclose reduced the advised maximum duration limit for all banks on its recommended counterparty list to 35 days.

Arlingclose continued to monitor and assess credit default swap levels for signs of ongoing credit stress but made no changes to the counterparty list or recommended durations over the quarter. Nevertheless, heightened market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

3.0 EXTERNAL DEBT AND INVESTMENT POSITION

The Council's external debt and investments at 30 June 2023 is set out in Table 1 below. The Council held £99.79 million of Long Term Borrowing comprising:

- Public Works Loan Board (PWLB - central government) at fixed rates and duration
- Lender's Option Borrower's Option (LOBO) which may be rescheduled ahead of their maturity of 22 January 2054,
- £2.92 million of Salix interest-free loans

In addition, the Council had £94 million of investments for treasury management purposes and £5.84 million of investments for commercial purposes.

Table 1: Council's external debt and investment position as of 30 June 2023

Investments for Treasury Purposes	Principal as at 31/03/2023 £m	Principal as at 30/06/2023 £m	Average Rate 30/06/2023 %
External Long Term Borrowing			
Public Works Loan Board	77.62	77.62	4.70
Lender's Option Borrower's Option	19.25	19.25	4.65
Salix Loans (interest Free)	3.06	2.92	NIL
Total External Long Term Borrowing	99.93	99.79	4.69*
Other Long Term Liabilities			
Private Finance Initiative**	13.90	13.57	
Other Long Term Liabilities	0.23	0.23	
Total Other Long Term Liabilities	14.13	13.80	
Total Gross Debt	114.06	113.59	
Investments for treasury management purposes			
Debt Management Office	7.50	18.00	4.57
Local Authorities	53.00	40.00	3.62
Money Market Funds (instant access)	NIL	23.00	4.79
Banks	14.00	13.00	4.12
Total Treasury Investments	74.50	94.00	4.16
Net Debt	39.56	19.59	

Investments for Commercial Purposes	Fair Value as at 31/03/2023 £m	Anticipated return 30/06/2023 £m
Investments	5.84	0.46

* Excluding Salix loans which are interest free

** (PFI) arrangement for the provision of a Secondary School in Maesteg 10.75 years remaining term

The current profile of repayment of the Council's long-term debt is set out in the Liability Benchmark chart below. The table assumes that the Public Works Loan Board and Lender's Option Borrower's Option loans will be repayable on their maturity date. However, although shown as maturing in 2054 the £19.25 million of Lender's Option Borrower's Option loans may be rescheduled ahead of their maturity date of 22 January 2054.

Recent changes to PWLB lending criteria now requires that the Council does not invest purely for financial return if it wishes to access any new PWLB borrowing. The CIPFA TM Code sets out that it is not prudent for local authorities to invest for financial return.

All borrowing by the Council is as a single pool of debt rather than having loans specific to individual schemes. Where a Council finances capital expenditure by debt, it must put aside revenue to repay that debt in later years, known as Minimum Revenue Provision (MRP). The forecast MRP that will need to be set aside for 2023-24 is £2.709 million.

Liability benchmark

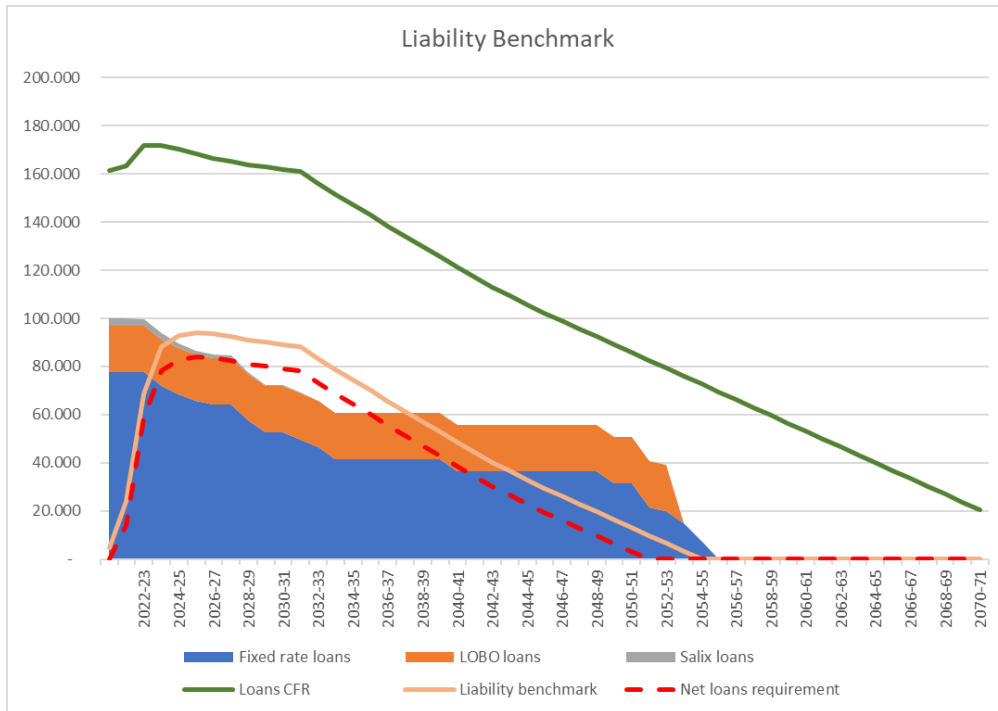
The liability benchmark is a tool which helps to assess the lowest level of borrowing the Council needs, taking into account available cash resources to fund capital expenditure in the short term. A minimum level of liquidity is factored into the calculation, set at £10 million, to ensure the Council has available cash resources to meet day-to-day cash flow requirements. Forecast borrowing needs are based on capital expenditure estimates and available useable reserves. The underlying need to borrow to fund capital expenditure (known as the Capital Financing Requirement or CFR) is the amount of capital expenditure which is not funded via grants, capital receipts or contributions from revenue and earmarked reserves.

Table 2 below shows the Capital Financing Requirement and the calculation of the liability benchmark. It is important to note that the graph is based on the current approved capital programme and the borrowing associated therewith. Any new schemes which require debt financing will increase the CFR and loans requirement.

Table 2: Liability benchmark

	31 March 2023 actual	31 March 2024 estimate (TMS)	31 March 2024 forecast	31 March 2025 forecast	31 March 2026 forecast
	£m	£m	£m	£m	£m
Capital Financing Requirement	177.12	181.81	184.67	183.82	181.01
Less: Other debt liabilities	(13.90)	(12.97)	(12.97)	(11.97)	(10.90)
Loans Capital Financing Requirement	163.22	171.83	171.70	171.85	170.11
Less: Balance Sheet Resources	(149.16)	(84.14)	(113.19)	(93.67)	(87.28)
Plus: Liquidity allowance	10.00	10.00	10.00	10.00	10.00
Liability Benchmark	24.06	97.69	68.51	88.18	92.83

The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its **current** capital plans while keeping treasury investments at the minimum level to manage day-to-day cash flow.



Currently it is forecast that the Council has sufficient reserves to not need any new borrowing until 2027-28, although this is based on a number of assumptions including the forecast capital programme expenditure and the level and use of reserves.

The Section 151 Officer will monitor and update the liability benchmark assumptions on an on-going basis and report any significant changes within the treasury management monitoring reports to Cabinet, Governance and Audit Committee and Council as appropriate. This could be as a result of changes in the level of usable reserves at year end, slippage within the Capital Programme or changes within the working capital assumptions which may affect the Council's need to take new long-term borrowing.

4.0 BORROWING

As at 31 March 2023 the Council held £99.79 million of Long-Term Borrowing, £96.87 million of which is fixed long term loans as part of its strategy for funding previous years' capital programmes. Based on the forecast capital programme and current assumptions regarding the use of reserves, it is anticipated that the Council will not need to borrow long term until 2027-28.

The Council has previously raised the majority of its long-term borrowing from the Public Works Loan Board (PWLB). This was the source of funding the last time the Council took long-term borrowing of £5 million in March 2012. The Council will however consider long term loans from other sources including banks, pension funds and other local authorities if appropriate. The Council will also investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA TM Code.

The Council has loans from PWLB maturing within the next 3 years that it will need to repay. Whilst at present it is anticipated that the Council will have resources to repay these loans, it will be dependent on the level of cash resources available. The value of the loans due to be repaid over the next 3 years is shown in Table 3.

Table 3: Value of PWLB maturing debt

	2023-24 £ million	2024-25 £ million	2025-26 £ million
Value of maturing debt	Nil	5.580	3.709

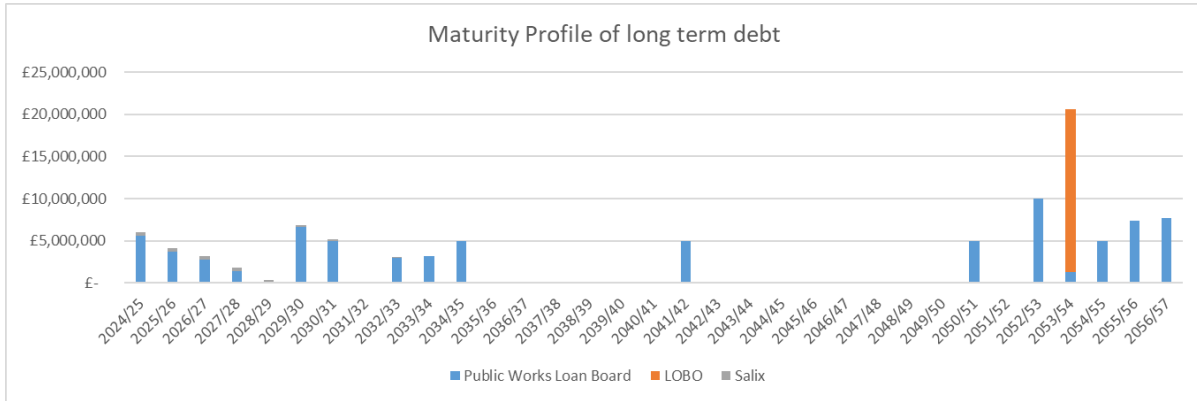
Maturity structure of borrowing

The maturity structure of borrowing indicator is set to control the Council's exposure to refinancing risk with respect to the maturity of the Council's external borrowing. The limits are set to avoid having large amounts of debt maturing in a short space of time. and is the amount of projected borrowing maturing in each period as a percentage of total projected borrowing. Where the maturity date of borrowing is unknown, as in the case of LOBO loans, the maturity should normally be determined by reference to the earliest date at which the lender can require repayment. The £19.25 million of LOBO loans has therefore been included in the 'Under 12 months' category.

Table 4: Maturity Structure of Borrowing 2023-24

Maturity structure of borrowing	Upper limit	lower limit	£ million	As at 30 June 2023
Under 12 months	50%	0%	19.65	19.69%
12 months and within 24 months	25%	0%	5.96	5.97%
24 months and within 5 years	25%	0%	9.02	9.04%
5 years and within 10 years	40%	0%	15.63	15.66%
10 years and within 20 years	50%	0%	13.14	13.17%
20 years and above	60%	25%	36.39	36.47%

As can be seen from the table the maturity structure remains within the limits approved as part of the Treasury Management Strategy 2023-24. The following chart provides the maturity profile of the Council's long term debt.



None of the LOBO loans have had to be repaid during the first quarter of 2023-24. All the LOBO loans are subject to the lender having the right to change the rate of interest payable during the financial year at either of two trigger points in January and July, with the Council having the right to refuse the change, triggering early repayment and the need to re-finance. This is a manageable risk should repayment be needed during the current financial year as the Council has sufficient funds available in the short term.

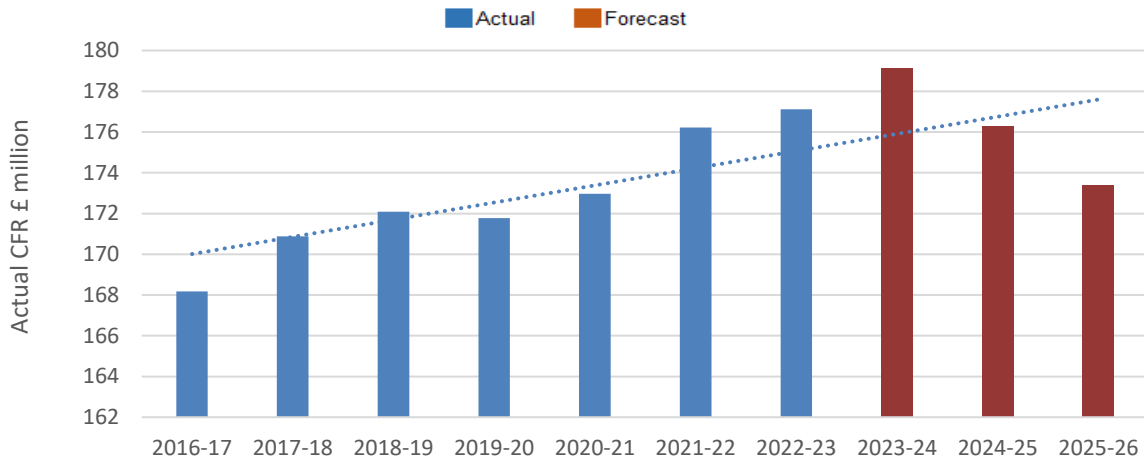
Table 5: LOBO loans

Commencement date	Loan value £m	Potential repayment date	Option frequency	Full term maturity
22 January 2004	4.00	22 July 2023	6 months	22 January 2054
22 January 2004	5.00	22 July 2023	6 months	22 January 2054
22 January 2004	10.25	22 July 2023	6 months	22 January 2054

In accordance with the Treasury Management Strategy, the Council is internally borrowing, which is when it uses temporary cash balances it holds in the short term instead of undertaking external borrowing. The current level of internal borrowing is £71.08 million as at 30 June 2023. This is shown by the Council’s current Capital Financing Requirement (CFR) net of its external level of debt including other long term debt liabilities. The Council’s current CFR is £184.67 million, external borrowing is £113.59 million.

The chart below shows the trend in the CFR based on **current** capital commitments within the approved capital programme. The CFR is anticipated to increase in the current year assuming capital expenditure is incurred as currently anticipated. The CFR in future years shows a reduction, however, this is on the assumption of no new schemes which require debt financing. If new schemes requiring debt financing are added, the CFR will continue to increase.

Capital Financing Requirement Trend



5.0 TREASURY INVESTMENTS

The Council holds treasury investments as a result of temporary cash balances arising from its day-to-day activities. The management of the day-to-day cash requirements of the Council is undertaken in-house with advice from Arlingclose, the Council’s Treasury Management advisors. This may involve temporary borrowing to meet cash-flow needs or temporary lending of surplus funds. Investment balances can fluctuate daily and arise as a result of a range of circumstances, including timing differences of revenue and capital cash flows, reserves and other balances held for future use.

Investments are made in institutions approved by Council as part of its Treasury Management Strategy and in accordance with investment guidelines issued by the Welsh Government. As part of the Markets and Financial Instruments Directive II, the Council elected for ‘professional’ status, which covers national and regional governments and public bodies. The categories of investments the Council can invest in can be changed, any proposed changes being presented to Council for approval.

Treasury investments are made primarily on the basis of ensuring security of the funds invested, whilst managing liquidity, and only then considering a commensurate return on the investment. As at 30 June 2023 the Council held £94.00 million of investments, with a average return of 4.16% (£74.50 million at 2.55% as at 31 March 2023). Table 6 below shows the investment profile as at 30 June 2023.

Table 6: Investments by counterparty type

Investment Category	Balance 1 April 2023 £m	Investments made in period £m	Investments repaid in period £m	Balance 30 June 2023 £m	Weighted interest rate 1 April 2023 to 30 June 2023 %
Government DMO	7.50	135.50	(125.00)	18.00	4.36
Local Authorities	53.00	4.00	(17.00)	40.00	3.33
Money Market Funds	-	32.00	(9.00)	23.00	4.37
Banks (fixed maturity dates)	3.00	9.00	(9.00)	3.00	4.30
Banks (instant access/notice accounts)	11.00	16.20	(17.20)	10.00	3.27
TOTAL	74.50	196.70	(177.20)	94.00	3.73

The following should be noted:

- During the period to 30 June 2023 all investments made were in line with the approved counterparties within the Treasury Management Strategy.
- Investments are diversified over a number of organisations across different sectors, demonstrating a diversified investment portfolio.
- All investments are in sterling and are rated A- and above as per the approved criteria or with a public body.
- The weighted average rates are for all investments made during 1 April 2023 to 30 June 2023

The overall interest receivable from treasury investments for the period 1 April 2023 to 30 June 2023 was £0.917 million. As interest rates rise so will the returns on new investments made, however there will be a time lag on the overall average rates for existing investments until historic investments mature and monies are reinvested at higher rates. The Council will continue to take a cautious approach to investing to ensure as its primary concern the security of any investments made. The risk of default for investments held is considered negligible.

All investments longer than 364 days will be made with a cautious approach to cash flow requirements and advice from the Council's Treasury Management advisors will be sought as necessary. The Treasury Management Strategy 2023-24 reduced the maximum duration for new investments to local authorities from 25 years (as grouped with other government agencies) to 2 years. There is only one investment for a period longer than 12 months outstanding as at 30 June 2023. This is with Medway Council and was agreed for a period of 2 years and is due to be repaid in July 2024. All other investments as at 30 June 2023 were short term of less than one year duration.

Table 7: Sums invested for periods longer than a year

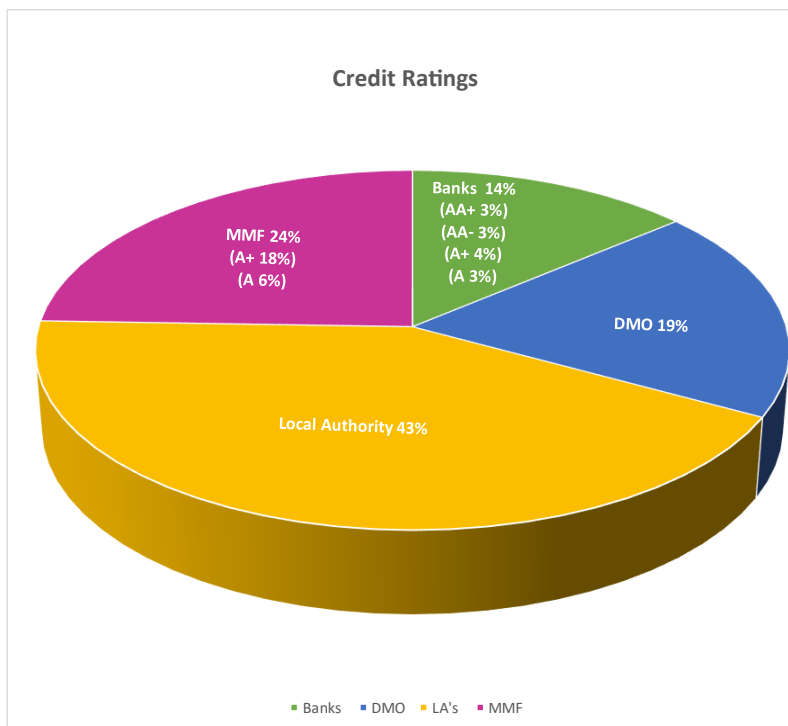
Price risk indicator	TMS 2023-24 £m	Actual £m	Full term maturity
Limit on principal invested beyond financial year end	15	5	25 July 2024

The below table details the Council’s investments by counterparty and maturity profile.

Table 8: Investments by maturity

Counterparty Category	Instant Access £m	Deposits maturing within 1 month £m	Deposits maturing within 2-3 months £m	Deposits maturing within 4-12 months £m	Deposits maturing after 12 months £m	TOTAL £m
Government DMO	-	18.00	-	-	-	18.00
Local Authorities	-	-	7.00	28.00	5.00	40.00
Money Market Funds	23.00	-	-	-	-	23.00
Banks	7.00	6.00	-	-	-	13.00
Total	30.00	24.00	7.00	28.00		94.00

The pie chart below summarises the distribution of the Council’s investments by credit ratings. Most local authorities do not have credit ratings but are considered secure investment counterparties. The DMO is the UK government and rated AA.



6.0 INTEREST RATE EXPOSURES

The Council is exposed to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the Council, depending on how variable and fixed interest rates move across differing financial instrument periods. Short term and variable rate loans expose the Council to the risk of short-term interest rate rises and are therefore subject to the Treasury Management indicator below.

The following Table is based on investments at 30 June 2023.

Table 9: Interest Rate Exposure

Interest rate risk indicator	£ million
One year revenue impact of a 1% rise in interest rates	(0.725)
One year revenue impact of a 1% fall in interest rates	0.917

It is important to note that this is an indicator not a limit. It is calculated at a point in time on the assumption that maturing loans and investments would be replaced at rates 1% higher or lower than they are currently, and that the treasury investment and borrowing portfolios remain unchanged over the next 12 months, which in practice is not the case. The figure for the 1% fall in interest rates indicator is not the same figure as the 1% increase (but reversed) as the borrowing relates to variable LOBO loans where it is assumed that the lender would only exercise their option if there was an increase in interest rates. All other borrowing does not have a rate reset in the next year and is with the PWLB at fixed rates.

A comparison of interest expenditure and income due for the period 1 April 2023 to 30 June 2023 is shown below.

Table 10: Interest

	01 April 2023 – 30 June 2023 £ million
Interest expenditure payable on long term borrowing	1.135
Interest income received in period	(0.898)
Net interest cost	0.237

7.0 NON-TREASURY INVESTMENTS

The Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activities include investments in subsidiaries and investments in property. A schedule of the Council's existing non-treasury investments (currently limited to owned property) is set out in Table 11 below. Recent PWLB

guidance requires that local authorities should review their investment portfolio if they wish to secure PWLB borrowing but does not require the local authority to sell existing investment assets. This category covers non-financial assets held primarily or partially to generate a profit, primarily investment property. These assets are valued on an annual basis, which provides security of their value and continued benefit to the Council.

Table 11: Non-treasury investments

Non-treasury investments	£ million
Bridgend Science Park - Units 1 & 2	3.985
Waterton Cross Land	0.600
Brynmenyn Industrial Estate Plot 53	0.675
Village Farm Plots 32,119 & 120	0.385
Tyrewise Bridgend	0.200
Total at Fair Value	5.845
Anticipated annual return 2023-24	0.460

The Council considers that the scale of its investment properties is proportionate to the resources of the Council as the investment represents less than 1% of its total long-term assets. In addition, the value of these investments has increased from the previous year.

In accordance with Welsh Government Investment Guidance, these are be classified as non-treasury investments.

Schedule A – Credit Rating Equivalence Table

Credit Rating Equivalence Table

	Description	Fitch		Moody's		Standard & Poor's				
		Long	Short	Long	Short	Long	Short			
INVESTMENT GRADE	Extremely strong	AAA		Aaa		AAA				
	Very strong	AA+	F1+	Aa1	P-1	AA+	A-1+			
		AA		Aa2		AA				
		AA-		Aa3		AA-				
	Strong	A+	F1	A1	P-2	A+	A-1			
		A		A2		A				
		A-		A3		A-				
	Adequate	BBB+	F2	Baa1	P-3	BBB+	A-2			
		BBB		Baa2		BBB				
BBB-		Baa3		BBB-						
SPECULATIVE GRADE	Speculative	BB+	B	Ba1	Not Prime (NP)	BB+	B			
		BB		Ba2		BB				
		BB-		Ba3		BB-				
	Very speculative	B+		B1		B+				
		B		B2		B				
		B-		B3		B-				
	Vulnerable	CCC+		C		Caa1		Not Prime (NP)	CCC+	C
		CCC				Caa2			CCC	
		CCC-				Caa3			CCC-	
CC		Ca	CC							
	C				C					
Defaulting	D	D	C		D	D				

Schedule B – Arlingclose Economic & Interest Rate Forecast – June 2023

Underlying assumptions:

- UK inflation and wage growth has proven to be even more stubborn, with headline rates remaining steady, core rates rising, and wage growth accelerating. As a result, the Bank of England sought to shock markets and underline its inflation fighting credentials by increasing Bank Rate by 0.50% to 5.0%. However, this is unlikely to be the peak.
- The UK economy has been resilient in the face of the dual headwinds of inflation and interest rates, albeit the majority rise in Bank Rate is yet to impact households. Government cost of living support, stronger wage growth and household savings have had an offsetting effect, while timing issues around mortgage resets have delayed the impact of monetary tightening.
- Employment demand has remained strong and, alongside inflation expectations, has driven stronger wage growth. This in turn is adding upward pressure to inflation, particularly services inflation. Core CPI and services inflation have increased of late despite previous monetary tightening.
- The Bank's credibility issues mean that it can no longer afford to wait until the effect of past increases in Bank Rate affect activity. This suggests that further monetary tightening is necessary to have the desired immediate effect on inflation.
- However, the lagged effect of aggressive monetary tightening will increasingly pressure economic activity. A recession appears inevitable. Household spending will be affected by increases in mortgage payments, while business investment/spending will fall back due to higher borrowing costs. Unemployment will increase.
- Inflation will fall sharply this year, albeit at a slower pace than expected. Recessionary conditions eventually create downside risks for inflation and will entail monetary easing in the medium term to stimulate economic activity.
- Global bond yields remain volatile, although UK gilt yields have been more affected by its seemingly idiosyncratic inflation issues. The Federal Reserve and other central banks see persistently higher policy rates through 2023 as key to dampening domestic inflationary pressure.
- Downside risks for bond yields arising from a global economic slowdown are increasing.

Forecast:

- The MPC raised Bank Rate by 50bps to 5.0% in June. Due to current inflation and wage data, we believe that Bank Rate will rise to 5.25% in August and to 5.50% in September.

- The risks lie to the upside. Further strong inflation data for June (released in July) will likely result in another 50bps rise in Bank Rate in August.
- The MPC will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until services inflation and wage growth ease. The stickiness of these data suggests that rate cuts will happen later than previously expected. We see rate cuts from Q2 2024 to a low of around 3% by mid 2025.
- Arlingclose Ltd expects long-term gilt yields to eventually fall from current levels reflecting the lower medium-term path for Bank Rate. However, yields will remain relatively higher than in the past, partly due to quantitative tightening, with continued elevated volatility.

	Current	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26
Official Bank Rate													
Upside risk	0.00	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	5.00	5.50	5.50	5.50	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00
Downside risk	0.00	0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
3-month money market rate													
Upside risk	0.00	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	5.40	5.60	5.60	5.60	5.30	4.80	4.30	3.80	3.30	3.05	3.05	3.05	3.10
Downside risk	0.00	0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
5yr gilt yield													
Upside risk	0.00	0.70	0.90	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Central Case	4.50	4.70	4.75	4.60	4.50	4.00	3.50	3.25	3.25	3.25	3.25	3.35	3.45
Downside risk	0.00	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10yr gilt yield													
Upside risk	0.00	0.70	0.90	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Central Case	4.26	4.50	4.55	4.30	4.20	4.00	3.60	3.50	3.50	3.60	3.60	3.70	3.80
Downside risk	0.00	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
20yr gilt yield													
Upside risk	0.00	0.70	0.90	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Central Case	4.43	4.60	4.60	4.50	4.40	4.30	4.20	4.20	4.20	4.20	4.20	4.20	4.20
Downside risk	0.00	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
50yr gilt yield													
Upside risk	0.00	0.70	0.90	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Central Case	3.96	4.15	4.15	4.15	4.10	4.00	4.00	4.10	4.10	4.10	4.10	4.10	4.10
Downside risk	0.00	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%; PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%
 PWLB HRA Rate (Maturity Loans) = Gilt yield + 0.40%; UKIB Rate (Maturity Loans) = Gilt yield + 0.60%

Agenda Item 7

Meeting of:	CABINET
Date of Meeting:	19 JULY 2023
Report Title:	CORPORATE PLAN DELIVERY PLAN 2023-24 AND PERFORMANCE FRAMEWORK
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	Council priorities in the Corporate Plan / Delivery Plan inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.
Executive Summary:	<ul style="list-style-type: none"> • The report proposes a new one-year Delivery Plan to monitor progress against the Corporate Plan. • The Delivery Plan addresses criticisms posed by self-assessment 2022, Audit Wales’ review of performance management and internal audit findings from a Performance Indicators (PI) audit • The main changes include: <ul style="list-style-type: none"> ○ Having the 7 well-being objectives comprehensively reflected by 44 aims, 101 commitments and 99 Performance Indicators (PIs) ○ Having clear and agreed aims to provide detail underneath each well-being objective and help the Council effectively monitor progress / performance ○ Having performance indicators that more effectively measure the Council’s progress on its aims, are better focused on outcomes, and can be benchmarked ○ Placing a stronger focus on the measurement of the Council’s new Ways of Working • A new draft performance framework is also proposed • The report also reflects changes from Corporate Overview and Scrutiny Committee on 3 July 2023

1. Purpose of Report

- 1.1 The purpose of this report is to propose a one-year Corporate Plan Delivery Plan (CPDP) to support the Council’s new Corporate Plan and an updated Corporate Performance Framework to help the Council measure progress on it.

2 Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28 and the proposal to develop a one-year Corporate Plan Delivery Plan to help us monitor progress against it.
- 2.2 On 6 March 2023 Corporate Management Board (CMB) agreed a proposed approach and timeline to the development of the first annual delivery plan.
- 2.3 The approach was developed to address many of the performance management issues identified by the Council's 2021/22 Self-Assessment and the Audit Wales review of performance management, through the use of the below criteria in the development process -
- Well-being objectives should be comprehensively reflected by aims, commitments and Performance Indicators (PIs)
 - Aims should be clearly defined and agreed
 - Each aim should be supported by an appropriate balance of commitments (projects) and PIs (largely business as usual)
 - Ensure commitments are clear and outcome focussed and able to be reported quarterly via blue, red, yellow, amber and green (BRAYG) ratings (avoiding commentary like 'work ongoing' or 'working with partners continues' every quarter).
 - Performance indicators should –
 - be limited in number and not exceed 100. Additional PIs can be included in Directorate / Service Plans.
 - measure whether we are achieving our aims not simply whether we are delivering our commitments
 - balance the measurement of inputs, outputs and outcomes
 - avoid over representation of annual measures (and avoid large numbers of PIs with significant data lags or where we are not the data holders / collating body)
 - Be able to be compared over time and with other areas where possible
 - All PIs should be SMART (specific, measurable, achievable, realistic and time bound)
 - All PIs must have a target; we must move away from targets that state 'benchmarking'
 - Reporting should focus on data accuracy and validation, with clear and agreed PI calculation methods and verification processes
- 2.4 Following agreement of the approach by CMB, Directorate Management Teams (DMTs) were convened through March and April to develop and propose PIs for the Corporate Plan Delivery Plan. In doing this, they reviewed the research and PI examples provided and the new principles and criteria set out.
- 2.5 Once the proposed list of PIs was developed by DMTs, a moderation exercise was undertaken at the CMB and Heads of Service quarterly meeting on 20 April 2023.

At this meeting, the group reviewed the PIs holistically, assessed whether they meet the criteria agreed, whether directorates have been relatively consistent in their approaches, and considered how to reduce any duplication and fill any gaps.

- 2.6 Proposed improvements to performance management arrangements also included the development of a Performance Framework.
- 2.7 The approach was considered by Elected Members at an all-member briefing on 15 May 2023 which focused on -
- Moving towards an approach like 'Objectives and Key Results'
 - Developing performance measures the public care about
 - Improving our approach to performance management

3. Current situation / proposal

- 3.1 Additional work has been undertaken by the Corporate Performance Team, Directorate performance and business support staff, Heads of Service and CMB to finalise the draft Corporate Delivery Plan 2023/24 included in **Appendix 1**.
- 3.2 In terms of compliance with the criteria set out in March, the draft Corporate Delivery Plan 2023/24 –
- Has 7 well-being objectives that are now comprehensively reflected by 44 aims, 101 commitments and 99 Performance Indicators
 - Has clear and agreed aims to provide detail underneath each well-being objective and help us effectively monitor progress and performance
 - Has performance indicators that –
 - More effectively measure whether we are achieving our aims not simply whether we are delivering our commitments
 - Are better focused on outputs and outcomes although there are still numerous input and process measures
 - Appropriately balance annual and quarterly measures
 - Can be benchmarked over time and with others in many cases
- 3.3 Once agreed, the Corporate Performance team, Directorate performance and business support staff will commence work to develop and agree baselines, consider comparator data (both trend data and comparison with other areas if available), set SMART targets and complete data validation forms for each PI over the summer period, to be completed by the end of August. The proposed data calculation and validation forms will improve data quality and accuracy and are similar to Public Accountability Measure guidance forms that were in use until 2021.
- 3.4 Following earlier discussions with COSC, it is proposed that the Corporate Performance Team works with the Committee throughout 2023/24 to consider more radical changes to performance management, including further moves towards

Objectives and Key Results, and further improving our approach to performance management, particularly public satisfaction, and success measures.

3.5 Over the summer, any changes that are required to the structure of the Performance Management System (PMS) will need to be assessed and developed for implementation after the system is rolled forward in July 2023.

3.6 A newly developed, proposed performance framework for BCBC is included in **Appendix 2**. It has been developed in tandem with the CPDP, based on the Council's previous performance framework for continuity and comparability, but updated using a simple, plain English report by Denbighshire Council, recently tested at an all-Member briefing. It sets out –

- Why performance is important
- How performance is managed in BCBC
- Clarity about R, A, Y, G ratings
- Timetable of performance management
- Roles and responsibilities in performance management

3.7 Following consideration of draft documents at Corporate Overview and Scrutiny Committee on the 3 July, changes to Appendix 2 have been included as follows:

- To reflect recent changes to CPA attendance to include Group Leaders
- To clarify the contribution, rather than responsibility, that the public can have in the performance management process
- To separately define the roles and responsibilities of a member of staff
- To reinforce the message that Chief Officers and Elected Members support each other in a “One Council” approach with consistency of wording in the listed responsibilities.

3.8 COSC also asked that, in developing targets for the year ahead, references to ‘baselining’ are kept to a minimum. This will be completed by the end of August.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 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.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 This report proposes an approach to measure progress against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-

1. A county borough where we protect our most vulnerable

2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
3. A County Borough with thriving valleys communities
4. A County Borough where we help people meet their potential
5. A County Borough that is responding to the climate and nature emergency
6. A County Borough where people feel valued, heard and part of their community
7. A County Borough where we support people to live healthy and happy lives

5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

6. Climate Change Implications

6.1 There are no specific implications of this report on climate change. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including climate change.

7. Safeguarding and Corporate Parent Implications

7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including safeguarding and corporate parenting

8. Financial Implications

8.1 There are no financial implications associated with these arrangements. Council agreed the budget for 2023/24 in March 2023 and that the CPDP will be achieved within that budget

9. Recommendations

9.1 Cabinet is recommended to: -

- Consider and agree the first draft Corporate Plan Delivery Plan 2023/24 in **Appendix 1**
- Consider and agree the updated Corporate Performance Framework in **Appendix 2** and how best to use the document across the Council.

Background documents

None.

Section 1 – How we will measure our 7 Wellbeing Objectives

WBO1 - A County Borough where we protect our most vulnerable

Aim	Performance indicators	Commitments / projects
<p>1.1 Providing high-quality children’s and adults social services and early help services to people who need them</p>	<p>Carers</p> <ul style="list-style-type: none"> • New - The percentage of eligible carers who were offered a carer’s assessment (SSWB) <p>Children’s social care</p> <ul style="list-style-type: none"> • Timeliness of visits to <ul style="list-style-type: none"> a) children who are care experienced b) children on the child protection register (SSWB) • SSWB40 - Safe reduction in the number of care experienced children (SSWB) • CH/026 - Safe reduction in the number of children on the child protection register (SSWB) <p>Adult social care</p> <ul style="list-style-type: none"> • New – Percentage of enquiries to the Adult Social Care front door which result in information and advice only • AD/010 The total number of packages of reablement completed during the year (SSWB) • SSWB38c Percentage of reablement packages completed that mitigated need for support (SSWB) • AD/033 - Number of people who access independent advocacy to support their rights (SSWB) <p>Early help</p> <ul style="list-style-type: none"> • DEFS29 Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome (EFS) 	<p>1.1.1 Continue to improve early help services by increasing the number of team around the family (TAF) interventions that close with a positive outcome. (EFS)</p> <p>1.1.2 Help communities become more resilient, so more people will find help / support they need in their community, with the third sector. (SSWB)</p> <p>1.1.3 Support the wellbeing of unpaid carers, including young carers, to have a life beyond caring. (SSWB)</p> <p>1.1.4 Improve Children’s Services by delivering the actions in our three-year strategic plan. (SSWB)</p> <p>1.1.5 Improve adult social care with a new three-year strategic plan to tackle physical and mental health impacts of Covid-19 on people with care and support needs, and our workforce. (SSWB)</p> <p>1.1.6 Change the way our social workers work to build on people’s strengths and reflect what matters to our most vulnerable citizens, the relationships they have and help them achieve their potential. (SSWB)</p> <p>1.1.7 Address the gaps in social care services such as care and support at home, specialist care homes for children and adults and recruiting more foster families. (SSWB)</p>

<p>Page 89</p>	<ul style="list-style-type: none"> • DEFS160 Number of two-year-olds accessing childcare through the Flying Start programme (EFS) 	
<p>1.2 Supporting people in poverty to get the support they need / help they are entitled to</p>	<ul style="list-style-type: none"> • Percentage of people supported through FASS (Financial Assistance and Support Service) where support has resulted in increased income through claims for additional/increased benefits and allowances (CEX) • Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX) 	<p>1.2.1 Support eligible residents to receive financial help through the Council Tax Reduction Scheme and to pay their energy bills by administering the UK Government's Energy Bill Support Scheme. (CEX)</p> <p>1.2.2 Raise awareness of financial support available to residents. (CEX)</p>
<p>1.3 Supporting people facing homelessness to find a place to live</p>	<ul style="list-style-type: none"> • PAM/012- Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX) • DOPS39 - Percentage of people presenting as homeless or potentially homeless for whom the Local Authority has a final legal duty to secure suitable accommodation (CEX) 	<p>1.3.1 Develop a new homeless strategy with partners to deliver new projects to prevent and reduce homelessness (CEX)</p>
<p>1.4 Supporting children with additional learning needs to get the best from their education</p>	<ul style="list-style-type: none"> • New DEFS164 - Percentage of schools that have an ALN policy in place (EFS) 	<p>1.4.1 Provide training to at least 60 school-based staff about ALN reform and how to support children with Additional Learning Needs (ALN).(EFS)</p>
<p>1.5 Safeguarding and protecting people who are at risk of harm</p>	<ul style="list-style-type: none"> • CORPB1 - Percentage of council staff completing safeguarding awareness training (CEX/All) • AD/024 - Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB) • CH/003 - Percentage of Childrens referrals where decision is made within 24 hours (SSWB) 	<p>1.5.1 Work as one Council on a strategic plan to improve our safeguarding arrangements (SSWB)(ALL)</p> <p>1.5.2 Safeguard children, young people and adults at risk of exploitation. (SSWB)</p>

Page 90	<ul style="list-style-type: none"> • New - Percentage of child protection investigations completed within required-timescales (SSWB) • New - Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB) 	
1.6 Help people to live safely at home through changes to their homes	<ul style="list-style-type: none"> • New – Average number of days taken to deliver a Disabled Facilities Grant for: <ul style="list-style-type: none"> ○ low level access showers ○ stair lifts ○ ramps ○ extensions_(CEX) • DOPS41 - Percentage of people who feel they can live more independently as a result of receiving a DFG in their home (CEX) 	1.6.1 Improve the process and access to grants for older and disabled people who need to make changes to their home (CEX)
1.7 Support partners to keep communities safe	<ul style="list-style-type: none"> • New - Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (CEX/All) • New - Number of instances where CCTV supports South Wales Police in monitoring incidents (baseline)(CEX) • New - DEFS161 - Percentage of children being released from custody who attend a suitable education, training and employment arrangement (EFS) 	1.7.1 Invest £750K 'safer streets' funding into extra CCTV, youth activities and women's self-defence classes (CEX) 1.7.2 Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EFS)

WBO 2 - A County Borough with fair work, skilled, high-quality jobs and thriving towns

Aim	Performance indicators	Commitments / projects
2.1 Helping our residents get the	<ul style="list-style-type: none"> • DEFS82 - Number of participants in the Employability Bridgend programme going into employment (COMM) 	2.1.1 Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners,

<p>skills they need for work</p> <p>Page 91</p>	<ul style="list-style-type: none"> • DEFS84 – The number of under-employed participants leaving Employability Bridgend with an improved labour market position (COMM) • New (baseline setting) - Number of referrals to the employment service in ARC (SSWB) 	<p>including in people and skills, supporting local businesses, and developing communities and place. (COMM)</p> <p>2.1.2 Employability Bridgend will work with funders and partners, including the Inspire to Work Project to deliver a comprehensive employability and skills programme (COMM)</p> <p>2.1.3 Help people with support needs to overcome barriers to work and get jobs (SSWB)</p>
<p>2.2 Making sure our young people find jobs, or are in education or training</p>	<ul style="list-style-type: none"> • DEFS80 - The number of participants in the Employability Bridgend programme supported into education or training (COMM) • PAM046 - Percentage of Year 11 leavers not in education, training, or employment (NEET) in the careers Wales annual destination statistics (EFS) 	<p>2.2.1 Increase employment and training opportunities in the County Borough for young people aged 16 to 24 years old. (COMM)</p> <p>2.2.2 Employ and develop a well-motivated, well supported, qualified social care workforce in the Council and with partners. Fill vacancies in our social care services and reduce dependence on agency workers. (SSWB)</p> <p>2.2.3 Bridgend Music Service will further develop links with universities and conservatoires to develop music skills in young people that lead to jobs (EFS)</p>
<p>2.3 Improving our town centres, making them safer and more attractive</p>		<p>2.3.1 Deliver a further £1.3m of Transforming Towns investment across our town centres in partnership with Welsh Government over the next three years to improve the economic sustainability of our town centres. (COMM)</p> <p>2.3.2 Prioritise the replacement of the Penprysg Road Bridge and removal of the level crossing in Pencoed and seek funding from UK Government for this project. (COMM)</p> <p>2.3.3 Redevelop Bridgend Central Station including improving the front public area with a transport interchange at the rear, providing links between bus services and trains, in partnership with Welsh Government and Network Rail. (COMM)</p>

<p>2.4 Attracting investment and supporting new and existing local businesses</p>	<ul style="list-style-type: none"> • New - Number of businesses receiving support through Shared Prosperity Funding (COMM) • New - Number of business start-ups assisted (COMM) • New - Number of local businesses attending procurement workshops (Annual) (CEX) • New - Local spend on low value BCBC procurement and contracts under £100,000) (CEX) 	<p>2.4.1 Invest in business start-ups in the County Borough by providing both professional and grant support, supporting key growth sectors like research and development, finance and the green economy. (COMM)</p> <p>2.4.2 Helping local businesses to tender for public sector work through our Supplier Relation Management (SRM) project and external procurement webpage, supporting local businesses to be viable post-covid (CEX)</p> <p>2.4.3 Work with the Cardiff City Region (CCR) and its 10 local authorities to think regionally about planning, transport and economic development (COMM)</p>
<p>2.5 Making the council an attractive place to work</p>	<ul style="list-style-type: none"> • Staff survey – Culture CED29 - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel every department is working towards the same common goal b) I am satisfied with BCBC as an employer c) Working here makes me want to perform to the best of my ability d) I feel that BCBC values its employees' ideas and opinions e) Do you think there are opportunities for two-way communication to discuss and raise ideas and issues? • Staff survey – Employee Wellbeing New - Percentage of staff reporting through survey that they agree or strongly agree with the statement: a) I feel supported to manage my personal wellbeing whilst in work: b) The council is dedicated to taking positive action to support employees achieve a positive sense of wellbeing in their working lives. 	<p>2.5.1 Improve the Council 's culture as an employer, offering fair work opportunities to current and potential employees. Use the views of our workforce to make improvements, develop and motivate employees and improve staff retention. (CEX)</p>

	<ul style="list-style-type: none">• New - Number of sign up of new subscribers to the staff extranet (CEX)	
2.6 Ensuring employment is fair, equitable and pays at least the real living wage	<ul style="list-style-type: none">• New - Number of real living wage employers identified (by size of contract) (CEX)	2.6.1 Encourage our suppliers to become real living wage employers (CEX) 2.6.2 Encourage employers to offer growth/ training options to employees (CEX)

WBO3 - A County Borough with thriving valleys communities

Aim	Performance indicators	Commitments / projects
<p>3.1 Investing in town centres, including Maesteg town centre</p>	<ul style="list-style-type: none"> • New - Number of commercial properties assisted through the enhancement grant scheme (COMM) 	<p>3.1.1 Complete a Placemaking Strategy for Maesteg town centre to improve the environment and support future investment bids. (COMM)</p> <p>3.1.2 Develop a commercial property enhancement grant for all valley high streets, to make them look better and bring properties back into commercial use. (COMM)</p>
<p>3.2 Creating more jobs in the Valleys</p>		<p>3.2.1 Develop funding bids for our valleys, to enhance the economy and stimulate new job opportunities. (COMM)</p> <p>3.2.2 Increase the amount of land and premises available for businesses, including industrial starter units, in the Valleys. (COMM)</p> <p>3.2.3 Provide new facilities for supported training for people with learning disabilities at Wood B and B-Leaf in Bryngarw (SSWB)</p>
<p>3.3 Improving community facilities and making them more accessible</p>	<ul style="list-style-type: none"> • New - Value of investment with CATs in Valleys (COMM) • New - Number of visits to venues for all purposes (SSWB) 	<p>3.3.1 Progress with Community Asset Transfers in the valleys, including Llangynwyd Playing Fields, to protect these valuable community assets for future generations. (COMM)</p> <p>3.3.2 Redevelop the Ewenny Road site, including new and affordable homes, an enterprise hub, open space and green infrastructure, in partnership with the adjoining landowner. (COMM)</p> <p>3.3.3 Deliver additional activities in community venues in the Valleys, including digital activities. (SSWB)</p> <p>3.3.4 Increase participation in physical and mental wellbeing programmes and leisure activities at Maesteg Town Hall, Garw and Ogmere Valley Life Centre, Maesteg Swimming Pool and Maesteg Sports Centre (SSWB)</p>

<p>3.4 Improving education and skills in the valleys</p>		<p>3.4.1 Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmere Vale and Pontycymmer. (EFS)</p> <p>3.4.2 Open Welsh-medium childcare in the Ogmere Valley and Bettws, with 32 full-time-equivalent childcare places. (EFS)</p>
<p>3.5 Investing in our parks and green spaces and supporting tourism to the valleys</p>		<p>3.5.1 Develop a regeneration strategy for the valleys (including Ogmere and Garw Valleys).(COMM)</p> <p>3.5.2 Work with the Cwm Taf Nature Network Project to improve access to high quality green spaces (COMM)</p>
<p>3.6 Encourage the development of new affordable homes in the valleys</p>	<ul style="list-style-type: none"> • New - Number of affordable homes built in the Valleys (CEX) 	<p>3.6.1 Promote and encourage the development of new social housing in the valleys. (CEX)</p> <p>3.6.2 Encourage the development of self-build homes on infill plots, to increase the range of housing available (COMM)</p>

WBO4 - A County Borough where we help people meet their potential

Aim	Performance indicators	Commitments / projects
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 96</p> <p>4.1 Providing safe, supportive schools with high quality teaching</p>	<ul style="list-style-type: none"> • New - DEFS156 – Number of schools judged by Estyn to be in ‘significant improvement’ or ‘special measures’ • PAM032 - Average ‘Capped 9’ score for pupils in Year 11 • EDU016a/PAM007 Pupil attendance in primary schools (percentage) • EDU016b/PAM008 Pupil attendance in secondary schools (percentage) • EDU010a Percentage of school days lost due to fixed-term exclusions during the school year in primary schools • EDU010b Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools • DEFS155 percentage of schools that have self-evaluated themselves as ‘green’ as part of their annual safeguarding audit 	<p>4.1.1 Help schools achieve their improvement plans by analysing needs and offering training to address this, ensuring that all schools will be judged by Estyn as ‘not requiring any follow-up’ (EFS)</p> <p>4.1.2 Ensure all local schools are rated as green following their safeguarding audit and provide support they need to improve (EFS)</p> <p>4.1.3 Make additional digital learning training available to all school staff to improve teaching and learning in our schools (EFS)</p> <p>4.1.4 Improve the digital offer to young people, including youth led interactive website (EFS)</p>
<p>4.2 Improving employment opportunities for people with learning disabilities</p>		<p>4.2.1 Give young adults with learning disabilities a chance to try activities, gain new skills and fulfil their potential working across the Council and partners (SSWB)</p>
<p>4.3 Expanding Welsh medium education opportunities</p>	<ul style="list-style-type: none"> • DEFS138 Percentage of Year 1 pupils taught through the medium of Welsh • New - DEFS157 Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4 	<p>4.3.1 Deliver the actions in the Welsh Language Promotion Strategy and WESP (EFS)</p>

<p>Page 8</p>	<ul style="list-style-type: none"> New - DEFS158 Number of learners studying for Welsh as a second language 	
<p>4.4 Modernising our school buildings</p>		<p>4.4.1 Enlarge Ysgol Gymraeg Bryn Ogwr to a 2.5 form-entry new build off Ffordd Cadfan in Brackla (EFS)</p> <p>4.4.2 Provide a new build for Mynydd Cynffig Primary School at the junior site in Kenfig Hill (EFS)</p> <p>4.4.3 Enlarge Ysgol Ferch o'r Sger to a two form-entry new build on the existing school site (EFS)</p> <p>4.4.4 Provide a new two form entry English-medium school at Marlas Estate, Cornelly, to replace the existing Afon Y Felin and Corneli Primary Schools. (EFS)</p> <p>4.4.5 Relocate Heronsbridge School to a new build 300 place school at Island Farm (EFS)</p>
<p>4.5 Attract and retain young people into BCBC employment</p>	<ul style="list-style-type: none"> DOPS36 - Number of apprentices employed across the organisation (CEX) New - Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX) 	<p>4.5.1 Work with local schools to promote the Council as an employer and promote apprenticeships (CEX)</p>
<p>4.6 Offering youth services and school holiday programmes for our young people</p>	<ul style="list-style-type: none"> New - Participation in targeted activities for people with additional or diverse needs (SSWB) New - Participation in the national free swimming initiative for 16 and under New - Participation in active for life and holiday playworks programmes 	<p>4.6.1 Make our leisure and culture programmes more accessible to children with additional needs (SSWB)</p> <p>4.6.2 Extend the food and fun programme in Summer 2023 to at least 80 pupils (EFS)</p>
<p>4.7 Work with people to design and develop services</p>		<p>4.7.1 Support communities to develop their own services (SSWB)</p> <p>4.7.2 Develop our future wellbeing programmes with people who are going to use them (SSWB)</p>

<p>4.8 Supporting and encouraging lifelong learning</p>	<ul style="list-style-type: none"> • New - DEFS159 Percentage of learners enrolled in local authority community learning per 1,000 adult population (EFS) 	<p>4.8.1 Run more sessions that communities have expressed an interest in – provide 20 more in-person training sessions (EFS)</p>
<p>4.9 Being the best parents we can to our care experienced children</p>	<ul style="list-style-type: none"> • SSWB48 Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the <ul style="list-style-type: none"> a)12 months since leaving care b)13- 24 months since leaving care (SSWB) • CH/052 - Percentage care leavers who have experienced homelessness during the year (SSWB) 	<p>4.9.1 Give care experienced children love, care, safe homes to live in and opportunities to try new activities, gain new skills and fulfil their potential working across the Council and partners (SSWB)</p> <p>4.9.2 Develop a Corporate Parenting strategy with care experienced children to explain what public services will do to help them meet their potential and celebrate rights of passage (SSWB)</p>

WBO5 - A County Borough that is responding to the climate and nature emergency

Aim	Performance indicators	Commitments / projects
5.1 Moving towards net zero carbon, and improving our energy efficiency	<ul style="list-style-type: none"> • New – Reduction in emissions (COMM) <ul style="list-style-type: none"> ○ Buildings ○ Fleet & equipment ○ Streetlighting ○ Business travel ○ Commuting ○ Homeworking ○ Waste ○ Procured goods and services • DCO20.01 Annual Gas Consumption across the Authority (kWh) • DCO20.02 Annual Electricity Consumption across the Authority (kWh) • DCO20.03 Annual CO2 related to gas consumption across the Authority (tonnes) • DCO20.04 Annual CO2 related to electricity consumption across the Authority (tonnes) • Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS) 	<p>5.1.1 Keep reducing our carbon footprint by changing our Council vehicles to electric and further energy efficiency schemes. (COMM)</p> <p>5.1.2 Use feedback from the consultation to agree an Air Quality Action Plan and start work on the measures to improve air quality along Park Street. (CEX SRS)</p> <p>5.1.3 Build five new net zero carbon schools. (EFS)</p> <p>5.1.4 Deliver more frontline social care services with workers using the Council’s electric vehicles. (SSWB)</p> <p>5.1.5 Invest in energy efficiency improvements to Council buildings including schools. (COMM)</p>
5.2 Protecting our landscapes and open spaces and planting more trees	<ul style="list-style-type: none"> • New - The number of green flag parks (target set to maintain) (COMM) • New - The number of blue flag beaches (target set to maintain) (COMM) 	<p>5.2.1 Deliver projects such as woodland protection, develop and protect our natural environment in partnership with our communities as part of our Bridgend Biodiversity Plan. (COMM)</p> <p>5.2.2 Work with the Cwm Taf Nature Network Project to enhance and improve access to high quality green spaces in our County Borough. (COMM)</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 109</p>		<p>5.2.3 Plant a further 10,000 trees a year and provide a Community Planting Scheme to green our County Borough. (COMM)</p>
<p>5.3 Improve the quality of the public realm and built environment through good placemaking principles</p>	<ul style="list-style-type: none"> • PAM/018 Percentage of all planning applications determined within 8 weeks • PAM/019 Percentage of planning appeals dismissed 	<p>5.3.1 Adoption of the Replacement Local Development Plan (COMM)</p>
<p>5.4 Reducing, reusing or recycling as much of our waste as possible</p>	<ul style="list-style-type: none"> • DCO20.05 – Percentage of street cleansing waste prepared for recycling (COMM) • PAM/030 – Percentage of municipal waste collected by local authorities <ul style="list-style-type: none"> ○ prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way ○ prepared for reuse ○ prepared for being recycled ○ as source segregated biowastes that are composted or treated biologically in another way • PAM/043 - Kilograms of residual waste generated per person (COMM) • PAM/010 – Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness (COMM) 	<p>5.4.1 Develop our Future Waste Services Model, improving our recycling targets further and converting our vehicles. We will consult on the options with residents in 2024 (COMM).</p> <p>5.4.2 Ensure that the new Community Recycling Centre at Pyle is opened. (COMM)</p>

<p>5.5 Improving flood defences and schemes to reduce flooding of our homes and businesses</p>	<ul style="list-style-type: none">• New - Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings (COMM)	<p>5.5.1 Invest in and improve flood mitigation measures in our valleys communities to reduce the flood risk. (COMM)</p>
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WBO6 – A County Borough where people feel valued, heard and part of their community

Aim	Performance indicators	Commitments / projects
<p>6.1 Celebrating and supporting diversity and inclusion and tackling discrimination</p>	<ul style="list-style-type: none"> New - Percentage of council staff completing Introduction to Equality and Diversity E-Learning. 	<p>6.1.1 Finish work on current strategic equalities plan and work with communities to develop a new one, supporting WG on race equality and LGBTQ+ action plans (CEX)</p> <p>6.1.2 Establish new BCBC staff groups for people with protected characteristic (CEX)</p>
<p>6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them.</p>	<ul style="list-style-type: none"> New - Public consultation (budget) - Percentage of participants who answered positively: How effective do you think we have been in meeting our aim of being citizen-focused over the last 12 months? New - Level of engagement (Welsh / English) <ul style="list-style-type: none"> a) across consultations b) with corporate communications to residents c) across all corporate social media accounts 	<p>6.2.1 Review how we communicate and engage with residents, including children and young people to help us become more customer focused and responsive. (CEX)</p> <p>6.2.2 Provide new opportunities for the community to engage with us on our regeneration plans, holding workshops with key stakeholders including town councils, learners and community groups. (COMM)</p> <p>6.2.3 Develop the Bridgend County Borough Council Climate Citizens Assembly to allow communities to shape our 2030 Net Zero Carbon Agenda. (COMM)</p>
<p>6.3 Offering more information and advice online, and at local level, and making sure you can talk to us and hear from us in Welsh</p>	<ul style="list-style-type: none"> CED5 - Percentage first call resolutions (via Customer Contact Centre) New - Number of online transactions using the digital platform New - Number of hits on the corporate website New - Percentage of staff with Welsh language speaking skills New - Percentage of council staff completing Welsh Language Awareness E-Learning. 	<p>6.3.1 Develop more community hubs in libraries and other Council buildings so that residents can get more information and help without travelling to Civic Offices (CEX)</p>

<p>6.4 Helping clubs and community groups take control of and improve their facilities and protect them for the future.</p>	<ul style="list-style-type: none"> • DCO16.8 - Number of council owned assets transferred to the community for running (CATs) (COMM) • New - Value of investment with CATs (COMM) • New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) 	<p>6.4.1 Invest a further £400k in Community Asset Transfers and support clubs and Community Groups with equipment grants to improve and safeguard the facilities. (COMM)</p> <p>6.4.2 Develop a more coordinated approach with partners to helping people find activities and groups in their communities. (SSWB)</p>
<p>6.5 Becoming an age friendly council</p>		<p>6.5.1 Make Bridgend County Borough a great place to grow old, working with partners to improve leisure activities, accessible housing, care, and support as an Age Friendly Council. (SSWB)</p>

WBO7 - A county borough where we support people to be healthy and happy

Detail / aim	Performance indicators	Commitments / projects
7.1 Improving active travel routes and facilities so people can walk and cycle	<ul style="list-style-type: none"> • New active travel routes (length in KM) (COMM) 	7.1.1 Improve sustainable and active travel choices, including the Metrolink bus facility in Porthcawl, to increase connectivity and greener travel choices. (COMM)
7.2 Offering attractive leisure and cultural activities	<ul style="list-style-type: none"> • New - Number of visits by older adults to physical activity opportunities supported (SSWB) • New - Number of individuals who commence programmes and complete 16 weeks of activity (SSWB) • New - Percentage of pupils who participate in three or more occasions of activity per week (FG Indicator 38 Sport Wales School Sport Survey data) (SSWB) • New - Participation in the summer reading challenge in libraries (SSWB) • New - Participation in Childrens events in libraries (SSWB) 	<p>7.2.1 Redevelop Porthcawl Grand Pavilion to increase the use of the new facilities and extend social and leisure facilities, in partnership with Awen Cultural Trust.(COMM)</p> <p>7.2.2 Develop an active leisure offer for older adults to improve physical and mental wellbeing. (SSWB)</p> <p>7.2.3 Increase the use of the exercise referral programme by people who may have found it hard to participate in the past. (SSWB)</p> <p>7.2.4 Complete the refurbishment of Pencoed library and provide investment into library services. (SSWB)</p> <p>7.2.5 Develop a long-term Active Bridgend plan and leisure strategy. (SSWB)</p>
7.3 Improving children's play facilities and opportunities	<ul style="list-style-type: none"> • New - Value of investment in play areas (COMM) • New - Number of play areas that have been refurbished (COMM) 	<p>7.3.1 Improve the quantity and quality of play opportunities. We will Invest in all children's play areas and make sure inclusive play equipment is provided to allow opportunities for all. (SSWB/COMM)</p> <p>7.3.2 Roll-out the Dare2Explore project in at least 1 more school. (EFS)</p>

Page 705		7.3.3 We will increase the range of after school music ensembles and activities to ensure more pupils benefit from this provision. (EFS)
7.4 Providing free school meals and expanding free childcare provision	<ul style="list-style-type: none"> • New DEFS163 - Percentage of nursery, reception, year 1 and year 2 learners offered a free school meal (EFS) • New DEFS162 - Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EFS) 	<p>7.4.1 Provide free school meals to all primary school learners by September 2024. (EFS)</p> <p>7.4.2 Work with childminders, nurseries and others to roll-out universal childcare for all two-year-olds. (EFS)</p>
7.5 Integrating our social care services with health services so people are supported seamlessly	<ul style="list-style-type: none"> • New - Number of people delayed in their transfer of care on the 'discharge to recover and assess' pathways (SSWB) 	7.5.1 Work even more closely with the NHS so all people receive the right health or care service at the right time. (SSWB)
7.6 Improving the supply of affordable housing	<ul style="list-style-type: none"> • New - Number of completed affordable new build dwellings provided by RSLs (Annual) (CEX) • New - Total number of empty properties returned to use with local authority intervention (CEX) 	<p>7.6.1 Increase the number of affordable homes in Bridgend County Borough in partnership with Welsh Government and social landlords. (CEX)</p> <p>7.6.2 Get a better understanding of housing and support needs and work with social landlords to provide homes to suit those needs. (CEX)</p> <p>7.6.3 Improve the way we deal with empty homes. (CEX)</p>

Section 2 – Demonstrating our 5 Ways of Working (WOWs)

WOW	Performance indicators	Commitments / projects
<p>1) Better and more targeted use of resources</p>	<p>Workforce Data</p> <ul style="list-style-type: none"> • The percentage of staff that have completed a Personal Review/Appraisal (excluding school staff) • The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence, <p>Asset management data (capital receipts, building compliance, carbon etc)</p> <ul style="list-style-type: none"> • DCO16.9 Realisation of annual capital receipts targets (COMM) • New- Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM) <p>Business continuity / resilience</p> <ul style="list-style-type: none"> • DOPS34abc Network Availability (CEX) <p>Procurement</p> <ul style="list-style-type: none"> • Climate change standards, Social value, Circular economy <p>Finance measures</p> <ul style="list-style-type: none"> • CORP6.1.1 Budget reductions achieved 	<p>Develop clear and agreed actions to address recommendations from regulators, including</p> <ul style="list-style-type: none"> • Workforce strategy (and specific social services recruitment) • Asset management improvements • Procurement review Audit Wales • Performance management improvement plan • Digital strategy • MTFS / Capital Strategy
<p>2) One council, working well together with partners</p>		<ul style="list-style-type: none"> • A collaborative approach to achieving aims, establishment of regional PSB, TCCs, RPB, Corporate Parenting, Awen & Halo, third sector • Town and Community Council Review

<p>Improving communication, engagement and responsiveness</p>	<ul style="list-style-type: none"> • Response to consultations • Use of citizens panel • Use of different channels • Customer service measures (including resolution at first point of contact) • Customer satisfaction measures 	<ul style="list-style-type: none"> • Communications peer review - including officer and member relations • Public participation strategy • Giving people different ways of engaging with council services and information (self-serve and self-help) • Customer care strategy - Develop a range of BCBC service standards to measure the things the public care about • Improvement of the way we respond to our elected members • Enhance our customer satisfaction measurement • Promoting the Welsh language
<p>4) Supporting and empowering communities</p>	<ul style="list-style-type: none"> • New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB) (see <i>aim 6.3</i>) <p>Local Procurement (<i>see aim 2.4</i>)</p> <ul style="list-style-type: none"> • New - Number of local businesses attending procurement workshops (Annual) (CEX) • New - Local spend on low value BCBC procurement and contracts under £100,000) (CEX) 	<ul style="list-style-type: none"> • Support communities to develop their own services by engaging with service users including carers • Through Employability Team helping our residents get the skills they need for work - Employability • Help communities become more resilient, so more people will find help and support they need in their community, with the 3rd sector. • Supporting the local economy by helping local businesses to tender for public sector work through our SRM project and external procurement webpage,
<p>5) Protecting the services that matter to you the most</p>	<ul style="list-style-type: none"> • Budget and staff survey PIs • Schools' consultations 	<ul style="list-style-type: none"> • Encourage people, communities, children and young people to talk to the Council about issues that are important to them, and influence the decisions that affect their lives

Appendix 2 - Bridgend County Borough Council Performance Framework

This document outlines Bridgend County Borough Council's Performance Management Framework. It explains what we do to monitor and report our performance, sets out the roles and responsibilities for performance in the council and outlines the timetables for reporting, challenge and publication of performance information.

In a time of decreasing budgets and increasing demand for council services, effective performance management becomes even more important.

The document is divided into two sections. The first section emphasises the importance of effective performance management within the organisation. It also explains our approach to performance management, the 'Plan, Do, Review' cycle and the way we measure and explain our progress against our corporate plan.

The second section is a practical guide, outlining the specific responsibilities and expectations of each role in the organisation. There is a section for every role, to help you understand what you need to do, when and why. You may also want to read the sections for other roles, whether you are:

- A member of the public
- An elected member
- A member of staff

We encourage you to read this document as it serves as a valuable resource to help deepen your understanding of both performance management and your own role and responsibilities.

For more information on anything in this document

Please feel free to contact the Corporate Performance Team. We are happy to help and provide any extra information you need.

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Why is performance important?

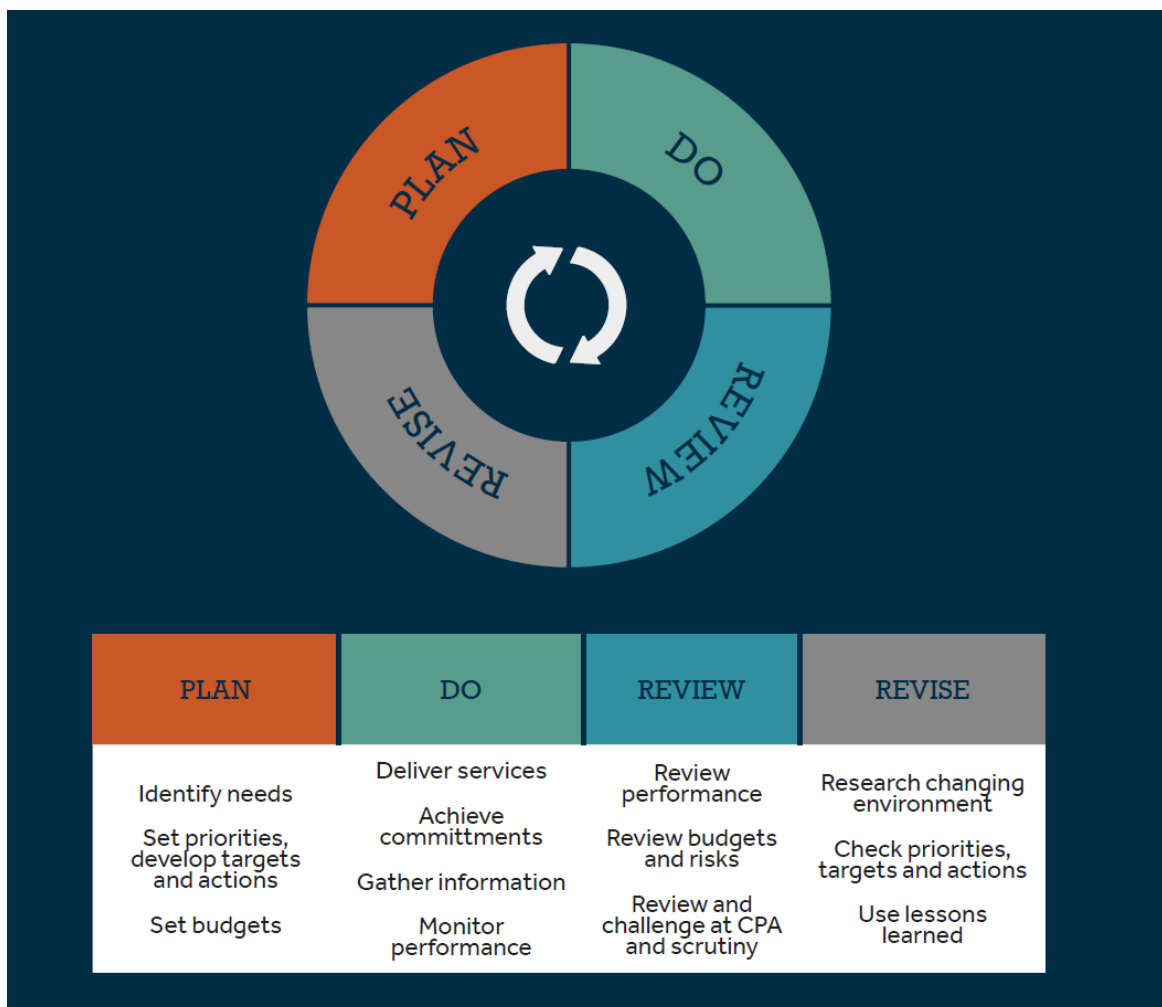
Performance management is defined as ‘taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be’ (Source IDeA).

Performance management is important because it:

- Demonstrates our priorities and if we are achieving them
- Is a requirement of our stakeholders and regulators
- Helps motivate and engage staff and assign accountability
- Allows us to identify and rectify poor performance
- Helps us learn from past performance and improve future performance

Performance Management Approach

We take a systematic approach to performance management, following the industry-recognised ‘plan-do-review-revise’ cycle.

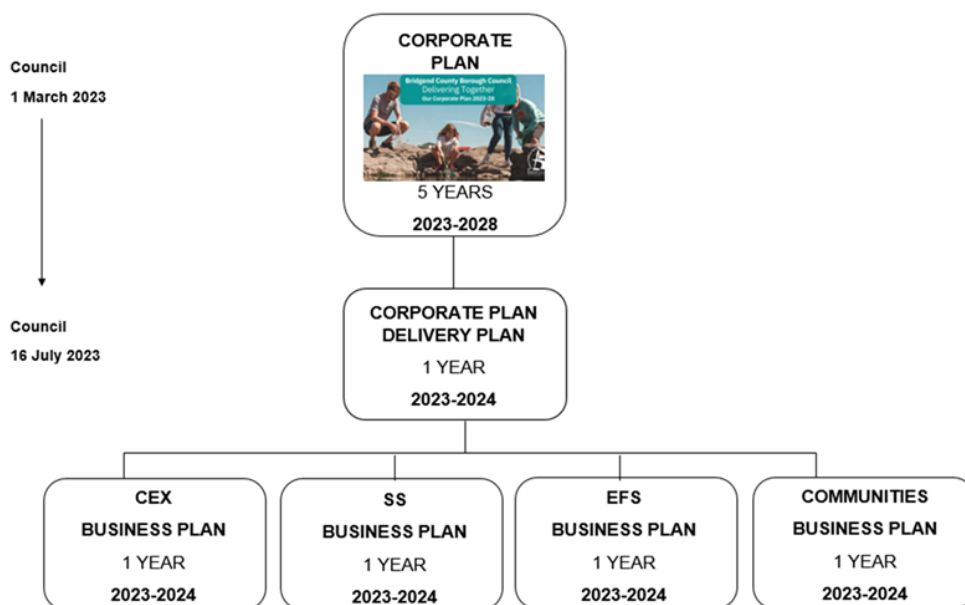


*CPA: Corporate Performance Assessment

Plan, do, review – What do we measure, where does it go?

Plan

We write plans at several levels to make sure we have clear priorities and know how we are going to achieve them. Our hierarchy of plans looks like this



Corporate Plan and delivery plan

Every five years the Council publishes a new Corporate Plan. It is informed by the Wellbeing of Future Generations Act and a range of other data and evidence. It describes the challenges the Council is facing, how we will work, our priorities for delivery and what success will look like. Our Corporate Plan 2023-28 was agreed by Council in March 2023 and sets out the Council’s priorities (which are the Council’s 7 wellbeing objectives and 5 ways of working), outcomes and success measures. The way we test how well we are doing against each wellbeing objectives looks like this –

Wellbeing Objective Five - A County Borough that is responding to the climate and nature emergency		
	Commitments	Performance Indicators
Aim 1 – Moving towards net zero carbon, and improving our energy efficiency	5 projects	6 PI
Aim 2 – Protecting our landscapes and open spaces and planting more trees	3 projects	2 PIs
Aim 3 – Improving the quality of the built environment through good placemaking principles	1 project	2 PIs
Aim 4 – Reducing, reusing or recycling as much of our waste as possible	2 projects	4 PIs
Aim 5 – Improving flood defences and schemes to reduce flooding in our homes and businesses	1 project	1 PI

Directorate Business Plans and Service Plans

Directorate business plans are the action plans to help us achieve the Council's Corporate Plan. Each plan outlines the contribution that the directorate will make to achieve the Council's well-being objectives. It sets out key milestones against the commitments and details the performance indicators and targets. The plans also outline other directorate priorities and performance measures which are not aligned to the wellbeing objectives. CMB and directorate management teams are responsible for developing directorate business plans, which are then challenged by Corporate Management Board and scrutinised by Scrutiny chairs at CPA.

Service plans translate directorate objectives into service targets and operational activity, aligning with finance, workforce, and risk issues. Heads of Service and Group Managers are responsible for producing their service and group delivery plans.

Employee Appraisals

Employee appraisals help members of staff understand how they contribute to the council's priorities and make sure that we have clear and agreed actions to achieve all of our wellbeing objectives.

Do - Implementing and Monitoring Our Plans

The 'do' stage of performance management is about carrying out action and monitoring performance in delivering our plans. Regular performance monitoring is vital to achieve our planned outcomes, as it allows for immediate action or corrections where things aren't going to plan.

Corporate Plan

It is the responsibility of the Corporate Management Board (CMB) and Cabinet to lead the implementation and monitoring of progress on our corporate wellbeing objectives.

Directorate / Service / Employee Appraisals

Corporate Directors and their Directorate Management Teams (DMTs) are responsible for delivering their business plans and monitoring progress. It is the responsibility of the relevant Head of Service/Group Manager to deliver and monitor the progress of service or group plans. It is the responsibility of managers and employees to undertake and monitor individual objectives, as agreed in appraisals. Regular one-to-one meetings between employees and managers should also take place throughout the year. This ensures that all employees are undertaking their duties and can adjust their work plan where needed based on the 'corrective action' cascaded down from corporate, directorate or service level.

Review

The review stage assesses whether we are on course to deliver our wellbeing objectives and meet targets. It also identifies opportunities for improvement.

Corporate Performance Assessment (CPA)

Corporate Performance Assessment (CPA) is done quarterly, attended by Cabinet Members, members of the Corporate Management Board, Heads of Service, Chairs of Scrutiny Committees, and Group Leaders. It is supported by Corporate Performance team to:

- demonstrate the Council's performance, effectiveness, and impact.
- identify cross-cutting issues and overspends that affect more than one area.
- critically challenge areas of poor performance; and
- identify improvement opportunities, risks and resource implications.

Scrutiny by Overview and Scrutiny Committee(s)

The Council's Corporate Overview and Scrutiny Committee receives information reports on the Council's performance quarterly in line with CPA. The Council's Corporate Performance Team prepares the reports for the Committee, which are used to inform the Committee's forward work programme. During the year, directorate/service performance is also scrutinised by Subject Overview and Scrutiny Committees. It is the responsibility of the directorate business support team to prepare required performance information for the Subject Overview and Scrutiny Committees.

Directorate Performance Review

Directorate Management Teams (DMT) meetings regularly report and scrutinise performance against their directorate business plans. These meetings are chaired by the relevant Corporate Director and supported by the directorate business support teams. It is the responsibility of the Corporate Director to ensure effective review at the directorate level. The business support teams are responsible for providing accurate and timely performance information for the directorate review.

Service/Group/Employee Performance Review

Service or group meetings regularly report and scrutinise performance against their service plans. It is the responsibility of the Head of Service and their managers for effective review at the service or group level. The business support teams are responsible for providing accurate and timely information.

Employee appraisals are formal review meetings between individuals and their line managers. Managers and employees are jointly responsible in ensuring that appraisals and 6 monthly review meetings occur within the corporate timescales.

Regulatory tracker

To ensure that the outcomes of all audits, reviews and inspections are recorded, a regulatory tracker has been developed. This includes the outcome of inspections by Estyn, Care Inspectorate Wales and HM Inspectorates for Probation and Prisons as well as Audit Wales' work. Actions are considered and scrutinised at Corporate Management Board and Cabinet and Governance and Audit Committee receive 6-monthly updates each January and July.

Revise

This stage is about analysing and learning from the information we have gained during the 'review' stage.

We pull information together from quarterly and annual performance information, and from various other sources, including service users' feedback and findings of external inspections and audit. This is done through the formal, annual corporate self-assessment process.





We analyse what has and hasn't worked and use this to develop options for change. Based on our analysis, 'revisions' can be made at any level of the Council, from corporate priorities right through to individuals' own personal objectives. These may include a redistribution of resources, revised plans and timescales, or even a revision to our objectives and priorities in the next round of planning.

How will we mark or score ourselves

We have one simple scale for how we mark or score the council's performance. Because overall judgements, commitments and performance indicators are measured differently, the colours or judgements have different descriptions depending on which type of performance you are reviewing.

	What does this Status mean?		
	Overall / self-assessment performance	Commitments, projects or improvement plans	Performance Indicators
COMPLETE	Not applicable	Project is completed	Not applicable
EXCELLENT	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
GOOD	Strong features, minor aspects may need improvement	Minor issues. One of the following applies - deadlines show slippage, project is going over budget or risk score increases	On target
ADEQUATE	Needs improvement. Strengths outweigh weaknesses, but important aspects need improvement	Issues – More than one of the following applies - deadlines show slippage, project is going over budget or risk score increases	Off target (within 10% of target)
UNSATISFACTORY	Needs urgent improvement. Weaknesses outweigh strengths	Significant issues – deadlines breached, project over budget, risk score up to critical or worse	Off target (target missed by 10%+)

For performance indicators, we will also show trends in performance so you can see how we are doing compared with the same period last year.

Trend	Meaning
	Improved performance
	Maintained performance (includes those at maximum)
	Declined performance (by less than 10%)
	Declined performance (by 10% or more)

Corporate Plan performance

Each quarter, the corporate performance team and directorate performance teams work together to produce a performance dashboard. This includes –

- A detailed review of progress against the Corporate Plan
- A summary of the current budget position
- An update on key directorate issues which have an impact on service performance
- An update on current directorate risks
- An update on new and ongoing consultation, engagement, and involvement exercises
- An update on progress against regulator recommendations

As well as the detailed information, the corporate performance team will provide a 'heat map' showing performance for each wellbeing objective in a single, simple diagram. This will help CMB and elected members to identify and better understand patterns in performance and diagnose where things need to be changed.

Wellbeing Objective 1						
	Commitments			Performance indicators		
	1	2	3	1	2	3
Aim 1						
Aim 2						
Aim 3						
Aim 4						
Aim 5						

The performance timetable in practice

By when				By who	What	Why
Q1	Q2	Q3	Q4			
30 June 23	30 Sept 23	31 Dec 23	31 March 24	Corporate Performance	Agree and communicate timetables CPA timetable to be prepared and circulated	Ensure common understanding of deadlines and requirements
	5 Nov 23	6 Feb 24	tbc	Collating officers, Responsible Officers, supported by Performance Champions and Business Managers	Collate performance data Produce accurate PI data following guidance for calculation and including evidence where possible. Ensure data is validated and entered in the performance management system (PMS), is authorised and approved. Add comments to support data, for those that are off target or where performance is worsening Update commitments and their milestones / activities in PMS and provide BRAYG status	To ensure accurate, real time data is available on the PMS, allowing performance reports to be produced to populate directorate dashboards.
n/a	14 Nov 23	16 Feb 24	tbc	Corporate Performance Team	Create draft dashboards Run system reports to produce dashboard. Check for missing data, ensure trends are accurate. Check commitments to ensure comments are comprehensive, and the BRAYG is fair given the evidence provided and linked milestone progress Add other dashboard elements such as sickness information, regulatory tracker, budgets. Complete dashboard summary information with BRAYG analysis / performance heatmaps to inform judgements.	To pull information together in a comprehensive and consistent format To check for gaps / inconsistencies To provide an initial challenge on comments and BRAYG ratings before formal member challenge To allow for analysis of overall performance in the period
n/a	21st Nov 2023	23rd Feb 2024	tbc	Corporate Director/ Heads of Service supported by	Director input and sign off Review dashboard and address any requests highlighted by the performance team	To ensure consistency / accuracy

Page 117				Business Managers	Update Regulatory Tracker information and BRAYG Provide overall Director Comments and produce short performance summary presentation for CPA	To allow for a broad understanding of Directorate Performance / prepare for CPA To respond to initial challenges from the performance team
n/a	28th Nov 2023	1st March 2024	tbc	Corporate Performance	Papers circulated for CPA <ul style="list-style-type: none"> • Agenda • Performance dashboards • Directorate summaries 	To collate all relevant information into one place To allow for well informed and constructive member challenge
n/a	4 th Dec 2023	7 th March 2024	tbc (June 2024)	CMB members Heads of Service Cabinet Chairs of Scrutiny committees	CPA meeting Broad presentation on each directorate's challenges, achievements and performance (focusing in turn on the RAYG rated indicators and commitments) Consideration of more detailed performance dashboards Constructive Member challenge and officer responses	To raise member awareness of performance issues and allow for challenge / political perspectives To ensure effective monitoring / management of performance To improve decision making and drive performance improvement
n/a	7 th Dec 2023	14 th March 2023	tbc	Corporate Performance team	Papers circulated for COSC <ul style="list-style-type: none"> • Cover / summary report • Performance dashboards • Feedback from CPA 	To collate all relevant information into one place and allow for well informed and constructive scrutiny member challenge
n/a	14 th Dec 2023	21 st March 2024	tbc		COSC meeting Present performance overview report and feedback from CPA	To raise scrutiny awareness of performance and allow for challenge / political perspectives To ensure effective monitoring / management of performance To improve decision making and drive performance improvement

I am a Member of the Public

As a member of the public I expect:

- High quality services that meet my needs.
- Access to up-to-date performance information that is easy to understand.

I have a role to play and I can contribute by:

- Taking part in council consultations and telling them what's important to me.
- Taking responsibility for my own actions and supporting the council's work
- Challenging the council's performance and letting them know where things can be done better.

How do I do this?

- Find consultations on the council's website
- Follow us on all of our social media platforms
- Read and act on our performance priorities and reviews including 'how can I help' sections e.g. in our Corporate Plan and our annual corporate self-assessment
- View our quarterly performance reports in Cabinet or Scrutiny meetings
- You can let the council know what you think at any time in any number of ways:
 - Online: General Enquiries Form on our website.
 - Complaints, compliments and feedback
 - Phone: 01656 643643 (Monday to Friday, 8:30am to 5pm).
 - Write to us: Bridgend County Borough Council, Angel St, Bridgend CF31 4WB
 - Talk to your councillor: Find your councillor - www.bridgend.gov.uk

I am an Elected Member

As an elected member I expect:

- Reliable information, advice and support from council officers to help me make decisions and carry out my role.
- Accurate, accessible and up to date performance data on how services are performing and whether we are achieving our aims in the corporate plan
- To be kept informed of issues affecting my ward or the whole Borough

I am responsible for:

- Reviewing the performance documents and dashboards that are produced
- Challenge, ask questions, scrutinise & make recommendations for change
- Informing, approving and owning the Corporate Plan, Delivery Plan and Self-assessment
- Supporting officers in service delivery and monitoring progress to ensure citizens' needs are met
- Liaising and working directly with Cabinet Members and Group Leaders
- Using the councillor portal to report issues

How do I do this?

- Read meeting papers and performance documents to keep informed
- Participate in meetings, representing the voice of the citizen.
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the information in Performance Reports to challenge on issues, help inform decisions and identify ways to make improvements.

I am a Cabinet Member

As a Cabinet member I expect:

- Reliable information, advice and support from council officers to help me make decisions and carry out my role.
- Detailed and regular briefings and performance information to provide an understanding of my portfolio and inform policy decision making
- Accurate, accessible and up to date performance data on how services are performing and whether we are achieving our aims in the corporate plan
- To be kept informed of issues affecting my ward or the whole Borough

I am responsible for:

- Championing the performance of my own portfolio and becoming a subject expert
- Reviewing the performance documents and dashboards that are produced
- Challenge, ask questions, scrutinise & make recommendations for change
- Informing, approving and owning the Corporate Plan, Delivery Plan and Self-assessment
- Supporting officers in service delivery and monitoring progress to ensure citizens' needs are met
- Using the councillor portal to report issues
- Answering performance questions on my portfolio at Council meetings

How do I do this?

- Attend Corporate Performance Assessment meetings as a Leader and subject expert
- Read meeting papers and performance documents to keep informed
- Participate in meetings, representing the voice of my portfolio and the Cabinet.
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the information in Performance Reports to challenge on issues, help inform decisions and identify ways to make improvements.

I am a Member of a Scrutiny Committee

As a scrutiny committee member I expect:

- Reliable information, advice and support from council officers to help me make decisions and carry out my role.
- Scrutinise performance and decisions relating to my scrutiny committee
- Accurate, accessible and up to date performance data on how services are performing and whether we are achieving our aims in the corporate plan
- To be kept informed of issues affecting my ward or the whole Borough

I am responsible for:

- Scrutinising performance on my subject areas and becoming a subject expert,
- Asking questions, or for more information & make recommendations for change
- Reviewing the performance documents and dashboards that are produced
- Informing, approving and owning the Corporate Plan, Delivery Plan and Self-assessment
- Supporting officers in service delivery and monitoring progress to ensure citizens' needs are met
- Using the councillor portal to report issues

How do I do this?

- Chairs attend Corporate Performance Assessment meetings as a scrutiny champion and subject expert
- Read meeting papers and performance documents to keep informed
- Participate in meetings, representing the voice of my scrutiny committee.
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the information in Performance Reports to challenge on issues, help inform decisions and identify ways to make improvements.

I am a member of staff

As a member of staff, I expect:

- Clear direction from my Corporate Management Board member and Line Manager
- For me and my team to be engaged with the Corporate Plan and self-assessment and understand our contribution
- To be given clear individual objectives and understand how these link to the corporate priorities
- To be engaged in the business planning and service planning process
- Clear expectations and timelines for any performance information that I am required to collect or produce
- Adequate systems and IT resources to support the development, communication and monitoring of performance. Technical support and training where needed

I am responsible for:

- Ensuring any performance data or information I record is accurate, verified, and available when required
- Providing input, feedback and challenge within my team/directorate to ensure continuous improvement and escalate issues if they are identified

How do I do this?

- Contribute in my staff appraisal and make sure I understand my personal objectives and how they contribute to the corporate priorities
- Stay informed by reading directorate and service plans and the Corporate Plan and familiarise myself with the performance framework, roles and responsibilities and deadlines
- Analyse and scrutinise the data my directorate produces to challenge on issues, help inform decisions and identify ways to make improvements.
- Read meeting papers and performance documents to keep informed
- Raise issues / concerns with relevant managers.

I am a Corporate Management Board member or Head of Service

As a Corporate Management Board member, I expect:

- For me and my directorate to be engaged with the Corporate Plan and self-assessment understand our contribution
- Support and information from Corporate performance and Directorate business support and performance champions
- Consistent and timely business plan templates following agreement of annual delivery plans
- Clear expectations and timelines for performance information

I am responsible for:

- Accountable for development and delivery of Corporate Plan, Medium Term Financial strategy (MTFS) and other strategic plans and the annual corporate self-assessment
- Ensuring staff appraisals take place to link Corporate Plan priorities and individuals objectives
- Operational accountability for delivering priorities in the Corporate Plan and reporting accurate and timely performance information that measures our progress
- Accountable for development, scrutiny and delivery of directorate business plans and service plans
- Constructively responding to performance challenge in Corporate Performance Assessment (CPA), Scrutiny etc
- Supporting Elected Members in service delivery and monitoring progress to ensure citizens' needs are met

How do I do this?

- Provide input to Corporate Plan and self-assessment
- Produce directorate plans, service plans and individual objectives
- Sense checking quarterly performance information and providing holistic / overarching comments and presentations
- Engaging with discussions at Corporate Performance Assessment (CPA) and Scrutiny and using their feedback to improve performance

I am a Group Manager / Manager

As a Manager, I expect:

- Clear direction from the Council and senior leaders.
- For me and my team to be engaged with the Corporate Plan and self-assessment and understand our contribution
- Support and information from Corporate performance and Directorate business support and performance champions
- To be engaged in the business planning and service planning process
- Clear expectations and timelines for performance information

I am responsible for:

- Providing information for the development of Corporate Plan, Directorate Business Plans and service plans and annual Self-Assessment
- Ensuring staff appraisals take place to link Corporate Plan priorities and individuals objectives
- Operational accountability for delivering priorities in the Directorate and Service Plans and reporting accurate and timely performance information that measures our progress
- Providing accurate and timely performance targets and information and ensuring there are systems in place to capture, calculate and validate performance data
- Providing accurate and timely information on commitments and projects
- Providing additional data requested by Scrutiny committees
- Quality-assure performance data, providing data calculation and validation forms and appropriate evidence
- Supporting Elected Members in service delivery and monitoring progress to ensure citizens' needs are met

How do I do this?

- Contribute to the development of the Corporate / Directorate / Service Plan and self-assessment
- Complete staff appraisals with individuals' objectives
- Set realistic performance targets and quality assurance mechanisms
- Set realistic milestones and activities to support our commitments
- Provided quarterly data, comments and ratings / judgements on PIs and commitments and signed them off

I am a Business Manager / Directorate Performance Champion

As a Business Manager / Directorate Performance Champion I expect:

- Clear direction from my Corporate Management Board member
- For me and my team to be engaged with the Corporate Plan and self-assessment
- Support and information from Corporate performance team
- To be engaged in the business planning and service planning process
- Clear expectations and timelines for performance information in a robust performance framework
- Adequate systems and IT resources to support the development, communication and monitoring of performance. Technical support and training where needed
- Buy-in from Corporate Management Board / Head of Service / Managers and all directorate staff on effective performance management

I am responsible for:

- Championing the importance of performance management in my directorate including the performance framework, roles, responsibilities and deadlines and the performance management system (PMS)
- Ensuring that Directorate / service plans are produced, and progress is monitored
- Ensuring there are processes to collect / validate quarterly performance data
- Producing and analysing performance data and drafting reports for senior managers, cabinet members and Scrutiny committees
- Providing input, feedback and challenge within my directorate to ensure continuous improvement and escalate issues if they are identified

How do I do this?

- Stay informed regarding corporate performance requirements and initiatives and familiarise myself with the performance framework, roles and responsibilities and deadlines
- Read meeting papers and performance documents to keep informed
- Raise issues / concerns with relevant managers.
- Analyse and scrutinise the data my directorate produces to challenge on issues, help inform decisions and identify ways to make improvements.
- Engage with directorate staff at all levels in order to improve the performance management culture

I am a member of the Corporate Performance Team

As a member of Corporate Performance Team I expect:

- Support from Corporate Management Board and Head of Service as corporate leads on performance
- Engagement of staff and elected members on the effective management of performance and improving the performance management culture in the organisation
- Leaders, managers and staff to understand and follow the performance framework
- Adequate systems and IT resources to support the development, communication and monitoring of performance. Technical support and training where needed
- Buy-in from leaders, managers and staff on effective performance management

I am responsible for:

- Coordinating development of the Corporate Plan / delivery plan / self-assessment
- Developing and reviewing the performance framework to ensure arrangements are working and scrutiny of performance is effective
- Coordinating the development of directorate business plans to ensure alignment to the wellbeing objectives set out in the corporate plan
- Implementing the Performance Management System including quarterly performance reporting at Corporate Performance Assessment (CPA), the annual self-assessment and reporting of regulator recommendations
- Improving performance management and data quality / accuracy
- Support the development of a challenge culture, providing education, awareness raising and support to officers and elected members.

How do I do this?

- Regularly review and update the performance framework
- Lead on the Corporate Planning, business planning and self-assessment processes, reviewing best practice across Wales
- Monitor, challenge and review the performance of council's services and identify ways to make improvements. Providing constructive, evidenced challenge on directorate performance.
- Support the development of a challenge culture across the council, providing education, awareness raising and support to officers and elected members.
- Ensuring we are subject experts in performance management to champion performance management principles

Meeting of:	CABINET
Date of Meeting:	18th JULY 2023
Report Title:	HOUSING SUPPORT PROGRAMME STRATEGY (HOMELESSNESS STRATEGY) 2022 - 2026, RAPID REHOUSING TRANSITION PLAN AND HOUSING PROSPECTUS
Report Owner / Corporate Director:	CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE
Responsible Officer:	MARTIN MORGANS HEAD OF PARTNERSHIP SERVICES
Policy Framework and Procedure Rules:	There is no effect upon the policy framework and procedure rules.
Executive Summary:	<p style="text-align: center;">To seek approval for public consultation on the draft Housing Support Programme Strategy, to cover 2022 – 2026. This document will replace BCBC’s existing Homelessness Strategy 2018-2022. Having this strategy in place is a Welsh Government requirement.</p> <p style="text-align: center;">The report also seeks Cabinet approval to adopt and submit to Welsh Government a Rapid Rehousing Transitional Plan and a Housing Prospectus. Again both these documents are Welsh Government requirements, but do not require public consultation, in the same way that the above referenced Strategy does.</p>

1. Purpose of Report

- 1.1 The purpose of this report is to seek Cabinet approval to go out to public consultation on the draft Housing Support Programme Strategy (Homelessness Strategy) 2022-2026 attached as **Appendix 1** and for Cabinet to approve the submission of the Rapid Rehousing Transition Plan at **Appendix 2** and the Housing Prospectus at **Appendix 3** to Welsh Government.

2. Background

- 2.1 The format of all the documents discussed in this report have been prescribed by Welsh Government and follow the guidance and template documents provided to local authorities.
- 2.2 Housing Support Programme Strategy (Homeless Strategy) 2022- 2026

- 2.3 Part 2 of The Housing (Wales) Act 2014 places a duty on the Authority to carry out a Homelessness Review for its area and then formulate and adopt a Homelessness Strategy, based on the results of that review. Any review and strategy must look at the achievement of the following objectives:
- The prevention of homelessness
 - That suitable accommodation is and will be available for people who are or may become homeless
 - That satisfactory support is available for people who are or may become homeless
- 2.4 An Independent Consultant was commissioned to undertake the review on behalf of the Authority. This offered an impartial and fresh perspective for the Strategy. This review has been one of co-production of the Strategy and all key stakeholder groups were surveyed or interviewed, including people that use, or have used homelessness services. Key statistics were analysed along with a review of relevant local and national policies to identify needs.
- 2.5 The Homelessness Review has provided the necessary information to draft the Homelessness Strategy as per Welsh Government guidance. The key messages from the review are:
- The period of 2020/2021 saw the highest level of presentations ever recorded by Bridgend County Borough Council (BCBC), 1,612 presentations, which was likely influenced by the Covid-19 pandemic and the 'All In' approach.
 - In 2021/2022 there were 1,290 applications. This is a decrease in applications from the peak in 2020/2021 however, this number is still a marked increase on presentations compared to the figures at the time of BCBC's 2018 Homelessness Review and Strategy. During 2017/2018, 1,032 homelessness presentations were made, which is fewer than 2021/2022.
 - The demand for social housing has increased. The number of new applications added to the Common Housing Register has increased significantly from 147 in 2019/2020, to 428 in 2020/2021 - an increase of 191%. 2021/2022 saw an increase of 104%, with 873 applications and, as at the 20th of February 2023, an increase of 14%, with 993 applications.
 - The total number of applicants on the Common Housing Register at the end of each year has increased substantially. During 2019/2020 there were 816 applicants, in 2020/2021 that had increased by 81% to 1,477. During 2021/2022 the figure had increased by a further 45% to 2,143. As at 04th July 2023, there are 2629 applicants on the register.
 - The use of temporary accommodation has grown exponentially from pre-Covid levels with figures strongly impacted by the 'All In' approach during and post-Covid. The number of households in temporary accommodation at the end of each financial year shows:

- 2018/2019 - 71 households
 - 2019/2020 – 83 households
 - 2020/2021- 167 households
 - 2021/2022 - 199 households
 - 2022/2023 – 253 households
- Single person households consistently make up a significant portion of applications. In 2020/21 it was 73% of all applications, in 2021/22 single person applications accounted for 68% of all applications.
 - The majority of homelessness applications were from the 25 year+ category at 76% in 2020/21 and 75% in 2021/22.
 - Applications from 18 – 24 year olds accounted for 22% in both 2020/21 and 2021/22.
 - Applications from 16 – 17 year olds reduced from 6% in 2018/19 to 1% in 2020/21 to 3% in 2021/22.
 - There is a lack of private rented accommodation available within the Local Housing Allowance rate in Bridgend. An on-line search on Zoopla as at the 04th July 2023 showed the total number of properties to rent was 44. Of those, the search identified no available properties within the Local Housing Allowance rate for any property size, highlighting the significant lack of private properties available to rent at an affordable rate for those reliant on the Local Housing Allowance.

2.6 Rapid Rehousing Transition Plan

- 2.7 Welsh Government (WG) requires each local authority to have in place a Rapid Rehousing Transition Plan to outline the actions that will be taken to reduce the use of temporary accommodation over a 5 year period. BCBC’s vision for rapid rehousing is *“Ensuring homelessness is prevented and where it cannot be prevented, to reduce time spent in temporary accommodation; ensuring people access permanent suitable accommodation quickly and with support to live independently.”*

The Rapid Rehousing Transition Plan attached at **Appendix 2** highlights the current position in relation to the use of temporary accommodation and identifies potential actions that will be investigated to reduce the use of such accommodation. The review has highlighted:

- temporary accommodation use has increased dramatically from a total of 87 units pre Covid-19 pandemic to a total of 225 units in July 2023. This represents a 159% increase in the total amount of units.
- 51% of this accommodation is in the tourism sector. These were not in use prior to Covid and the ‘All In’ approach to provide temporary accommodation for people presenting as homeless.

- An assessment of support needs, self-identified by applicants when making a homelessness application, showed that there were significant levels of support required with many indicating multiple support needs. This could range from help with alcohol, substance misuse, mental health, financial problems etc. In 2020/2021 84.4% required support, 83% in 2021/2022 and to date during 2022/2023 79% have indicated support needs.

2.8 The Plan has been developed in partnership and outlines a number of proposals that are intended to maximise current resources, increase the supply of accommodation options and progress collaborative projects which match appropriate accommodation units with support services for individuals with complex needs. Proposals will be developed in partnership and on a collaborative basis and include:

- working with Registered Social Landlords (RSLs) to bring voids back into use
- seeking to increase accessible accommodation through new build schemes
- working with RSLs and private landlords to increase the supply of accommodation
- developing specific projects to bring together accommodation units and support packages for complex cases

2.9 Housing Prospectus

2.10 WG require a Housing Prospectus (**Appendix 3**) to be submitted by local authorities to offer a rationale for the expenditure of the Social Housing Grant and the Programme Development Plan for new schemes and developments. The Prospectus outlines the needs and demands within Bridgend which will support Welsh Government's approval and scrutiny process of new development schemes. This document is based on the findings of both the Strategy document and the Rapid Rehousing Transition Plan and directs future housing developments to meet the needs identified.

3. Current situation / proposal

3.1 As the Housing Support Programme Strategy (Homelessness Strategy) is a strategic document, the Council is required to undertake a formal public consultation for a period of 12 weeks. Cabinet is recommended to approve the formal consultation period on the Strategy.

3.2 Discussions have been held with many of the key stakeholders when formulating the priorities and actions that have been identified and included in the draft Strategy. This has included relevant internal and external stakeholders and the Council's key partners. It is now proposed that a wider, public consultation on the draft Strategy is carried out over a period of 12 weeks to ensure that members of the public, who have concerns or are affected by the issues around housing and homelessness, are able to formally put forward their views as well as any stakeholders or organisations who have an interest in the issues and proposed actions. The Housing (Wales) Act 2014 requires the Authority to consult with relevant stakeholders as it considers appropriate in relation to a proposed Strategy.

- 3.3 At the end of the consultation period, responses will be taken into account and necessary amendments made, with a final Strategy being presented to a future meeting of Cabinet for approval.
- 3.4 The review has identified a number of areas to be developed but one of the key messages was to reinforce that homelessness is a complex, cross cutting issue which not only requires a corporate approach but also a partnership approach to tackle. To further develop corporate and partnership responses to the Strategy findings, a draft Action Plan (**Appendix 4**) is being developed and will be reported to Cabinet alongside the final strategy for approval by Cabinet.
- 3.5 The Transitional Plan and Housing Prospectus are working plans and are not part of the formal public consultation process identified above. These documents have been developed using information gathered during research on housing needs and during discussions with stakeholders. Cabinet is recommended to approve both documents for submission to Welsh Government.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 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 policy or proposal.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 Tackling homelessness is a Welsh Government priority. The report contributes to the following goals within the Well-being of Future Generations (Wales) Act 2015:
- A prosperous Wales – Reducing homelessness supports a prosperous Wales by reducing cost to the public purse.
 - A resilient Wales – Our Housing Support Programme Strategy aims to prevent and relieve homelessness, increasing the resilience of both individuals supported and the general structures in place to support the goal of achieving a position where homelessness in Wales is rare, brief and non recurrent.
 - A Wales of cohesive communities – Preventing individuals from becoming homeless will support cohesive communities.
 - A globally responsive Wales – Homelessness is an issue across the globe. These strategic documents set out the approach Brdgend will take to support Wales in in efforts around this agenda.

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

6. Climate Change Implications

- 6.1 The prevention and relief of homelessness supports the agenda around climate change. In particular the Housing Prospectus at **Appendix 3** sets out BCBC's housing need, supply and demand with the intention of informing affordable housing schemes to meet these needs. These schemes will be developed in line with Welsh

Government planning and standards requirements, which support moves to tackle climate change.

7. Safeguarding and Corporate Parent Implications

- 7.1 Homelessness and housing support services play a key role in supporting BCBC's safeguarding agenda, both from an individual perspective with services often supporting vulnerable individuals, known to safeguarding agencies.
- 7.2 The priorities set out in the Housing Support Programme Strategy reference a need to improve collaboration with key stakeholders, with specific objectives around improving collaboration to implement the national care leavers and accommodation and support framework, a key part of Corporate Parenting implications.

8. Financial Implications

- 8.1 There are no financial implications arising from this report. The cost of the public consultation will be met from existing budgets.

9. Recommendations

- 9.1 It is recommended that Cabinet:
- approves a 12 week public consultation on the draft Homelessness Strategy and Action Plan (**Appendices 1 & 4**);
 - approves the submission of the Rapid Rehousing Transition Plan (**Appendix 2**) and Housing Prospectus (**Appendix 3**) to Welsh Government;
 - note that the final Homelessness Strategy and Action Plan will be presented to Cabinet for approval prior to formal submission to Welsh Government.

Background documents

None

Bridgend County Borough Council Housing Support Programme Strategy

2022-2026

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1.0 Foreword

We are pleased to present Bridgend County Borough Council's Housing Support Programme Strategy 2022-2026. This strategy outlines the Council's strategic priorities, our objectives and what we, alongside our partners aim to do over the next four years, to tackle homelessness across the county borough.

Since publishing our last homelessness strategy, we have developed and delivered services which have helped to successfully prevent and relieve the homelessness of thousands of households, including safeguarding vulnerable households during the peak of the Covid 19 pandemic.

Our strategy recognises that our services face significant challenges, including the impact of the Covid 19 pandemic. In particular, we have seen an exponential rise in the number of households accessing our services and entering temporary accommodation.

As we exit the direct pressure of the pandemic our local communities are now facing a cost-of-living crisis, which is impacting across all areas of society. With the needs of households becoming more complex and time critical, the demand for affordable housing and support services is unprecedented. This strategy sets out how we will work collaboratively with our partners and third sector services to ensure homelessness is rare, brief and unrepeatable.

The scale of the challenge ahead should not be underestimated. However, with the continued commitment to our strategic priorities and with the development of the new Rapid Rehousing approach to homelessness we hope to make a real change within our community.



Councillor Rhys Goode

Cabinet Member Wellbeing and Future Generations

2.0 Introduction

2.1 Purpose of the Strategy

This strategy sets out Bridgend County Borough Council's strategic direction for delivering homelessness and housing related support services for 2022-2026. It encompasses the strategic requirements as set out in Welsh Government's Housing Support Grant Guidance and the statutory requirements for a Homelessness Strategy set out in Part 2 of the Housing (Wales) Act 2014. The strategy will have a mid-point review, after 2 years.

This four year strategy replaces the Authority's 'Strategy to Tackle Homelessness in Bridgend County Borough 2018-2022'. It identifies key priorities for Bridgend County Borough Council and its partners, in the delivery of homelessness prevention and other housing related support services. These priorities have been developed following a substantial review of homelessness and housing related support services, the cornerstone of which was a comprehensive needs assessment and stakeholder engagement.

The delivery of the priorities set out in this strategy will support Welsh Government's commitment to making homelessness rare, brief and unrepeatable, with a priority given to homelessness prevention. It supports the ambitions for a transitional shift to a rapid rehousing approach, as specified in Welsh Government's Rapid Rehousing Transition Plans. The strategy also sets out how the Local Authority will continue to meet presenting demands as we move through the Covid 19 pandemic.

An action plan and Rapid Rehousing Transitional Plan support the delivery of the strategic priorities set out.

2.2 Legislative and Policy Context

Whilst this strategy sets a single strategic vision for homelessness and housing related support services, it is important that it is considered as part of a wider national and local context.

The development and delivery of this strategy will contribute to the following national legislation and policy:

Ending Homelessness in Wales: A High Level Action Plan 2021-2026

The Action Plan details the work required by the Welsh Government and its partners to end homelessness in Wales. The Action Plan draws on the Welsh Government's Strategy for Preventing and Ending Homelessness and the work of the expert Homelessness Action Group (HAG). The HAG engaged extensively with a wide range of stakeholders, including people who have had personal experiences of homelessness.

Equality Act 2010

This Act legally protects people from discrimination and sets out how all public bodies, including Local Authorities, need to consider discrimination, the needs of people who are disadvantaged or those who suffer inequality when shaping policies, delivering services and within all day-to-day work.

Housing (Wales) Act 2014 and potential future changes relating to 'priority need'

This Act reformed homelessness law and strengthened the duty on Local Authorities to prevent homelessness. The Housing Support Grant links in with Part 2 of the Act as it

funds provisions aimed at preventing homelessness and/or supporting those who are homeless.

The ethos of the legislation is prevention, but true prevention starts far earlier than the 56 days set out in the legislation. The homelessness legislation should be seen as the safety net when all other preventative actions have failed.

Housing Support Grant Practice Guidance

The Housing Support Grant (HSG) is an amalgamation of three existing grants - Supporting People Programme, Homelessness Prevention Grant and Rent Smart Wales Enforcement.

The HSG is an early intervention grant designed to support activity which prevents people from becoming homeless, stabilises their housing situation or helps potentially homeless people to find and keep accommodation. The emphasis is on working together to prevent homelessness and where it cannot be prevented ensuring it is rare, brief and un-repeated. To do this we need to tackle the root cause of homelessness and work to enable people to stay in their own homes longer.

It supports vulnerable people to address the, sometimes, multiple problems they face, such as debt, unemployment, tenancy management, substance misuse, violence against women, domestic abuse and sexual violence and mental health issues.

The HSG allows a single costed strategy at local level and ensures a continuum of services to most effectively address local need. Whilst services are commissioned at a local level, Welsh Government will continue to develop national programmes to complement.

National Housing Pathway for Ex-Service Personnel

This Housing Pathway is a response to one of the key concerns of serving personnel on leaving the Armed Forces: finding suitable accommodation and knowing where to find help

It ensures practitioners and stakeholders are aware of their responsibilities under the Armed Forces Covenant and the Housing (Wales) Act 2014. In particular, Part 2 which addresses the duties on Local Authorities to provide preventative homelessness services, and also other relevant frameworks and good practice.

In recognition of their service to their country, the Welsh Government believes that every former member of the Armed Forces should have help, if needed, to find suitable accommodation, whether directly on discharge or later in life.

National pathway for homelessness services to children, young people and adults in the secure estate in Wales

The National Pathway is designed to support Local Authorities, Youth Offending Teams and the Wales Community Rehabilitation Company to carry out their responsibilities in respect of providing services to people due to leave the secure estate. The Pathway offers a significant opportunity to help individuals avoid homelessness on release from custody.

Renting Homes (Wales) Act 2016

This Act aims to simplify the process of renting a home in Wales and to provide parties with more information about their rights and obligations, giving tenants more security in their tenancy.

This piece of legislation will have a direct impact on the number of households accessing homelessness services as there have been several changes which will benefit tenants. Landlords will no longer be able to issue retaliation eviction notices, one person leaving a joint tenancy no longer automatically ends the tenancy for all and a new succession right for carers has been created.

Social Services and Wellbeing (Wales) Act 2014

This Act aims to improve the contribution individuals, and their carers, have in the care and support they receive. By making decisions about their care and support, in equal partnership with professionals, the aim is to improve wellbeing.

Part 9 of the Social Services and Well-being (Wales) Act 2014 requires Local Authorities to make arrangements to promote co-operation with their relevant partners and others, in relation to adults with needs for care and support, carers and children. The focus on a multi-agency approach will help make sure the principles of voice and control are achieved through the design and operation of services. It also provides Welsh Ministers with regulation making powers in relation to formal partnership arrangements, resources for partnership arrangements (including pooled funds) and partnership boards.

Each local health board, and the local authorities within that local health board area, are required to put in place a partnership arrangement to undertake the population assessment of care and support needs for adults, children and carers.

Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015

The principal objective of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 is to improve the public sector response in Wales to gender-based violence, domestic abuse and sexual violence. Public bodies, including Local Authorities, have a responsibility to improve arrangements to promote awareness of, and prevent, protect and support victims of gender-based violence, domestic abuse, sexual violence and modern slavery.

Welsh Government Strategy to End Homelessness 2019

This sets out the strategic approach Welsh Government are taking to prevent and address homelessness in Wales. The overarching pledge is to make homelessness rare, brief and unrepeated.

The policy statement highlights the need to shift energy and resources to preventing homelessness from happening in the first place. Welsh Government are clear, homelessness cannot be prevented through housing alone. The strategy advocates a desire to get a range of public services, not simply housing services, working collaboratively to prevent and alleviate homelessness.

Well-being of Future Generations (Wales) Act 2015 and the seven well-being goals

The Act requires public bodies, including Local Authorities in Wales, to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.

It aims to improving the economic, social, environmental and cultural well-being of Wales by taking action to ensure current and future generations have a good quality of life. Local Authorities need to think about the long-term impact of their decisions.

Prevention is a key focus of the sustainable development principle and this replicates the central aims of the Housing Support Grant.

Locally the development and delivery of this strategy will contribute to the following policies:

- Bridgend County Borough Council Corporate Plan 2023-2028
- Bridgend County Borough Council Older Person's Housing, Care and Support Strategy 2022 – 2027
- Bridgend County Borough Council Housing Support Grant Delivery Plan
- Bridgend County Borough Council Social Housing Allocation Policy
- Bridgend County Borough Council Social Services and Wellbeing Directorate Service Delivery Plan 2020-2025
- Bridgend County Borough Council Rapid Rehousing Protocol
- Bridgend County Borough Council Welsh Language Promotion Strategy 2021 to 2026
- Bridgend Public Services Board Well-being Plan
- Cwm Taff Morgannwg VAWDASV Strategy 2022-2026
- BCBC Corporate Parenting Strategy and the need to improve joint working across housing and social services, to meet the needs of care experienced children and young people.

2.3 Vision and Principles

This strategy sets out Bridgend County Borough Council's (BCBC) four year vision for the delivery of homelessness and housing related support services. Our vision for the strategy underpins Bridgend's overall vision to act as "one council working together to improve lives".

Our vision for homelessness and housing support services is:

"To work in partnership with stakeholders to prevent homelessness, ensuring that where prevention is not possible, homelessness is rare, brief and unrepeatable. Those who access services will be given the support required to live as independently as possible."

Our principles are to:

- Work collaboratively with other agencies and regions to prevent and relieve homelessness

- Ensure our services have a person centred and holistic approach, providing the most effective support for service users
- Build resilience within individuals, enabling them to help resolve their own issues
- Utilise resources efficiently, recognising that housing is a scarce resource

Our aims are to:

- Prioritise the prevention of homelessness, ensuring early intervention
- Continue to improve collaboration between the statutory functions within the Local Authority
- Continue to improve working arrangements between the Local Authority and Registered Social Landlords to facilitate co-operation in line with Section 95 of the Housing (Wales) Act 2014
- Ensure that support and accommodation options are accessible and available for all service users

3.0 Needs Assessment

3.1 Needs Assessment Process

The Needs Assessment process undertaken as part of the development of this strategy has involved a comprehensive assessment of a range of data sets, which have informed a Statement of Need.

Our needs assessment and Statement of Need has analysed data sets, including population needs, common housing register waiting lists, homelessness statistics and Housing Support Grant outcomes. An analysis of these data sets helps us to understand the current and future needs for homelessness and housing related support services.

3.2 Sets out the key findings, from the Statement of Need

The Population

- The population of Bridgend is increasing and the rate of the increase in Bridgend is higher than the overall Welsh population increase. The population of Bridgend grew 4.5% between 2011 and 2021, compared to a national increase of 1.4% over the same period. The Office for National Statistics predicts that the population of Bridgend will grow by at least a further 3% by 2030.
- The population of Bridgend is ageing. Whilst, as highlighted above, there was an increase in population between 2011 and 2021, many of the younger age groups saw a percentage decrease during this period whilst all age groups beyond the age of 50 saw a percentage increase. In 2021 21% of the population of Bridgend were aged 65 or over.

Homelessness Applications

- Since our 2018-2022 Homelessness Strategy, homelessness applications to BCBC have increased significantly. Applications increased from 1,032 applications in 2017/18 to 1,290 in 2021/22, representing a 25% increase.

- The number of applications received in 2020/21 was the highest annual amount BCBC has ever received, peaking at 1,612.
- The average number of homelessness applications BCBC receives has increased from an average of 908 per year between 2014/15 and 2017/28 to an average of 1,363 between 2018/19 and 2021/22. Applications to the Council have therefore increased significantly.
- Applications from single person households accounts for a significant proportion of all applications and this proportion has increased over the last 4 years. In 2018/19 and 2021/22 single person applications accounted for 61-64% of all applications, whilst in 2020/21 and 2021/22 this percentage increased to 68-73%.
- The majority of homelessness applications are from those aged 25 and over, whilst applications from 16 & 17 year olds have decreased. In 2021/22 applications from individuals of these ages accounted for 3% (34 applicants) of all applications, whilst in 2018/19 they accounted for 6% (78 applicants) of all applications.

Temporary Accommodation

- Temporary accommodation placements by the Council have increased significantly. Between the end of March 2019 and the end of January 2023 there was a 251% increase in temporary accommodation placements. At the end of January there were 249 households in temporary accommodation.
- The most significant increase in temporary accommodation was between 2019/20 and 2020/21 i.e. the first year of the Covid 19 pandemic. This period alone saw a percentage increase of 101% in placements (83 placements at the end of 2019/20 to 167 placements at the end of 2020/21).
- To meet the demand, temporary accommodation stock increased 159% between February 2020 and July 2023. The majority of additional units taken on have been from the tourism sector, such as holiday lets and B&B's. Having not routinely been used at all in February 2020, tourism units now make up 51% of the Council's temporary accommodation capacity.
- The cost of the additional units of accommodation is significant and has increased exponentially. The cost of temporary accommodation to the Council increased by 2196% between 2019/20 and 2021/22. Again the most significant increase in cost in the first year of the Covid 19 pandemic. This period alone saw a percentage increase of 1604% in costs (£135,000 in 2019/20 to £2,300,000 in 2020/21).
- Whilst the majority of temporary accommodation placements last under 6 months, the length of time spent in temporary accommodation has increased, with an increase in the number of households spending 6 – 12 months in placements.

Rough Sleepers

- The number of rough sleepers, compared to the number of homelessness presentations is relatively very low. Between November 2020 and December 2022 the average number of rough sleepers identified at the end of each month was 5. Over the same period there was a range of 1 to 13 identified rough sleepers at any one time.

Private Rent Sector

- According to the Office for National Statistics the number of people privately renting in Bridgend has increased from 12.3% of the population in 2011 to 15.3% in 2021.
- A desktop search of available privately rented properties in July 2023 suggests that there are no properties available to rent at Local Housing Allowance or Universal Credit rates.
- The average private rental costs in Bridgend are vastly in excess of Local Housing Allowance or Universal Credit rates. These challenges are particularly acute for larger family homes, with the average rent for 3 and 4 bedroom properties over double the equivalent Local Housing Allowance rates.

Social Housing and the Common Housing Register

- The number of households on the Council's Common Housing Register increased by 212% between March 2020 and February 2023. As of July 2023, there were 2,629 households on the Common Housing Register.
- The majority of households on the Common Housing Register (59%) are waiting for an allocation of a 1 bedroom property.
- There are more households on the Common Housing Register for 4 and 5 bedroom properties, than there are units of social housing stock across the borough. As such even if all of those in 4 and 5 bedroom social housing properties vacated, enabling an allocation to those on the Common Housing Register, there would still not be enough properties to meet this particular need. In the case of 5 bedroom properties the number of households on the Common Housing Register (34 households) is nearly 6 times as much as the number of 5 bedroom social housing units (6).

Housing Support Grant (HSG)

- The number of households being supported by HSG funded services is increasing. Between 2018 and 2021/22 there was an increase of 31% in the number of households accessing services. In 2021/22 2,970 households were supported by HSG funded services.
- Since 2018 the most common support need of those accessing services has been those requiring support to prevent homelessness. Those over the age of 55 and requiring support has consistently been the second highest support need. Households requiring support with mental health, women experiencing domestic abuse and single persons aged 25-54 are also common support needs of those accessing services.

- The majority of households accessing HSG funded services have more than 1 support need (between 58% and 60%). Between 34% and 45% have more than 2 support needs.
- HSG funded services support households across a range of tenures with those in temporary accommodation supported more than any other tenure type.

Violence Against Women Domestic Abuse & Sexual Violence (VAWDASV)

- BCBC VAWDASV services are supporting more individuals deemed to be 'High Risk', with an increase of 91% in referrals of this nature between 2021 and 2022, alone.

Looked After Children in Bridgend

- Since 2018/19 19.1% of care leavers have made a homelessness application (55 individuals). Of these 55 individuals 56.4% have gone on to make more than 1 homelessness application.
- On average, homelessness applications from care leavers accounted for 2.5% of all homelessness applications between 2020 and 2022 and 11.3% of applications from all 18-24 year olds who presented as homeless or threatened with homelessness over the same time period.
- The average age, at the point of a care leavers first application, was 19 years and 7 months. This suggests that individuals are not presenting as homeless directly after leaving care, but on average within the first 2 years of doing so.

3.3 Conclusion

➤ **Demand for homelessness and housing support services has dramatically increased**

All data analysis, including a review of homelessness services, the common housing register and Housing Support Grant funded services, evidences that demand for homelessness and housing support services is increasing. Whilst the population of Bridgend is increasing and at a faster rate than the national average, the level of increase in demand on homelessness and housing related support services is exponential.

Whilst in and around the time of the Covid pandemic we saw an increase in demand for services, it is clear that demands on services are increasing for reasons more broadly, than just the pandemic alone.

Demand was increasing prior to the pandemic and whilst some measures suggest a peak was reached during 2020/21, there remains high demand for services, which significantly outweighs the demands at the time of our last homelessness strategy.

A key demand pressure is from single persons who make up an increasing proportion of all homelessness presentations and demand on the common housing register.

➤ **Temporary Accommodation resources are a particular pressure point**

The key findings relating to demands on temporary accommodation are stark. A 251% increase in placements, 101% increase in available units and 2196% increase in costs all point to an area of service which is under severe pressure.

The extreme increase in costs can largely be attributed to a new reliance on tourism accommodation units, which now account for 51% of all temporary accommodation stock, having previously not been routinely utilised for this purpose.

The dramatic increase in temporary accommodation demand in 2020/21 appears to be a direct result of the 'All In' approach from the Welsh Government. With temporary changes to legislation now being mainstreamed into primary legislation it is not likely that these demands will decrease.

➤ **Support needs of individuals accessing services are significant**

The level of demand for housing related support services has increased over recent years, suggesting that generally the need for support to prevent homelessness and live independently is also increasing.

Whilst improvements to gateway processes and increased provision will play a part in increased numbers being supported, the level of support needs are also significant. The majority of households have more than 1 support need, whilst up to 45% of individuals supported have at least 2 support needs.

Households are presenting with housing related support needs, across all tenures of accommodation.

➤ **There is limited availability of affordable accommodation**

Analysis shows that there is limited availability of accommodation in both the private and social rent sectors, with average private rent costs soaring way above Local Housing Allowance rates and social housing stock not being available to meet increasing demands on the Common Housing Register.

A lack of affordable accommodation in itself has likely had an impact on the demand for homelessness and housing support services as households find it harder to resolve situations themselves, before turning to the Council for support. Equally it is harder for those in temporary accommodation settings to move on.

4.0 Stakeholder Engagement Homeless Review

4.1 Stakeholders Engagement Process

A wide range of stakeholders, operating across the County Borough of Bridgend were engaged as a key part of the Homeless Review process and the development of the Council's Homelessness Strategy 2022-2026.

A wide range of semi-structured individual and group interviews were undertaken with; the front line Housing Solutions, Rehousing and Commissioning Teams (who comprise staff delivering the Housing Department's principal functions), with middle tier managers with operational oversight of and responsibility for service delivery and oversight of and responsibility for service review, scrutiny, development and commissioning. Also with

senior managers who hold the strategic remit for all housing functions and duties across the Authority and also with a local Elected Member, who is also a Cabinet Member.

These interviews were complimented with face to face and telephone semi-structured interviews with a wider range of operational and strategic partners drawn from other Directorates within BCBC, as well as widely from across the statutory and voluntary sectors. Again these interviewees have ranged from front line support staff, through to project managers and those with key strategic responsibility and oversight for service design, delivery, function and evaluation.

A number of face to face and phone interviews were undertaken with service users who have used BCBC's front line housing services which provided direct feedback and an appraisal of the Housing Department's functions, effectiveness and impact, as viewed from a customer perspective.

Finally, wide reaching feedback was also gathered through use of the Survey Monkey online tool, in which questions were asked of stakeholders operating at a strategic and operational level in organisations drawn from across the statutory and voluntary sectors in Bridgend.

Through at least one of the above methods the following organisations have been engaged with:

- Bridgend County Borough Council Housing Solutions & Housing Strategy Team
- Bridgend County Borough Council Senior Management & Cabinet Member for Well-being and Future Generations
- National Probation Service and members of Bridgend MAPPA planning group
- South Wales Police
- V2C Housing Association
- Linc Cymru Housing Association
- Wales & West Housing Association
- Hafod Housing Association
- Bridgend County Borough Council Social Services (both Adult and Children's Services Teams)
- Bridgend County Borough Council Prevention and Wellbeing Team
- Bridgend County Borough Council Education and Family Support Team
- Members of Bridgend Community Safety Partnership
- Bridgend VAWDASV Partnership and members of Bridgend MARAC
- Cwm Taf Morgannwg Health Board
- Individuals with lived experience
- The six service providers commissioned by BCBC through the Housing Support Grant funding programme
- Bridgend Association of Voluntary Organisations
- Bridgend Citizen's Advice Bureau

4.2 Stakeholder Feedback

The feedback gathered from the stakeholders listed above has been invaluable in adding narrative to the Needs Assessment and ultimately developing the Strategic Priorities set out in this strategy. Key messages from the feedback provided are set out below:

From Service Users:

- More hostels with staff providing support was requested, and a problem with the supply of suitable (temporary and permanent) accommodation was identified as a consistent theme.
- Those leaving prison wanted to see better links between prisons and housing officers, as feedback from service users painted a disjointed picture between key agencies working with those being made or facing homelessness on release from prison. Consistent experiences were of planning around addressing housing needs being left until the day of release.
- Some service users felt that communication between them and Housing Department could be better and that those who had waited longest should be prioritised for housing.
- Some service users felt that the 'homeless to housing' process could be quicker, although none were specific about what a shorter timeline could and should look like. Equally, timescales varied for individuals interviewed, from a couple of weeks in the application process to a number of months in other cases. The majority of interviewees understood the impact that Covid had on this.

From professionals across the statutory and voluntary sectors:

- Housing Department staff demonstrated a clear motivation and commitment to their jobs, but staff turnover, recruitment issues and the subsequent use of agency staff have added considerable pressure during a period of unprecedented demand on services (during the Covid pandemic).
- Stakeholders recognised the demands placed on the Housing Department throughout the pandemic, but they wanted Housing Solutions advisors to have a broader knowledge and skill set for working with service users with diverse, and complex needs and of the impact of trauma.
- Housing staff and external stakeholders wanted to establish pathways that supported earlier planning and intervention that prevented homelessness and avoided crisis case management. This was most evident for young people leaving care and those leaving the secure estate.
- The new online Jigsaw application system had been invaluable in managing demand throughout the pandemic as housing staff adopted to new ways of working. However, service users, researchers and professionals described difficulties in using the system. Improvements were also needed to ensure Housing Solutions advisors could store and retrieve information with greater ease.
- Stakeholders acknowledged that more traditional methods of engagement, such as face to face work with service users is still needed by some people. However, the

pandemic has equally shown that many people prefer more remote and flexible methods of support, such as video-call, text messaging and email.

- Stakeholders described the difficulties that some service users experienced with the application and assessment process being conducted online and over the phone and requested a better balance from Housing Solutions advisors with regard to offering face to face assessments.
- There was recognition that across Directorates within the Authority there is a need to develop a better understanding of each other's priorities, pressures and limitations. This could pave the way for developing better pathways, joint working practices and establishing clear expectations of each other's roles.
- From staff across BCBC there was an acknowledgement that there was a significant opportunity for greater collaboration at a strategic level and the development of a joint commissioning strategy, using joint resources and needs analysis to better inform planning and service development.
- A range of stakeholders felt that more could be done within BCBC Education Services and with the core school curriculum to develop children's wider life skills that contribute to primary prevention and equip and prepare children in identifying and addressing housing related issues that can lead to homelessness.
- A number of stakeholders spoke highly of the amount and variety of supported accommodation available within the Borough, but many felt more was needed to ensure options were available so that service users were placed in suitable accommodation. This was most evident for young people leaving care, those with mental health needs, more complex needs, and for people whose needs were of a more persistent nature requiring longer term and for those requiring assistance from 'wet' accommodation and support.
- Many stakeholders commented on a lack of sufficient mental health provision, both in respect of supported accommodation provision and in relation to access to and provision of statutory mental health services.
- Evidence reviewed illustrates that individuals and households accessing homelessness services are presenting with increasing and often multi-faceted support needs. Co-terminus with this there is developing challenges across the provider sector in meeting demand from, and the needs of, those with substance use issues who present with risk behaviour management issues. Increased models of intensive and longer term supported accommodation, for example a 'wet house' or static type housing first service, are examples of how this need could potentially be met.
- Third Sector providers and agencies operating within the public protection and safeguarding arena described joint working with the Housing Department as very good. However, Housing Department staff consistently noted the need for better provision of

information sharing and adoption of risk management procedures from Probation and mental health services, as specific examples.

- Homeless Cell meetings and the multi-agency approach adopted between the assertive outreach service, the Cwm Taf Morgannwg University Health Board Complex Needs Outreach Team allied to the range of 'bricks and mortar' accommodation services in meeting the needs of rough sleepers were described as being 'gold standard'.
- The demands on temporary accommodation were noted as presenting a significant challenge, in respect of cost, availability and suitability to the needs of service users. The provision and use of temporary accommodation provision should be reviewed, in line with a Rapid Rehousing Transitional Plan.
- The shift to Rapid Rehousing due to the pandemic was recognised for its effectiveness in driving a coordinated approach to moving people on from temporary accommodation. However, balance was requested to ensure people were also moved on from supported accommodation, with concerns being raised at the length of a person's stay becoming potentially detrimental to their longer term wellbeing.
- RSLs were keen to establish reciprocal agreements that formalised the flexible way they work with each other. There was recognition of the need to review the Social Housing Allocation Policy in light of the permanent transition to Rapid Rehousing, the Common Housing Register, and in meeting the needs of Housing First service users.
- All stakeholders recognised the limited amount of affordable and suitable accommodation across all sectors. There was broad consensus that increased affordable stock across both the social and private housing sectors is vital in preventing and relieving homelessness.
- The level of voids within and among RSL partners was highlighted as being a serious concern, especially whilst such a significant number of people are currently being accommodated by Bridgend CBC in temporary accommodation.
- There are opportunities to utilise a number of funding streams (Housing Support Grant and Social Housing Grant), to respond to these challenges and to develop varied support models. However, despite recent increases in Social Housing Grant, the multi-faceted nature of capital build programmes continued to present challenges in building new homes. Furthermore, innovative responses are needed to tackle the challenges faced in increasing the supply of private sector properties available to the Authority.
- Support providers value and requested consideration be given to reinstating the Providers Forum, as the move towards the 'new normal' continues, following the Covid 19 pandemic.

- The Homeless Cell and Rapid Rehousing Panel meetings developed as part of Bridgend CBC’s homelessness response to the Covid 19 panel are well valued, but there were calls for reviewing the latter in light of the permanent shift towards Rapid Rehousing.
- Partner organisations should ensure steps are taken within their own organisations to support the homelessness agenda, in acknowledgement that homelessness is a cross cutting issue and cannot be tackled by one organisation alone.
- Housing related support services need to continue to be regularly monitored and reviewed to ensure the continued provision of high quality services, that there are opportunities to identify gaps in provision, and to develop greater insight as to what works and doesn’t work when preventing and relieving homelessness.
- The Housing Department’s roles, structure, processes, and training and support should be reviewed to ensure resources, pathways, communication, and consistent wellbeing support to all staff promote more effective and valued service delivery.
- There was broad recognition that there were insufficient opportunities and mechanisms in place to involve people with lived experience in the design, and evaluation of services.
- There is opportunity for the Housing Department to develop and embed a more psychologically informed culture and service offer through embracing the Trauma Informed Practice and Psychologically Informed Environments (PIE 2.0) framework in its commissioning, service delivery and monitoring.
- A common theme from stakeholders was the need to provide more information to the public with regard to the causes, consequences and opportunities to help in tackling homelessness.

5.0 Strategic Priorities

The Local Authority has developed the following strategic priorities, which are set with the ambition of delivering our vision for homelessness and housing related support services. These strategic priorities have been developed following the development of our Statement of Need and stakeholder engagement, as well as national and local legislation and policy.

Strategic Priority	Rationale	Objectives
1. Increase the supply of suitable accommodation to meet the housing needs of applicants	<p>The stark shortage of suitable housing is the biggest challenge the Local Authority faces, with demand significantly outweighing supply.</p> <p>Homelessness applications and demand to the Common</p>	<ul style="list-style-type: none"> • Increase the supply of suitable social housing, which is available to meet local need. • Increase the availability of suitable private rent sector properties.

	<p>Housing Register have consistently increased over a period of time.</p> <p>The current supply of social housing through RSL partners is insufficient to meet demands.</p> <p>The availability of affordable private rent sector accommodation is low, with market rents outstripping Local Housing Allowance rates.</p>	<ul style="list-style-type: none"> • Promote and encourage the leasing or rental of private sector properties and the continued engagement of Private Rented Sector landlords. • Work with RSL partners to ensure the best use of current stock to meet local need.
<p>2. To implement a Rapid Rehousing Transitional Plan</p>	<p>The Welsh Government has set expectations for Local Authorities to develop and implement a Rapid Rehousing Transitional Plan.</p> <p>A Rapid Rehousing model is intended to support prevention and mitigate the impact of homelessness on households. Successful delivery will be key to managing the impact of increasing demands on homelessness services.</p>	<ul style="list-style-type: none"> • To work in partnership with stakeholders to implement the various elements as set out in the Rapid Rehousing Transitional Plan. • To prevent homelessness and the need for temporary accommodation. • To reduce the need for temporary accommodation and where needed to reduce the length of time households spend in temporary accommodation • To develop a model based on robust data, with clear evidence of need.

<p>3. Provide an accessible, flexible and responsive service to meet needs, through a skilled and valued workforce</p>	<p>There is a need for continuous improvements to be made to the accessibility of services, ensuring a flexible approach to identified need.</p> <p>There is an opportunity for existing Gateway functions to play a greater role in establishing better pathways, monitoring throughput and performance.</p> <p>People with lived experience should have a meaningful and impactful role in the development and monitoring of services.</p> <p>Better communication and promotion of homelessness prevention services could promote engagement at an earlier stage.</p> <p>There is an acknowledgement that through increased demands and complexity of work there are additional pressures on the workforce, which need to be resolved.</p>	<ul style="list-style-type: none"> • Ensure that services are accessible to all and response to those with additional needs • Extend and enhance the function and impact of the Gateway. • Improve ongoing engagement with those with lived experience. • Provide clear process and pathway information and raise the profile of current homelessness advice and support services, to encourage take up by individuals in housing need • Ensure sufficient capacity within the workforce to meet presenting demand. • Deliver services through a resilient and skilled workforce, which provides high quality provision and promotes staff wellbeing.
<p>4. To improve collaboration with key stakeholders at a strategic level to improve homelessness prevention</p>	<p>Homelessness is not just a housing issue. Collaboration and partnerships with wider stakeholders have a key role to the successful prevention of homelessness.</p> <p>Improved understanding of wider pressures, priorities and limitations can lead to closer joint working and improved outcomes for individuals.</p>	<ul style="list-style-type: none"> • Increase in wider stakeholder ownership of homelessness to support upstream prevention. • Increased sharing of data to identify gaps, with the potential for increased jointly commissioned services.

	<p>A culture of joint shared ownership can improve, planning and commissioning, as well as supporting risk management.</p> <p>Better collaboration can improve corporate priorities, such as implementing the national care leavers and accommodation and support framework.</p>	<ul style="list-style-type: none"> • Establish an organisational culture of enquiry where data analysis and interpretation effectively inform service delivery. • To manage risk through stakeholders coming together to find joint solutions and outcomes • To work with regional partners to explore opportunities for service provision, which meets common needs. • To work with partners, including Social Services colleagues to implement the national care leavers accommodation and support framework. • To explore a range of good quality housing choices for young people and care leavers, which promotes independence, prolonged health and well-being. • Improve joint working across housing and social services, utilising corporate parenting responsibilities.
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<p>5. Enhance and increase the services for those with complex needs</p>	<p>The support needs of those presenting as homeless are significant. Often housing alone cannot address underlying issues preventing someone from securing or maintaining accommodation.</p> <p>There are a cohort of individuals who require intensive support models. These cases are often resource intensive to a range of public services</p>	<ul style="list-style-type: none"> • Develop services that can effectively support people with highly complex and possibly enduring needs. • Take a multi-agency approach to supporting those with complex needs.
<p>6. Take an assertive, collaborative and multi-disciplined approach to support rough sleepers</p>	<p>Rough sleeping is the sharp end and harshest form of homelessness. The vulnerability and risk posed to rough sleepers is often significant.</p> <p>The reasons as to why people sleep rough are often complex and deep routed. As such relieving the homelessness of rough sleepers can be challenging and requires resource and multi-agency involvement.</p>	<ul style="list-style-type: none"> • To keep the number of rough sleepers low and ensure that where rough sleeping does occur it is rare, brief and non-recurring. • To provide assertive outreach to assist in the accurate identification of and support to rough sleepers • To ensure a multi-agency approach to supporting rough sleeping.

6.0 Impact Assessments

6.1 Impact Assessment Process

An Equalities Impact Assessment (EIA) has been completed at 'screening stage'.

6.2 Key Findings

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 development of this strategy.

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.

7.0 Implementing, Monitoring and Reviewing the Strategy

7.1 Working with Partners

The Local Authority cannot effectively implement the priorities in this Strategy alone. Collaboratively working with key partners such as health, social care and criminal justice is vital in order to deliver and optimise the impact of our priorities outlined within the strategy.

We will work collaboratively to implement our Strategy by:

- Ensuring that work is undertaken to develop and improve approaches to collaborative working across Directorates within Bridgend CBC and to ensure that this approach is matched with similar approaches to collaborative and joint working with stakeholders outside the Authority.
- Making best use of the existing strategic and operational relationships across services and sectors in Bridgend that are well founded, long standing, creative and innovative in nature and responsiveness to need. There is a clear synergy in how services interlink across the sector and dovetail with assisting the Authority in meeting wider strategic initiatives.
- Ensuring at an operational level that the Authority builds on the clear evidence of Housing Department staff making frequent and good use of the expertise and experience from other stakeholders and providers brought in to address complex needs achieving positive outcomes for services users.
- Continuing multi-agency and partnership working at an operational level, which was evidenced as being a clear strength of the Housing Department. This approach and practice provide a template for the Authority to deliver on and optimise the impact of the Homelessness Strategy, through a model of joint working with Social Services, Probation and Mental Health services.
- Ensuring that the working relationship with Health continues, as evidenced in the development of the Regional Complex Needs Outreach Team. Contributing to further work with Health Services that has a broader focus for non-medical/clinical issues. The sharing of budgets and joint commissioning could promote more joined up thinking to address overlapping health and community support issues.
- Considering developing relationships and multi-agency working between the Housing Department and other partners through the co-location of services or expertise in a central Hub.
- Establishing focused and appropriate forums, by considering the purpose, membership, and frequency of all current, past and future meetings to ensure appropriate stakeholders are engaged in the forum/meetings most relevant to their roles and functions.

7.2 Funding Sources

Our vision and priorities within this strategy will be funded from grant allocations from the Welsh Government (WG), as well as core internal funding sources where appropriate.

The Housing Support Grant (HSG) will be the main funding stream used to meet our priorities as set out in the strategy.

The Housing Support Grant allocation for Bridgend Council is as follows:

2022-23 - £7,833,509.33

2023-24 - £7,833,509.33

2024-25 - £7,833,509.33

Other applicable grants include the Social Housing Grant and the No One Left Out Grant. Our ambition is to work in collaboration with our partners such as Registered Social Landlords (RSLs) to ensure we jointly utilise all available funding sources to ensure we deliver on jointly agreed priorities. To meet the significant increase in temporary accommodation costs, identified BCBC core funding has been and will be required to meet ongoing demands.

7.3 Monitoring, Reviewing and Evaluation Arrangements

Our strategic priorities will be communicated to partners in order to be implemented effectively. A two pronged, qualitative and quantitative approach to monitoring, reviewing and evaluating the delivery of the Strategy and Action Plan will be adopted.

This will take the form of a RAG traffic light assessment and review process linked up to:

1. BCBC giving due consideration to consulting with stakeholders and partners via an annual update and review using a narrative assessment of performance against priorities and objectives.
2. Consideration being given to engaging with service users through an annual review process, either through existing service user involvement processes utilised by partners and stakeholders, or through the use of an online Survey Monkey style anonymised questionnaire.
3. Identifying tangible KPIs, actions and outputs as detailed in the strategy and/or its action plan and conducting a quantitative assessment conducted at key milestones.

This could be developed into a more comprehensive annual review and report, which again could be disseminated among stakeholders, through existing strategic meeting structures.

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Bridgend County Borough Council

Rapid Rehousing Transition Plan

April 2022 - March 2027

One Council working to together to improve lives

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Section 1

Introduction

This is Bridgend County Borough Council's Rapid Rehousing Transition Plan ("RRTP") which should be read in conjunction with Welsh Government's national vision and principles for Rapid Rehousing, Bridgend County's [Homelessness Strategy 2022-2026](#) and housing development prospectus. These documents complement and support the overall aims and objectives of the Homelessness Strategy.

This Plan sets out how we will work with key stakeholders and sets out the intention to work in partnership to prevent homelessness and ensure that where prevention is not possible, homelessness is brief, and people have access to the support required to live as independently as possible. The plan will bring about a step change in addressing homelessness, by focusing on prevention and transitioning rapid rehousing for homeless households in Bridgend.

There has been a rise the number of households presenting themselves to the Council as being homeless. This has resulted in increased numbers of individuals in temporary accommodation. There is less available move-on accommodation in the Private Rented Sector resulting in increased pressures on Social Housing where already, supply does not meet the demand.

Over the next 5 years, we will work together with partner agencies including; Registered Social Landlords, Public Sector Statutory Services, Health, Private Sector Landlords, Criminal Justice and the Third Sector with the aim of reducing homelessness and ensuring people have access to the support required to live as independently as possible.

Where homelessness cannot be prevented Rapid Rehousing aims to:

- Provide a settled housing outcome as quickly as possible
- Reduce time spent in temporary accommodation with the fewer moves the better
- Ensure the most suitable form of temporary and supported accommodation is secured, when needed. The optimum type of accommodation is mainstream, furnished and within a community

Homeless prevention must start early before it reaches statutory homeless services. It is important to recognise that homelessness is not solely a housing need as households experiencing homelessness, or the risk of homelessness, often have additional support needs. It is therefore essential that this plan is co-produced with partner organisations to successfully reduce homelessness from occurring.

1.3 Governance: How the transition fits within the Housing Department, the wider local authority and local partners

This work and the wider Homeless Strategy and Housing Prospectus fits in with the Quarterly Bridgend Housing Partnership Strategic meeting with membership

comprising CEX and officers of all Registered Social Landlords (RSL) who develop in the borough, Cabinet Member, Chief Officers from Regeneration and Social Services and officers from Planning and Corporate Landlord. Relevant sub-groups or task and finish groups will be established. In addition to quarterly meetings with local RSL's delivering schemes via the Programme Development Plan.

The work to support the actions and identification of needs is further supplemented by a range of established partner arrangements who are active participants in the identification of needs and partnership solutions. These include:

- Fortnightly Homeless Cell meetings – multi agency approach to rough sleeping/homelessness;
- Complex case panels – multi agency approach to support those with multi agency complex needs;
- Self Neglect Panels- multi agency approach to support those at risk of self neglect/safeguarding;
- Reintegration and Resettlement Panel - multi agency approach to support individuals in the youth justice sector;
- MARAC – multi agency approach to high risk domestic abuse; and
- Daily MARAC Discussions– multi agency approach to domestic abuse

In addition, the following arrangements support the development and delivery of services regionally :

- Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategic Group
- Health Outreach Steering Group
- Regional Collaborative Group

The plan aligns itself with the BCBC Corporate Plan 2023 - 2028, the Wellbeing of Future Generations Act (Wales) 2015 and the Social Services & Well Being (Wales) Act 2014. It aligns with the Homelessness Strategy, the Housing Prospectus, Statement of Needs and is cognisant of other strategies such as the Older Persons Strategy.

1.4 Engagement

Engagement with services was completed as part of the work undertaken to develop the Homeless Strategy and included the following:

- Bridgend County Borough Council Housing Solutions & Housing Strategy Team
- Bridgend County Borough Council Senior Management & Cabinet Member for Well-being and Future Generations
- National Probation Service and members of Bridgend MAPPA planning group
- South Wales Police
- V2C Housing Association
- Linc Cymru Housing Association
- Wales & West Housing Association
- Hafod Housing Association
- Bridgend County Borough Council Social Services (both Adult and Children's Services Teams)

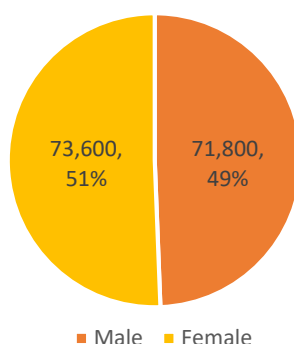
- Bridgend County Borough Council Prevention and Wellbeing Team
- Bridgend County Borough Council Education and Family Support Team
- Members of Bridgend Community Safety Partnership
- Bridgend VAWDASV Partnership and members of Bridgend MARAC
- Cwm Taf Morgannwg Health Board
- Individuals with lived experience
- The six service providers commissioned by Bridgend CBC through the Housing Support Grant funding programme
- Bridgend Association of Voluntary Organisations
- Bridgend Citizens Advice Bureau

Section 2 Homelessness Data and analysing need in the Bridgend County

2.1 Demographic/Population/Economic

Bridgend has had the third highest population growth in Wales. In terms of population size, Bridgend County was the fourth-fastest growing in Wales.

Bridgend ranked eighth for total population out of 22 local authority areas in Wales, and the 7th most densely populated area in Wales. In terms of gender, there is broadly, an even split.



Bridgend has a growing population, and an increasing older population. There has been an increase of 21.5% in people aged 65 years and over which is broadly the same as the Wales average. There was a decrease of 1% in children under 15, an increase of 0.5% in people aged 15 to 64 years and an increase of 2.6% in children aged under 15 years.

The largest tenure change has been the proportion of households living in the private rented sector, which increased from 6% in 2001 to 12.6% in 2020. As shown in the table below, areas with the lowest incomes tend to have the highest percentage spends on housing costs.

LHMA area	Income before housing costs	Income after housing costs	% of income spent on housing costs
Bridgend and Surrounding	£23,700 - £28,800	£21,200 - £23,900	5% - 11%

Garw Valley	£23,800	£19,900	16%
Llynfi Valley	£24,100 -£25,300	£18,700 - £22,600	11% - 22%
Ogmore Valley	£23,700	£19,200	19%
Pencoed and Heol Y Cyw	£25,900	£24,200	7%
Porthcawl	£25,100 - £27,000	£24,300 - £26,800	1% - 3%
Pyle, Kenfig and North Cornelly	£23,600 - £24,000	£20,300 - £21,200	12% - 14%
Valleys Gateway	£25,000 - £25,500	£22,400 - £22,500	10% - 12%

There are currently 2,547 households on the Bridgend Common Housing Register (CHR) and this number increases daily. Demand on social housing is expected to increase and the demand outweighs supply.

Number of applications to the Common Housing Register each year

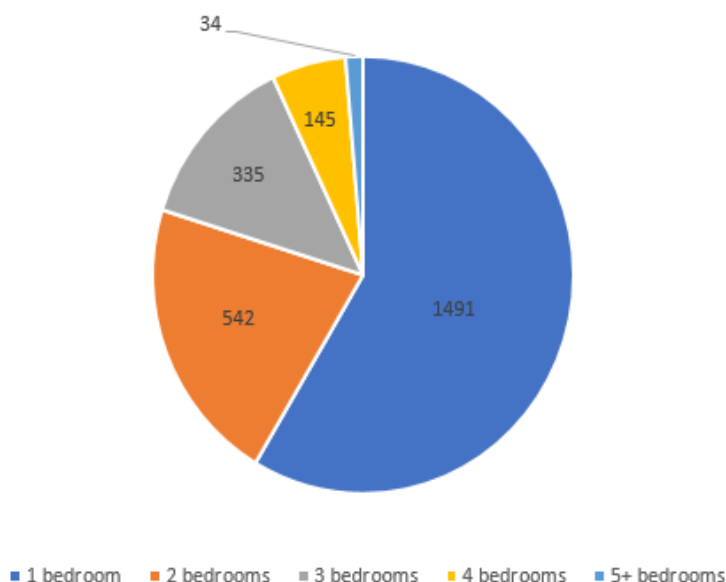
Year	Applicants added to the CHR during the year	% Increase
2019/20	147	N/A
2020/21	428	191%
2021/22	873	104%
2022/23	993 (as of 20 th February 2023)	14%

Number of applicants on the Common Housing Register at end of year

Year	Number of applicants on the CHR at the end of year	% Increase
2019/20	816	N/A
2020/21	1,477	81%
2021/22	2,143	45%
2022/23	2,547 (as of 20 th February 2023)	19%

This shows a pattern of increasing applications to the Common Housing Register each year.

Breakdown of applicants on the CHR by bedroom need



The above shows a breakdown of the bedroom need of the 2,547 households on the CHR on 20th February 2023. In July 2023 this number had grown to 2629. The majority of households on the CHR are waiting for a 1-bedroom property, with this need accounting for 59%.

Social housing stock in Bridgend

	1 bed	2 bed	3 bed	4 bed	5+ bed	Total
General needs	1,497	3,359	3,246	134	6	8,242

There is a particular need for larger properties, with there being more households on the CHR for 4- and 5-bedroom properties than there is total stock of this nature in the Borough.

Number of successful allocations from the CHR each year

Year	Number of allocations
2020/21	303
2021/22	465
2022/23	412 (as of 20 th February 2023)

Looking at these figures in conjunction with the number of applications to the CHR, detailed in Table 21, we can see that in 2021/22 there were nearly twice as many applicants to the CHR than there were successful allocations.

2.2 Homelessness Data

The tables below show the numbers of homeless applications made to the Council, the reason for homelessness and whether there was a successful or unsuccessful outcome

	2020/21	2021/22	2022/23
Total applications	1,534	1,600	1,556
Homeless or threatened with homelessness	837	876	795
Not homeless or threatened with homelessness	291	393	441
No material change in circumstances	25	39	25
Application withdrawn by applicant	157	204	76

Triage incomplete	224	88	219
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Prevention duty outcomes	2020/21	2021/22	2022/23
Debt & financial advice	2	1	
Financial payments & advice		1	1
Helped to secure accommodation with friends or family	4	5	1
Helped to secure supported housing	6	5	9
Helped to secure other accommodation	5	2	12
Private rented with landlord incentive scheme	20	22	5
Private rented without landlord incentive scheme	50	34	10
Helped to secure accommodation (social housing)	73	64	20
Measures to prevent domestic abuse			
Mediation and conciliation	2	5	2
Negotiation or advocacy to remain in private rented	3	7	1
Other assistance or specialist support	13	8	6
Resolving housing or welfare benefit problems	7	6	11
Resolving rent or service charge arrears	2		3
Relief duty outcomes	2020/21	2021/22	2022/23
Reasonable steps have been taken	4	1	2
Suitable accommodation available for 6 months or more	264	248	128
Customer refused suitable accommodation	12	4	2
No longer eligible for help		1	2
Mistake of fact	2	1	
Application withdrawn by customer	40	41	16
Loss of contact	41	28	7
Unreasonable refusal to cooperate	32	21	12
Unsuccessful relief	257	252	186

Main housing duty outcomes	2020/21	2021/22	2022/23
Accepted suitable accommodation under Part 6	101	79	21
Accepted a private sector offer	15	5	10
Refused a suitable offer of temporary accommodation	5	2	1
Refused an offer of accommodation under Part 6	10	4	
Intentionally homeless from temporary accommodation	31	22	5
Voluntarily ceased to occupy temporary accommodation	18	17	2
Application withdrawn by customer	4	10	1
Loss of contact			
Unreasonable refusal to cooperate	2		

Reason for homelessness	2020/21	2021/22	2022/23
Asked to leave by family	305	337	283
Leaving prison	67	58	49
Leaving HM Forces	2	5	7
Breach of court order		2	
Loss of private rented – other reason	6	79	60
Rent arrears	16	9	6
Bereavement	9	7	6
Abandoned accommodation	6	9	5
Leaving bail hostel	6	8	7
Notice requiring possession (s8 or s21)	123	152	240
Evicted (not s21 or s8 notice)	37	51	81
Sofa surfing	159	113	122
Emergency	5	2	4
Requires adaptations	14	2	2
Hospital discharge	15	18	28
Advice on landlord/tenant responsibilities	1	7	8
Affordability	4	24	33
Care leaver	6	8	8
Domestic abuse	106	131	87
Bail condition	9	11	9
Loss of employment	9	2	4
Threatened with eviction – not within 56 days	2	19	6
Requires financial assistance		2	2
Supported housing – ready for move on	1	6	6
Property not fit for habitation	42	16	12
Current accommodation is detrimental to health	4	48	38
Landlord harassment/unlawful eviction		2	4
Relationship breakdown	217	156	132
Downsizing	6		1
Asylum seeker	2		
Application abandoned or not completed	37	13	25
Harassment	48	34	20
Rough sleeping (or might without intervention)	119	95	92
Rehousing options	4	7	11
Loss of tied accommodation	29	11	22
Removed from home by police	6	7	8
Mortgage repossession	4	7	6
Loss of benefits	4	1	
Housing register enquiry	1	13	11
Overcrowding	8	27	29
Eviction from supported housing	18	16	11
Friend unwilling to accommodate	78	85	56
End of Ukraine resettlement schemes			15
Total	1,534	1600	1,556

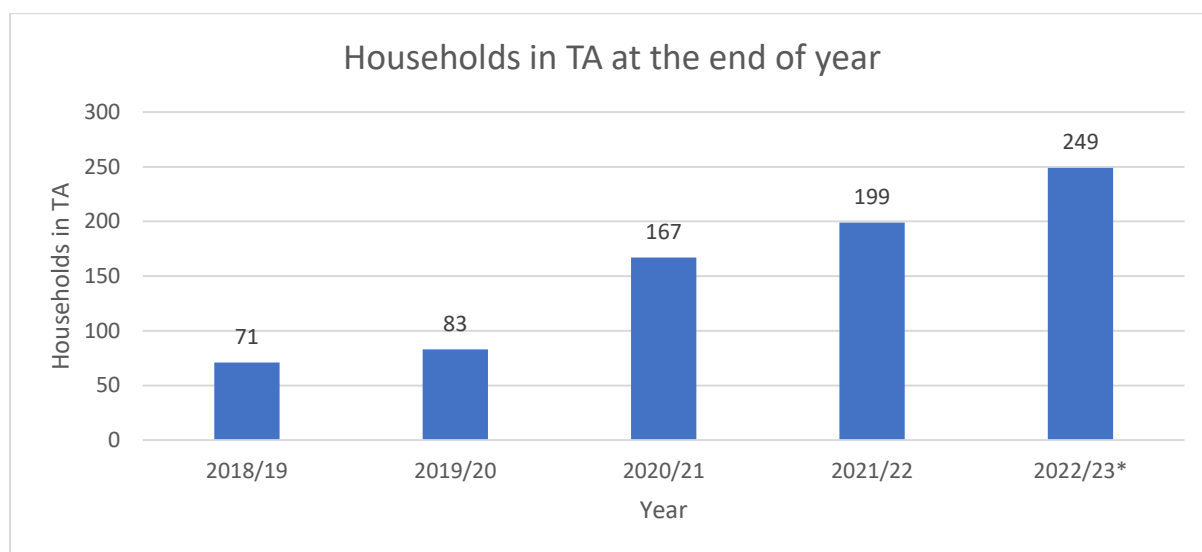
Rough sleeping includes those who were at risk of rough sleeping, if temporary accommodation was not provided. The number of people actually sleeping rough has remained largely unchanged for the last few years: 5 in 2018, 2020 and 2021

and 7 in 2019, counted on a specific day in-line with Welsh Government requirements.

In 2020/21 a total of 484 households (25.2%) had experienced homelessness previously - although not everyone had made a homelessness application. Of those 148 (7.7%) had been homeless more than once before. Further investigation will need to be had to establish the cause of repeat homelessness and how this can be prevented.

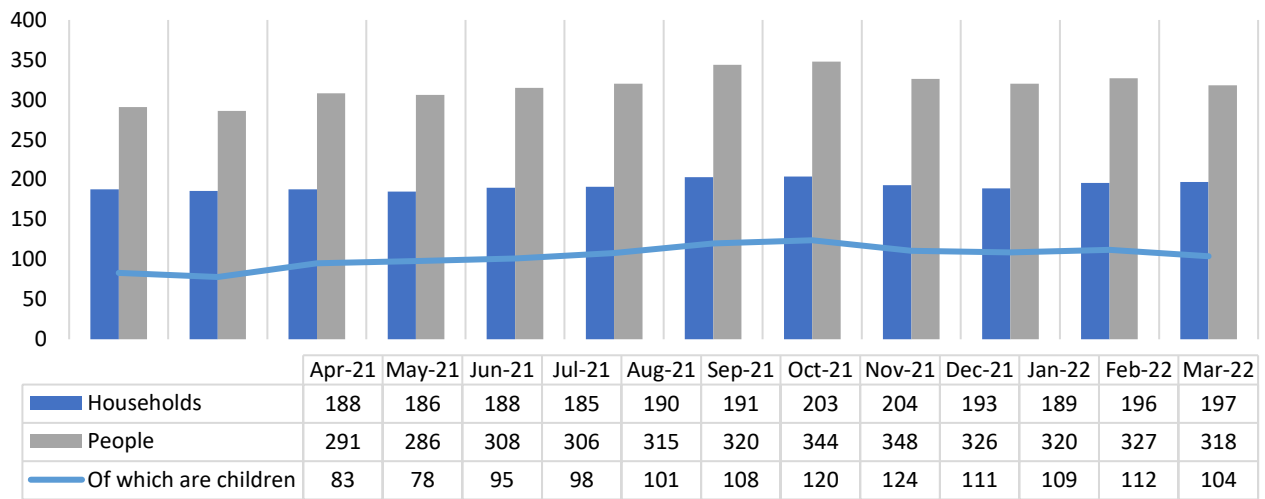
In 2021/22 the total reduced to 455 households, but as a percentage of applications, increased by nearly 3% to 28.5%. Of those, 117 (7.3%) had been homeless more than once before.

The number of households accessing temporary accommodation has increased by 111% between 2018/19 and 2022/23.

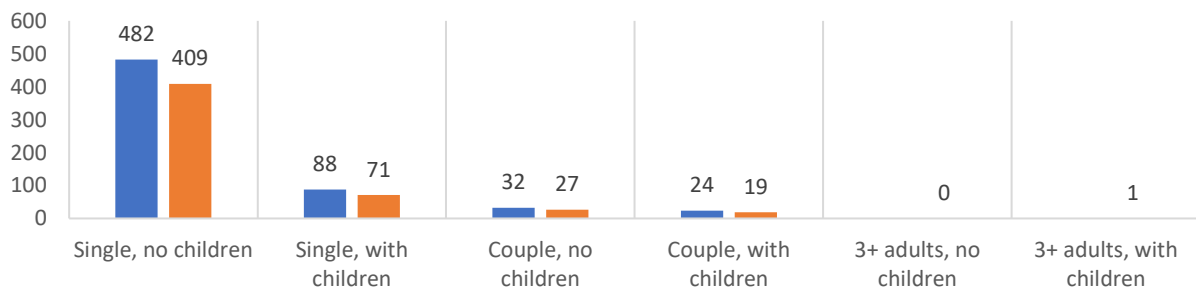


**2022/23 figure is as of the end of January 2023, as end of March figure not available at the time of drafting*

The table below shows the total number of people in temporary accommodation between April 2021 and the end of March 2022. There is a gradual increase from 291 people in April 2021 to 318 people in March 2022. That represents an increase of 9.2% over 12 months.



The number of children being accommodated increased by 25.3% from 83 in April 2021 to 104 in March 2022. As of the end January 2023 (data not available to March 23) there were 175 children in temporary accommodation, an increase of 51%. The majority of households placed in temporary accommodation in 2020 and 2021 were single person households. In 2021, such households make up 54% of the overall totals.



In 2021/22, a total of 208 households left temporary accommodation after accepting a suitable offer of accommodation, down 12.2% on a year earlier. 679 individuals from 444 households left temporary accommodation. Of those, the average number of days in occupation was 74 days, with a range of 1 day to 400 days. A total of 1132 people from 774 households left temporary accommodation. Of those, the average number of days in occupation was 90 days, with a range of 1 day to 504 days.

There continues to be year-on-year increases in demand for temporary accommodation, although since 2020 the annual increases have been greater. This coincides with the introduction of the and the 'no-one left out' policy.

It is envisaged that the demand on housing services will not decrease further due to Welsh Government changing the categories of those deemed priority need in the Housing (Wales) Act 2014 to include those who are street homeless. Street homeless is when a person has no accommodation they can occupy in the UK or elsewhere which they are entitled to occupy, which they have a license to occupy or which there is a rule of law enabling occupation. It is therefore difficult to foresee when a person will not be priority need for accommodation, on an ongoing basis.

The need for temporary accommodation is driven by demand at one end, and the 'throughput' or flow of cases through the housing solutions service to settled accommodation at the other. The number of people living in temporary accommodation represents a large part of the backlog of housing for households

accepted as homeless and yet to move into settled accommodation. The vast majority of homeless households find settled accommodation in social housing. Only a small minority are rehoused in the private rented sector due to the rising costs in rent and availability of accommodation in that sector which appears to be decreasing.

Even though there are approximately 2,547 households on the waiting list for housing, only 412 properties were let in 2021/22. The proportions vary by landlord. The turnover of social lets also varies across property sizes, which can significantly affect the ability to rehouse homeless households, with low turnovers of 1-bedroom properties and larger houses. An increased focus on early intervention and prevention to manage demand will reduce the level of lets required.

Section 3

3.1 Assessing Support Needs

In developing a Rapid Rehousing Plan, a review of support needs was completed, and households were categorised into four levels of need

Low - can be supported into settled accommodation with either a low level of support or potentially just signposting

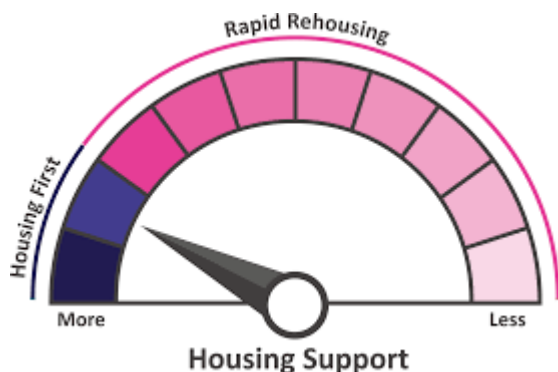
Medium - likely to require a Rapid Rehousing service with temporary floating support. May also require support from other professional services in order to live independently in settled accommodation

High - persistent complex needs and/or a history of repeat rough sleeping and who are likely to require a form of intensive housing-led support such as Housing First

Intensive - unable to live independently and potentially require 24/7 support due to, for example, concerns around risk to self or others or perhaps even choice. Professionals would be engaged from health and social care sectors in order to ensure care and support is fit for purpose.

Support analysis undertaken from a sample of 190 households in temporary accommodation on 1st of April 2022 indicates that over half of the homeless cases, 53.1%, required no or low levels of support, 29.4% of homeless cases were estimated to have medium support needs to enable independent living and 14.2% had high support needs. Around 3.3% of households were estimated to require more intensive wrap around support and would benefit from a Housing First approach.

Housing First is for people with complex needs which are beyond housing alone. Specialist provision within small or shared, supported and trauma informed environments is preferred if mainstream housing is not possible or preferable. This model of support centres on accommodation being quickly provided without the requirement that someone is tenancy ready and a coordinated intensive support package is provided.



3.2 Result of the Needs Assessment

Information provided from support providers has been used to determine the proportion of low-level support services required to resettle households through a rapid rehousing route. It also provided the information required to determine the proportions requiring medium, high and intensive needs as detailed in the table below.

Support group	Recommended housing	Recommended support	Current case volumes	Anticipated trend
Low/None	Mainstream housing	Individualised support	101 53.1%	127 56.5%
Medium	Mainstream housing	Individualised, likely to include multi-agency support	56 29.4%	62 27.6%
High	Mainstream housing	Housing First/intensive floating support, including multiagency support	27 14.2%	29 12.9%
Intensive needs 24/7	Supported housing	Residential support	6 3.3%	6 3%

The lower the support needs, the less time households spent in temporary accommodation with the average being as follows: low 63 days, medium 93 days, high 183 days. Those with intensive support needs were a small group (6 households) but still had 81 days in temporary accommodation, on average.

In assessing needs, support providers were asked to consider both the intensity of support needs and whether overall, multiple needs meant households required considerable intervention. Support needs considered include:

- Financial problems
- Education or employment needs
- Alcohol dependency
- Harassment
- Domestic abuse
- Sexual exploitation
- Care leaver aged 18-20
- Care leaver aged 20+
- Drug dependency
- Former asylum seeker
- Mental health

- Repeat homelessness
- Rough sleeping
- Learning disability
- Offending history
- Old age
- Physical ill health
- Former HM Forces
- Young parent
- Aged 16 or 17
- Aged 18-25 requiring support
- Pregnant

Support providers were also asked to consider whether the household received support from another agency, such as probation or mental health services, and if anyone had caring responsibilities for someone else in their household.

The data shows that financial problems accounted for 65.2% of homeless households, 49% of whom have no other support needs. For those households who have another support need, mental health issues are the most prevalent need (28.4%), followed by physical ill health and offending history (both 14.7%), drug dependency (8.9%) and domestic abuse (7.8%).

Households with a young lead applicant (aged under 25) accounted for 17.8% of support needs.

Many households had multiple support needs, with alcohol dependency and mental health being the most common (30.1%). Everyone with a history of rough sleeping also experienced repeat homelessness - although not everyone had made a homelessness application previously. Not all rough sleepers were from the area.

12 households (6.3%) had support needs of their own in addition to caring for someone else in their household.

Of those experiencing homelessness, 9.7% of households disclosed a mental health condition, a drug-related condition and an alcohol-related condition at the same time. This was much higher percentage than in the general population according to The Office of National Statistics. The figure was higher for those experiencing repeat homelessness (11.4%).

When the number of households requiring support in 2021/22 is compared to 2020/21, there is a slight drop in the overall number of cases assessed as needing support, but a significant increase on the number of households with support needs in 2019/20. Future reviews of the RRTP will need to focus on whether the trend continues to lessen after the Covid-19 pandemic, or whether support needs remain high, compared to pre-pandemic levels.

Monitoring information from support providers suggests that the level and complexity of support required has also increased since 2019/20.

However, although many households require some level of support or assistance from specialist organisations, such as alcohol or drug agencies, most are able to manage a tenancy and do not require supported housing. Around 12 households

with intensive support needs or multiple high needs, would benefit from some time in supported housing.

A priority in our homelessness strategy is to develop joint working protocols, resources and funding for those with co-occurring substance misuse and mental health problems.

This work has been taken forward as a Housing Support Grant (“HSG”) priority, as we recognise the importance of treatment for mental health and substance misuse and continue to work with local and regional stakeholders to consider progress and the challenges that remain.

This will involve looking at the barriers and good practice on work in this area in particular, to unblock any issues that may remain or gaps in service provision. In addition, there are commitments in the action plan to ensure services commissioned support co-occurring cases and are aligned and working in partnership with housing and homelessness services, ensuring barriers to joint working are reduced. The continuation of a regional health outreach team, initially developed as part of the Cwm Taf Morgannwg ‘Phase 2’ response to the Covid-19 pandemic, will form part of the response to this priority.

Tackling substance misuse continues to be a priority for HSG funded services. Our approach is mostly rooted in a harm reduction approach which recognises addiction as a housing and social care issue as opposed to one that is solely related to criminal justice. A growing area of concern is the latest data showing a rise in drug related deaths across Wales. We are working closely with stakeholders to evaluate the reasons behind the increase and support local initiatives to address this, including support for homeless people.

Personal choice is important in both Housing First and Rapid Rehousing and if a household requests to be placed in a shared setting, be it a shared tenancy, HMO or supported housing, then that will be considered and potentially supported.

3.4 Support Requirements

There are four broad areas of support that can be used to inform assessments and focus advice and assistance for people to help them move on and sustain their accommodation in the longer term, although some overlap into each other, such as practical and progression:

- Practical – includes support to set up utilities, source furniture and white goods packs, make benefit claims, budgeting as well as general tenancy sustainment support.
- Specific/specialists – includes addressing physical health needs (including registering with a GP), emotional and mental health needs, drug and alcohol needs as well as supporting someone to cope with issues of isolation and where they have learning or language difficulties.
- Engagement– support required to engage with people, including assertive outreach requirements.
- Stabilising – support required to maintain existing accommodation, including temporary accommodation.

- Progression – includes supporting people to develop additional learning and skills, possibly employment or volunteering.

The table below shows support need self-identified from homelessness applications

Self-identified support needs	2020/21	2021/22	2022/23
Education, training, or employment	11	16	4
Alcohol dependency	57	41	40
Harassment	5	12	9
Domestic abuse	82	129	80
Sexual abuse or exploitation	6	10	10
Care leaver aged 18 – 20	18	16	22
Care leaver aged 21 or over	13	20	17
Drug dependency	71	67	49
Former asylum seeker		1	3
Mental health	218	309	204
History of repeat homelessness	56	34	17
History of rough sleeping	25	15	9
Learning disability	14	24	30
Criminal offending	96	94	63
Old age	11	15	3
Physical ill health or disability	91	160	116
Former HM Forces	2	8	4
Young parent	11	16	7
Aged 16 or 17	15	36	30
Aged 18 – 25 with support needs	68	81	47
No support needs	72	112	89
Total support needs**	870	1104	853
Multiple support needs	163	373	168
Total homelessness applications	837	876	795
Support needs as % of homelessness applications	84.4%	83.4%	78.8%

4.4 Accommodation Requirements

Of those households on the waiting list for housing, 103 have indicated they wish to live in sheltered accommodation. The age of people seeking to live in sheltered accommodation ranged from 53 to 92 with the median age being 75. Health, rather than age, is the driving factor for people seeking a move into sheltered accommodation.

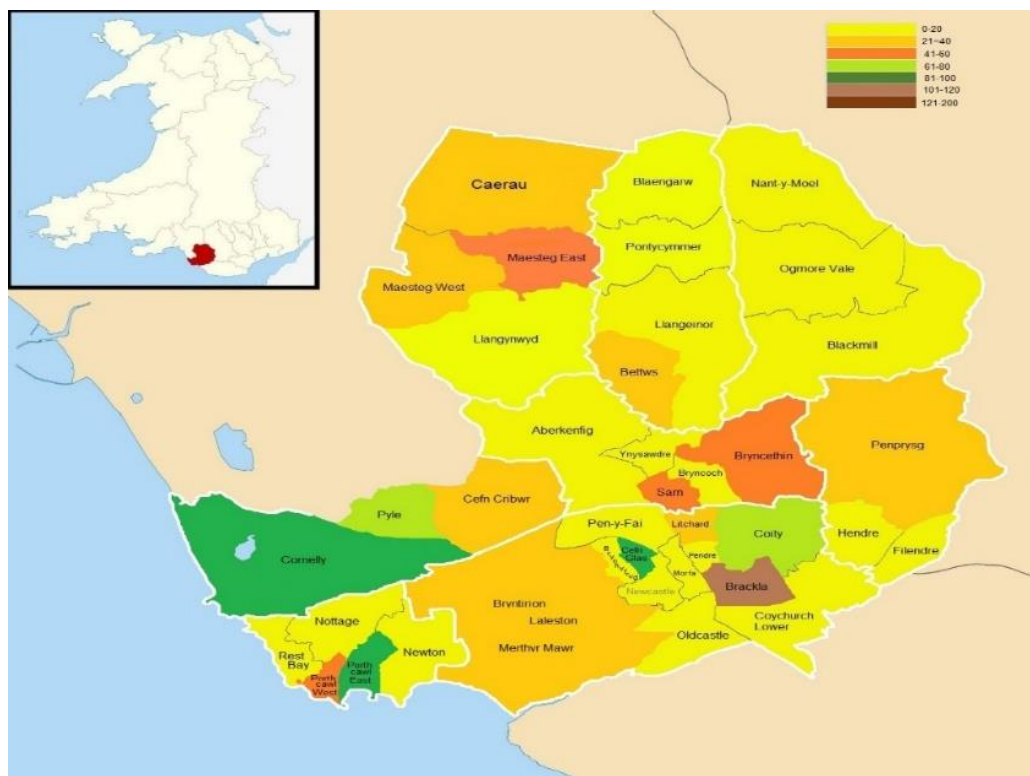
An additional 86 people aged 60 or over were seeking rehousing but not solely in a sheltered scheme. None require a larger property.

Since 2015, the County Borough has procured three specialist supported living services for people with learning disabilities, based in Clos Penglyn, Condors Rest and Viesther. In addition to these three specialist services, the County Borough has procured a number of more generic supported living schemes across the borough for individuals with a learning disability.

There are 84 units of extra care housing and assisted living at Llys Ton in Kenfig Hill, Ty Llwynderw in Maesteg and Ty Ynysawdre in Tondy. A review of accommodation needs for older people is currently taking place and the findings of that review will feed into future development programme needs

Move-on accommodation for people currently receiving specialist support is a key priority.

In terms of choice, the south of Bridgend is much more in demand than Ogmore Valley and other northern areas. The map below indicates demand, by LHMA.



There are eight housing associations operating in the County Borough: Coastal Housing, First Choice, Hafod, Linc Cymru, POBL, United Welsh, V2C, and Wales & West. The County Borough has an allocations partnership with four of those: Wales & West, Hafod, Linc-Cymru and V2C

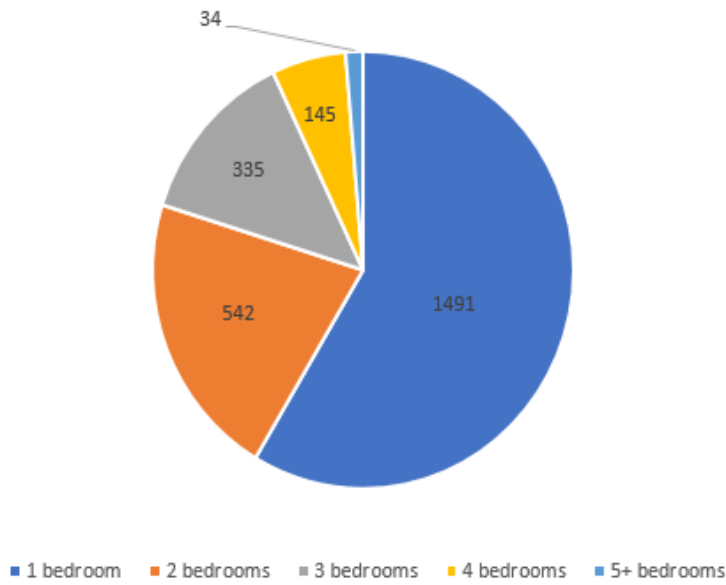
The purpose of the partnership is to maintain a Common Housing Register and common housing allocation policy, supported by the provision of housing advice and information about homelessness and the prevention of homelessness, free of charge, to everyone who needs it.

As of 31 March 2020, there were an estimated 64,789 dwellings in the County Borough. Approximately 63% of these were owner occupied, 12.6% privately rented, and 13.7% owned by a housing association. The private rented sector has decreased by 1.4% from 8,300 to 8,179.

There are 9,385 social housing properties in the County Borough. This includes 1497 one-bedroom flats.

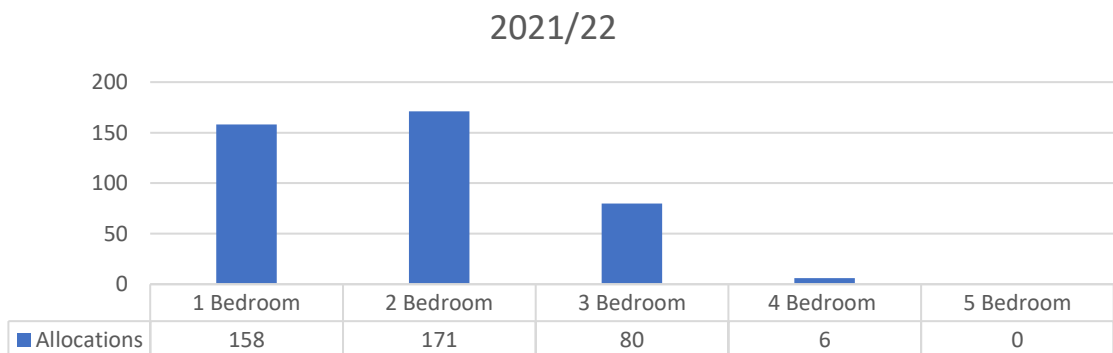
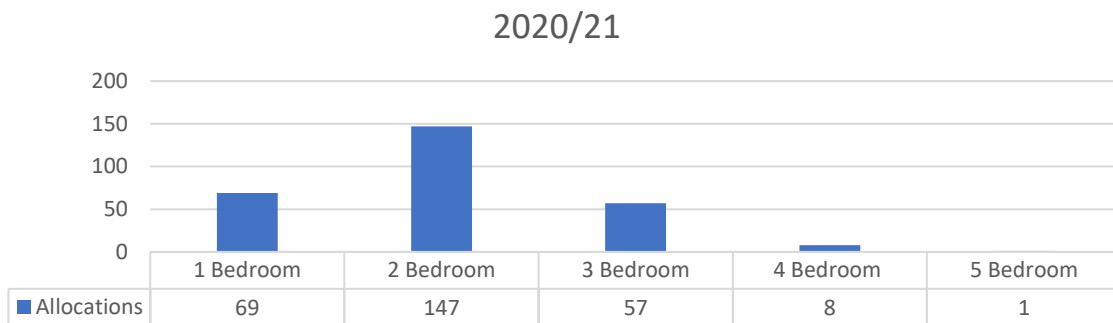
	1 bed	2 bed	3 bed	4 bed	5+ bed	Total
<i>General needs</i>	1497	3359	3246	134	6	8242
<i>Supported housing (inc. sheltered)</i>	212	197	55	9		561
<i>Other supported housing</i>	100	136	4			291
<i>Extra Care</i>	49	31				84
<i>Intermediate rent</i>	48	139				187
<i>Shared ownership</i>	4	15				19
<i>Market rent</i>		1				1
Total	1910	3878	3448	143	6	9385

The graph below shows housing need by bedroom need



Out of all “Live” applications waiting for housing, over half (54.2%) are a 1-bedroom need.

The table below shows allocations in 2020/21 and 2021/22 by bedroom size.



It is important to continue to diversify the housing market, through the provision of bungalows, level access flats, etc. Increasing numbers of people are living into their 70s, 80s, 90s and beyond. By 2040, one in four of people will be over 65. Building accessible and adaptable homes helps people to increase their independence at home, keeps them safer, and delays or completely avoids unwanted moves to more specialist housing – all of which also create enormous social and public savings benefits

RSL's have access to Bridgend's on-line housing needs case management system, to enable them to interrogate support needs and housing area waiting lists. Operational meetings take place with RSL's on a monthly basis

Internal discussions take place with Corporate Landlord, Planning for LDP (Local development plans) purposes, Local Housing Market Assessment (LHMA), Gypsy and Traveller assessment and Social Services in relation to specialist provision.

A regional perspective is expected to be enhanced by the recently established Health and Housing Working Together Group.

Section 4

Understanding local temporary accommodation supply

To understand the needs as we move through the transitional phase, a review of pre covid temporary provision and existing provision was undertaken.

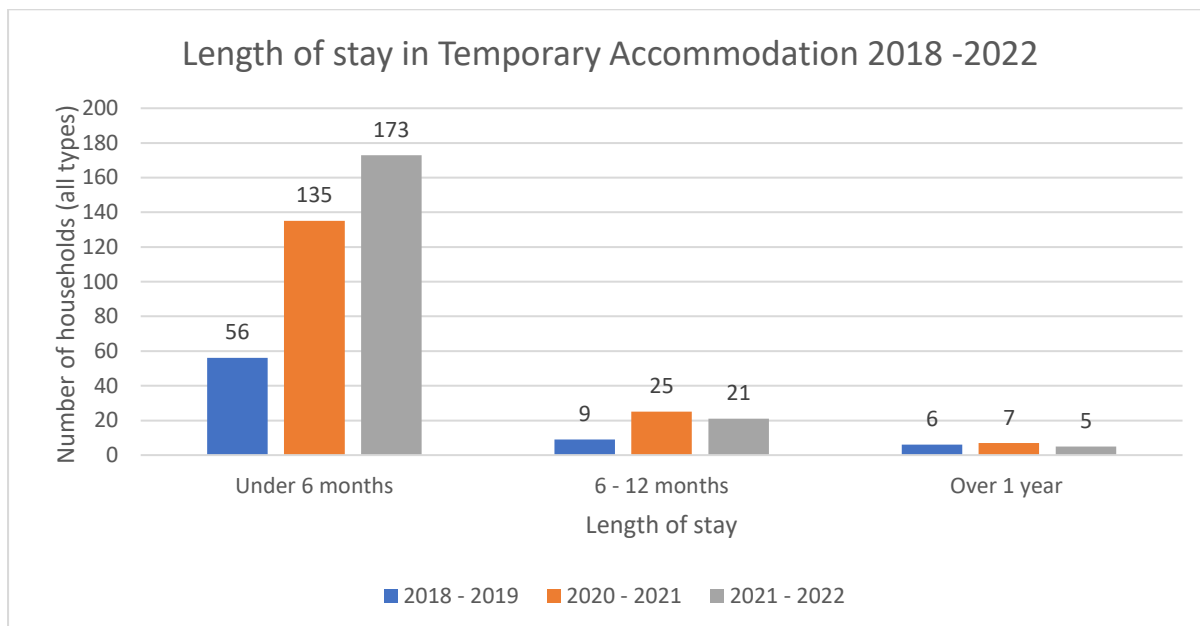
4.1 Overview of supply

The local temporary accommodation types in Bridgend (excluding refuges) are in the tables below.

Pre-Covid19 Temporary Accommodation stock breakdown (February 2020)				
Type of accommodation	Units	Exclusions	Services	Service charge
ABBA (Alternative to B&B accommodation)	20	Under 18	Professional support on site or peripatetic	Yes £15 p/w single unit shared house £20 p/w family unit
Hostels (including emergency beds and Pods)	41	Brynmenyn – singles Ty Ogwr – under 18 Cornerstone – under 18 Pods – under 18 YP emergency bed – over 25	Professional support on site 24/7 or peripatetic	Yes (except Pods) Brynmenyn £13.95 p/w over 18/£5 p/w under 18 Cornerstone £20p/w Ty Ogwr £19.93 p/w
Leased / other RSL	19	Under 18	Floating support	Yes if RSL owned £15 p/w 1 bed, £20 p/w 2 bed
B&B (NCA and Alex)	2	Under 18	None	Yes £13.95 p/w
Holiday Let / AirBnB / PRS directly with LL	0			
Hotels (units currently in use)	0			
Total				87

Post-Covid19 Temporary Accommodation stock breakdown				
Type of accommodation	Units	Exclusions	Services	Service charge
ABBA (Alternative to B&B accommodation)	29	Under 18	Professional support on site or peripatetic	Yes (not all) £15 p/w single unit shared house £20 p/w family unit
Hostels (including emergency beds and Pods)	45	Under 18 (exception of YP emergency bed)	Professional support on site 24/7 or peripatetic	Yes (except Pods) Brynmenyn £13.95 p/w Cornerstone £20p/w Ty Ogwr £21.93 (as at May 2023)
Leased / other RSL	21	Under 18	Floating support	Yes if RSL owned £15 p/w 1 bed, £20 p/w 2 bed
B&B (NCA and Alex)	15	Under 18	None	Yes £13.95 p/w
Holiday Let / AirBnB / PRS directly with LL	95	None	None	Yes £13.95 p/w
Hotels (units currently in use)	19	None		Yes £13.95 p/w
Total				224

The data reviewed illustrates an increase in the use of hotels, B&B's and other holiday let accommodation to meet the demands for temporary accommodation. This is an increase of 157% since the covid pandemic in early 2020.



4.2 Inclusivity

Service Charges

Services charges apply in all temporary accommodation with the exception of Pods. The rationale for this is to promote independent living skills, service charges are viewed as a form of budgeting in preparation for an individual's/households own permanent accommodation.

Exclusions

There is no blanket exclusion of any client group however all placements have to be assessed in terms of suitability and risks. These are; risks to the individual/household themselves and risk to those around them. Where an eviction has taken place, the individual is still not excluded but must go through a period of review. Whilst there are no exclusions, some client groups are more difficult to secure accommodation for. Those with challenging anti-social behaviour for example are more difficult to accommodate due to the risks posed to others. There may be reluctance of some accommodation providers to accept those who have current or previous offending histories such as arson or those that are a Registered Sex Offender. Some accommodation settings are not suitable for pets, as some landlords will not accept pets. Whilst the Council can offer short term kennelling this is not a long term or sustainable action. Whilst this does not exclude an individual or household being accepted into accommodation, it could indirectly exclude them.

Section 5 Plan the Temporary Accommodation transformation

5.1 The Vision

Planning for transformation cannot take place in isolation, partnership working will be key to achieving our vision

Bridgend vision for rapid rehousing: To ensuring homelessness is prevented and where it cannot be prevented, to reduce time spent in temporary accommodation. To ensure people access permanent suitable accommodation quickly and with support to live independently.

We will do this by committing to the following objectives

- Reduce the use of B&B, hotel and holiday let accommodation
- Reduce time spend in temporary accommodation
- Review homeless prevention services
- Enhance the Housing First provision
- Develop specialist supported accommodation for those with complex needs e.g. Wet House;
- Review and repurpose current temporary accommodation
- Review the Social Housing Allocation Policy
- Review the Social Leasing Scheme and current leased accommodation
- Increase suitable permanent accommodation options through the private rented sector and social housing sector
- Enhance the Health Outreach Service

5.2 Key Challenges to delivering the transformation

There will be a number of challenges to delivering the transformation of temporary accommodation

- Backlog of those in temporary accommodation

During the transition phase there will also be newly arising needs for accommodation as a result of homeless presentations in addition to those already in temporary accommodation requiring move on the suitable permanent accommodation.

- Development of new accommodation

The development of new schemes is a lengthy process and will provide options in the future and therefore is not an immediate resolution. The Housing Prospectus outlines the needs for new build, refurbishment where possible, acquisitions from within the private sector and highlights the need to provide units to support the projects funded through Housing Support Grant.

- Lack of affordable housing option

The demand for affordable housing far outweighs supply. Developments take time to build, there is sometimes reluctance of landlords to consider alternative accommodation models e.g. shared accommodation.

The full impact of the Rent Homes (Wales) Act 2016 has not yet been evaluated but, anecdotally, landlords are leaving the sector shortly prior to its implementation. Since the covid pandemic, rents in the private sector have increased considerably.

The table below details the difference in the average rent and Local Housing Allowance rates in Bridgend, giving an insight into the challenges households reliant on welfare benefits have when trying to find suitable and affordable accommodation in the private rent sector. These challenges are particularly acute for larger properties with the average rent for both 3 and 4 bedroom properties over double the Local Housing Allowance rate.

No. of bedrooms	Average monthly rent	22/23 LHA rate	Difference	No. available properties	No. available properties at LHA
Shared room rate	£487.50	£254.28	-£233.22	2	0
1 bedroom	£625.00	£388.92	-£236.08	9	0
2 bedrooms	£728.94	£473.72	-£255.22	20	0
3 bedrooms	£952.92	£498.64	-£454.28	24	0
4 bedrooms	£1366.67	£673.14	-£693.53	3	0
5 bedrooms	£N/A	£673.14	-£	0	0

- Location of supported accommodation

The right accommodation in the right area must be identified. This is also subject to scrutiny. There is also a need to go through the procurement process which is timely.

- Moving away from the misconception that homelessness is only housing issue

Homeless is a multi-faceted issue that needs to initially be addressed via physical housing but alongside this there is a need to build resilience to ensure that the tenancy is maintained through a multi-agency approach.

5.3 Transformation Plan

Having reviewed the current supply of accommodation and the needs, below are options of how we could address remodelling to transition to rapid rehousing and available funding.

<i>Name of Accommodation</i>	<i>Current single night capacity</i>	<i>Target capacity by 2027</i>	<i>Brief description of work required</i>	<i>Approx cost</i>	<i>Funding source</i>
Brynmenyn	16	TBC	To seek an alternative	TBC	TBC
RSL Voids/abba	TBC	TBC	RSL to bring back into use long term voids	TBC	WG and BCBC
Various developments	TBC	TBC	Increase number of WC accessible/bespoke premises on new developments	SHG To be confirmed	WG RSL
Renovation and refurbishment of empty property in Maesteg in partnership with RSL	0	7 general needs 1 bed flats 2 accessible needs 1 bed flats	Make use of a disused commercial building. Increase self-contained temporary accommodation and accessible temporary accommodation	SHG to be confirmed	SHG

PRS small HMOs		10 by the end of 2023 to be reviewed	Increase temporary accommodation options as an alternative to B&Bs	No set up costs to the LA	PRS Landlord D2
Supported Accommodation	5	TBC	Investigate remodelling to support complex cases	TBC	To be determined
Abstinence/recovery	5	TBC	Purchase a building to support complex cases	TBC	To be determined
Dispersed Refuge	TBC	3 by the end of 2024 to be reviewed	To provide a step down approach for those not yet ready to move on into complete independence	TBC Step down	LA
Young Person Step Down	TBC	4	To provide a step down approach for those not yet ready to move on into complete independence	TBC	To be determined
Complex needs accommodation	TBC	5	To provide suitable 24/7 supported accommodation to those with high/multiple/complex needs	To be discussed with RSL's	HSG
Static housing first	0	5	Self contained accommodation for those who have experienced multiple episodes of homelessness and have varying support needs	To be discussed with RSL's	HSG

Section 6

Development of the RRTP and Challenges

Rapid rehousing is a central pillar in the wider strategy for ending homelessness in Bridgend. Homelessness in Bridgend is both significant in scale and impact and complex in its nature

In responding to these challenges Bridgend County Brough Council has developed a culture of partnership and collaboration with internal colleagues, regional colleagues and 3rd sector partners which are instrumental in the delivery of services to meet the needs identified.

Homelessness Services are required to meet the social housing needs of the population of Bridgend. Increasingly it is faced with challenges outside of this remit as applicants have additional needs which can only be met through collaborative responses and services. In particular ill-health and homelessness and the service

challenges in relation to mental health and substance misuse that can occur in all ages of the population.

A key aspect of enabling homeless people to successfully sustain settled housing must focus on flexible, tailored support services to meet their health, care and housing needs.

It is predicted that there will be an increase in the numbers of households seeking accommodation from Bridgend Council over the coming years. This will place additional pressures on the supply of accommodation, support and health services, as we continue to support people seeking asylum, refuge from war and persecution. It is therefore imperative that homelessness prevention services are reviewed

Priority 1 Review Homeless Prevention Services

Homelessness prevention and early intervention is vitally important to this plan. It must be recognised that this is not solely the responsibility of statutory housing services.

There is a need to maximise opportunities for homelessness prevention services through collaboration with partner organisations and housing support projects and implement specific initiatives and funding opportunities that may occur.

Key to the prevention agenda is to improve and increase the capacity for households to be self-sufficient, live as independently as possible and remain in their own homes by expanding accessible housing related support services, and providing housing support to households to encourage self-sufficiency and independence through commissioned services.

A review of HSG funded services indicated that there is a group of service users with particularly complex needs whose lives are marked by transience, involvement in the criminal justice system, poor physical and mental health, substance misuse and repeat homelessness. An early priority is to work with our partners to develop a different and sustainable approach to meeting the needs of these households.

A large number of households have support needs beyond access to settled housing. Local support services are recognised as providing valuable help to those at risk of losing their home or to households who are aiming to transition to settled housing. The commissioning of support services through the Housing Support Grant will continue to target these areas of need and new collaborative services that respond to the needs of complex cases will be researched and developed.

We will enhance our Housing First services to support to address the needs for those who present with complex support needs.

The Housing Solutions service is focused on the delivery of a comprehensive front-line advice and support for any person who makes a housing enquiry. The service offers a range of interventions, tailored to the individual, which aim either to prevent homelessness or promote successful tenancy sustainment including:

- Intervention or referral to secure alternative accommodation
- Intervention to keep the household in their current home
- Intervention or referral to delay the urgent need to move home

- Consistent advice and information with solutions tailored to the customer and his or her household.

The Housing Solutions model has been designed to promote independence, choice and increased opportunity by offering personalised housing advice to anyone in housing need. Advice is provided on all housing tenures, suitable to their circumstances and can include owner-occupation and private renting. The provision of housing advice is linked to advice on health, social care and employment with the aim of sustaining people in their tenancies or helping them secure alternative accommodation as their circumstances change.

As part of our response to welfare reform, we also work in partnership with Shelter Cymru, which provides money and debt advice services. This has led to us being able to offer a comprehensive range of options for people at risk of homelessness in order that they can sustain their tenancies where possible.

As rapid rehousing is delivered, we recognise the need to ensure that a culture of homelessness prevention continues to be embedded within our Housing Solutions service and the network of social landlords offering settled housing across the county borough. In doing so, we will continue to fund money, debt, advice and support services. We will also ensure that our front-line homelessness staff are focused upon preventing homelessness through a housing options approach and have the skills and abilities to offer high quality advice and assistance and ensure that people have access to the right support at the right time.

Priority 2 Reduce the use of B&B, Hotels and holiday accommodation

The use of Bed and Breakfast accommodation is recognised as being unsuitable to accommodate homeless households, particularly families with children and pregnant women. Whilst we have set a target to reduce the use of B&B in the short-term, a key ambition of the RRTP over the next 5 years is to bring its use to pre pandemic levels of 7 units used only as a last resort.

We aim to reduce the need for, and time spent in, temporary accommodation by developing the right accommodation that meets the needs of all.

A Rapid Rehousing Toolkit has been prepared providing a useful snapshot of the baseline temporary accommodation model and the proposed year 5 position. Our objective is to build a 5-year projections model that will allow us to test data inputs and assumptions, year-on-year, and in relation to changes in demand following the Covid-19 pandemic.

Backlog = 213 households in temporary accommodation (as at June 2022)

	↓ Low/no needs 54%	↓ Medium needs 29%	↓ High needs 14%	↓ Intensive needs 3%
Year 1	11%	6%	5%	2%
Year 2	11%	6%	5%	1%
Year 3	11%	6%	4%	--
Year 4	11%	6%	--	--
Year 5	11%	5%	--	--

The model projects a reduction in the population of households in each category until the backlog is eliminated over the 5-year period. All components of the backlog start to be addressed in Year 1. It is projected that the backlog of homeless households with high or intensive support needs, will be met by year 3 of the model by reducing by a small percent per annum for three years. This reflects our ambitious plans to manage the homelessness application and allocations process more effectively.

The backlog of no/low support needs will be met by year 5 of the RRTP at a reduction of 11% per annum for 5 years. Using these assumptions, the model projects the number of backlog households to be added to the annual population of households who will require settled housing. This can be aided by reducing the number of lost contacts and refusals.

From year 3 it has been assumed that projected increases in demand (arising as a result of the perceived benefits of the rapid rehousing approach) will be offset by reductions as a result of a more proactive approach to preventing homelessness locally.

The model also assumes support needs will start to shift over time as Housing First meets the backlog of complex housing needs and reduces repeat homelessness.

Through the implementation of the Housing Strategy 2022-2026 it is hoped that the temporary accommodation journey speeds up, temporary tenancies will increase in turnover offering more capacity to meet the needs of homeless households who require emergency assistance.

Priority 3 Review and implement changes to the Social Housing Allocation Policy

Where it is not possible for us to prevent homelessness, our priority is to ensure that homeless households in Bridgend experience the fastest, most effective journey to settled accommodation possible. A key action is to review the Social Housing Allocations Policy.

There is a clear disparity between the timescales for housing outcomes between single/smaller households and larger households. For families requiring a larger property there is a substantial wait for an offer of settled housing. Our analysis of recent trends concludes that this is for 2 specific reasons. Firstly, as a result of the Universal Credit benefit cap, the private rental sector is less of an option for larger families. Secondly, the size profile of local housing stock has not kept pace with demand for larger properties.

The step change in both the speed and volume of lettings activity to enable access to settled housing for all homeless people in Bridgend, will be significant and challenging. It will require a noticeable shift in the balance of allocations from waiting list applicants to homeless applicants across the area in-line with an increase in building activity. Finding the right balance between allocations to households in housing need and others on the waiting list for housing, will form the core of rapid rehousing in Bridgend.

Priority 4 Increase access to suitable accommodation

There are a number of actions that sit within this priority.

Increasing RSL accommodation

We need to work with our RSL partners at both the operational and strategic level to understand our housing needs. We need to ensure the SHG allocation is maximised and the Programme Development Plan delivers new schemes and ensures an on-going programme of pipeline schemes for future delivery.

There is a clear disparity between housing supply/stock and demand, therefore closing this gap is imperative to aid in the reduction in time spent in, and use of, temporary accommodation.

Quarterly Bridgend Housing Partnership Strategic meeting with membership comprising senior staff of all developing RSL's, Cabinet Member, Chief Officers from Regeneration and Social Services and officers from planning and Corporate Landlord will be established. Relevant sub-groups or task and finish groups will be established.

Increasing access to private rented accommodation

We will review the usage and purpose of the current leased scheme and consider utilisation of WG funding to develop a Social Letting Scheme. This will include evaluating the need for a specific Private Sector strategic officer to develop the scheme and thereafter operational staff to undertake ongoing management/operation.

New Supported Accommodation

We commit to developing additional units of accommodation to meet the needs of those with complex needs who are unable to live independently and for those with low level support needs requiring short term supported accommodation to develop independent living skills.

Priority 5 Remodel Temporary accommodation

Review our temporary accommodation with a focus of remodelling the use of Brynmenyn House and develop a long term plan to replace the current building. The challenges in meeting these priorities are the same as those detailed in section 5.

Section 7 Resource Planning

7.1 Existing resources

The following resources have been used in the last 3 financial years

Revenue funding streams:

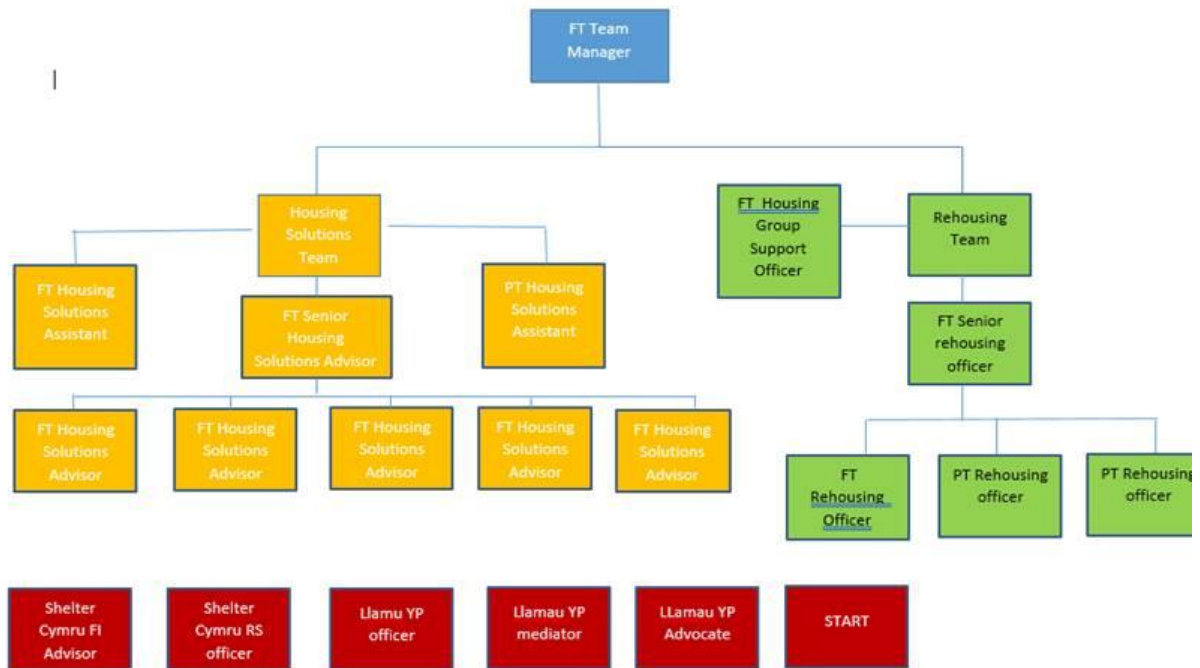
- Housing Support Grant
- Covid-19 Homelessness and Housing Related Support Services Phase 2
- No One Left Out Grant
- BCBC Core Budget

Capital funding streams:

- Social Housing Grant
- Phase 2
- VAWDASV Capital Grant
- RSLs bids into WG (Transitional Accommodation Capital Programme)

7.2 Staffing

The Housing solutions team consists of the following staff included embedded 3rd sector prevention services. Housing Solutions advisors all deal with homeless prevention, homeless relief and Common Housing Register applications.



As a result of the ongoing demands on the service since early 2020, the team has undergone a change in that there is now a dedicated homelessness triage team dealing with emergency homeless presentations consisting of :

- Senior Housing Solution Advisor
- 2 x FT Housing Solution Advisor
- Temporary accommodation coordinator
- Housing Group support

In addition, a further 2 full time rehousing officers and full time housing solution assistant are in post.

Through the transition phase, it is envisaged that in order to develop our Private Rental Sector (PRS) work additional staff will be required including a strategic officer to develop the work and operational staff thereafter.

7.3 Priorities and Resource Plan

The table below sets out BCBC's priorities, with estimated timescale and cost.

Priority	Task	Timescale	Cost	Comments/costs
1 – Review Prevention Services	<p>Set up a task and finish group with HSG funded services to review current services and identify gaps</p> <p>In conjunction with key stakeholders review all prevention and early intervention services. Identify funding opportunities for collaborative services</p> <p>Develop contract to fill gaps in service provision</p>	<p>2023/2024</p> <p>ongoing</p> <p>Ongoing</p>	0	
1 – Review Prevention Services	Enhance the housing first services	Ongoing	To be determined	The service underwent a recent review and uplift to include Housing First for Youth. The current service is targeted to those that are chronic rough sleepers. It is already noted that the service needs to be opened up to further client groups.
1 – Review Prevention Services	Enhance the Homeless Health Outreach Services in conjunction with regional HSG teams	Ongoing	To be determined	Determining the need for further professions to be included e.g. social workers
2 – Reduce the use of B&B, hotels and Holiday lets	Develop accommodations as detailed in point 5	2022- 2025	To be determined	
3- Review and implement changes to the social housing allocation policy	Housing Solutions Manager/RSL's working group to determine necessary changes in consultation with key stakeholders. Thereafter public consultation if required. Political input also.	2023/2024		
4 – Increase access to suitable accommodation	Bridgend Housing Partnership Strategic meeting with membership comprising CEX and officers	Quarterly		

	<p>of all developing RSL's, Cabinet Member, Chief Officers from Regeneration and Social Services and officers from planning and Corporate Landlord.</p> <p>Housing solutions Team Manager/Strategic Housing Commissioning Manager operational meetings to discuss housing/homeless priorities, demands etc</p>	Monthly		Already take place; the focus and terms of reference to be reviewed
4 – Increase access to suitable accommodation: Increase access to the PRS sector	<p>Appoint a strategic officer to develop the service</p> <p>Appoint an operational PRS officer</p> <p>Review current leased scheme and consider social leased scheme</p>	<p>2023/2024</p> <p>2024 onwards</p> <p>2023/2024 onwards</p>	<p>2023 - £60,000 (WG grant)</p> <p>2024 – £60,000(WG Grant)</p> <p>2025 - £42,887 (HSG)</p> <p>2026 - £42,887 (HSG)</p>	Additional costs to be determined once the structure of the service is established
4 – Increase access to suitable accommodation: supported accommodation	Develop accommodation services identified in point 5	2024/2025 ongoing	Costs identified as per HSG spend plan	
5 – Remodel temporary accommodation	Housing/commissioning/corporate landlord/RSL investigative work to commence on relocating Brynmenyn house	2024/2025	To be determined	

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Bridgend County Borough Council Housing Prospectus

One Council working together to improve lives

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Glossary of terms

Term	Meaning
Common Housing Register (CHR)	A common register used by four main RSL's operating in Bridgend to allocation social housing. The register is administered by BCBC.
Housing Support Grant (HSG)	The main revenue grant from Welsh Government to fund housing related support services.
Local Development Plan (LDP)	A document which sets out the local planning authorities proposals for future developments of land.
Local Housing Market Assessment (LHMA)	A document which provides an assessment of the local housing market, providing evidence to inform strategic decisions (such as the LDP and Housing Prospectus)
Private Rented Sector Housing	The provision of accommodation by private landlords e.g. an individual or a company
Programme Development Plan (PDP)	A Welsh Government monitoring tool providing information on timescales for the delivery of projects funded by the Social Housing Grant
Registered Social Landlord (RSL)	A not for profit organisation which provides affordable housing for those in need
Social Housing Grant (SHG)	The main capital grant from Welsh Government to fund affordable housing
Supported Housing	Accommodation is provided alongside support to help people live as independently as possible in the community e.g. supported accommodation for those with a Learning Disability
Temporary Accommodation	Accommodation provided by the Local Authority, to homeless households in line with duties set out in the Housing (Wales) Act 2014

1. Introduction

- 1.1 This Prospectus summarises local housing need, supply and demand in the County Borough of Bridgend. It is intended to provide our housing partners with the information they need to develop affordable housing schemes to meet the needs of Bridgend and ensure that Social Housing Grant (SHG) expenditure supports the delivery of accommodation that meets those needs. This is a snapshot in time and will be updated regularly to reflect any changes in housing need information. It is not meant to replace discussion and should be read together with the Homelessness Strategy, Housing Needs Statement and the Rapid Rehousing Transitional Plan.
- 1.2 Schemes submitted for SHG approval may be for social rent, intermediate rent or in some instances tenure neutral to meet diverse requirements, including; general needs, older persons, young persons, wheelchair adapted, supported housing and extra care homes. Low cost home ownership schemes will also be considered where appropriate. Plans can be for new build, regeneration or acquisition of properties and a variety of procurement routes ranging from conventional tender, design and build and package deals to off the shelf projects which include modern methods of construction and modular build.
- 1.3 Schemes will consider the needs of future generations and support the sense of place within communities by offering a balance of property sizes and opportunities with good design and support agendas such as energy efficiency, reducing emissions, low-carbon affordable homes.
- 1.4 This Prospectus will be used by Welsh Government to ensure that that the Programme Development Plan (PDP) for the use of Social Housing Grant are meeting the needs of Bridgend.

Background

- 1.5 Bridgend (*Pen-y-Bont ar Ogwr*) County Borough in the south-east of Wales, stretches from the mining valleys of Llynfi, Garw and Ogmore in the north to an extensive coastline in the south. The largest town is Bridgend, followed by Maesteg and the seaside town of Porthcawl. The population has risen rapidly over the last twenty years. The 2021 census shows an increase of 4.5%, from around 139,200 in 2011 to 145,500 in 2021. This is much higher than the overall increase for Wales (1.4%), where the population grew by 44,000 to 3,107,500.
- 1.6 Across local authorities in Wales Bridgend is the third highest for population growth in Wales and 8th for total population out of 22 local authority areas in Wales, moving up one place in a decade.
- 1.7 The population has continued to age. Across Wales, more than one in five people (21.3%) were aged 65 years or over on census day in 2021. That is a higher percentage than ever before. This is set to increase to over 1 million by 2030. The population of over 75's in Wales is expected to increase by over 54% by 2035. The Welsh Government's commitments in the Programme for Government, set out in Taking Wales Forward (2016) which sets out the high-level objectives of the government, and Prosperity for All (2017) which sets out specific commitments in relation to the government's objectives, include commitments in relation to older people through both housing and social care themes.
- 1.8 In Bridgend, there has been an increase of 21.5% in people aged 65 years and over. Since 2020 there have been 697 applications for housing from those aged

2. Strategic housing priorities

2.1 Following intensive stakeholder engagement the following strategic priorities have been developed to support the wider Homelessness Strategy and are supported by the findings of the Statement of Need as well as national and local legislation and Council policy, such as the Replacement Local Development Plan 2018 – 2033 which sets out the Council's priorities of seeking to deliver net zero carbon homes, earmarking valley settlements for sustainable regeneration and ensuring good design and sustainable placemaking to deliver active, healthy and sustainable communities.

2.2 This Prospectus is also cognisant of other strategic objectives such as the Older Persons Strategy 2022 – 27, Empty Property Strategy, Town Centre Masterplan. Bridgend's priorities are to -:

- Increase the supply of suitable accommodation to meet the housing needs of applicants and supports the implementation of a transitional rapid rehousing protocol
- Provide accommodation specifically developed for those with complex needs and which support housing projects funded through Housing Support Grant with bespoke options to respond to the needs of rough sleepers such as Housing First
- Respond to the social housing need of people under the age of 35 to ensure accommodation is affordable to this cohort
- Respond to the social housing needs of an aging population by providing a diverse range of accommodation such as bungalows, level access flats, wheelchair accessible homes etc to allow individuals to remain in their community for as long as possible
- Address the needs of local communities within Valley areas by supporting small pockets of developments to support sustainable regeneration
- Support the sense of place within communities by offering a balance of property sizes and opportunities and good design

3. Housing needs, demands and gaps in provision

3.1 This Section highlights the housing needs and demands evidenced through the common housing register and information in relation to temporary accommodation which is currently utilised to provide accommodation for people who apply for housing assistance as homeless or threatened with homelessness.

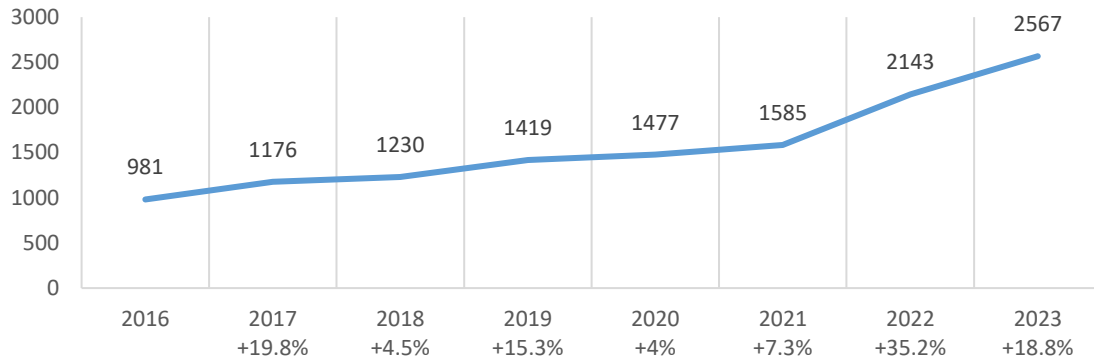
3.2 Also included is information about the supply of private rented sector housing, the change in supply and the external factors that have impacted on supply which is expected to have a direct impact on the current demand for social housing in the future.

3.3 It also highlights gaps in provision and comments on the pipeline demand for social housing by people currently accommodated in temporary accommodation and needing permanent homes.

Bridgend Common Housing Register

3.4 As of July 2023, there are 2,629 households on the Bridgend Common Housing Register. By the end of the year, it is estimated there will be close to 3,000 households on the waiting list for housing. That represents an increase of nearly 40% on last year and 205% since 2016.

Table 1: Evidenced and projected housing demand

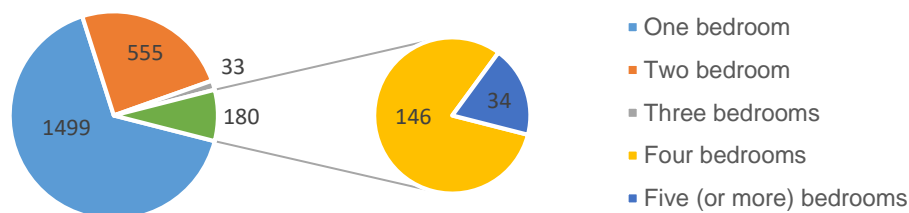


3.5 The majority of identified need is for one-bedroom accommodation. There are increasingly higher instances of single person households and couples with no children. There is a limited supply of sustainable one-bedroom provision in high need areas.

3.6 Single person households account for over half of all applications for housing at 50% in 2020 rising to 58% in 2023. However, there is also a persistent shortfall of larger family homes, caused by the relatively low rate at which these properties turn over.

3.7 There is a corresponding number of families within our temporary accommodation which require family size accommodation represented in the table below. This indicates considerable demand for family type accommodation in addition to 1 bed units.

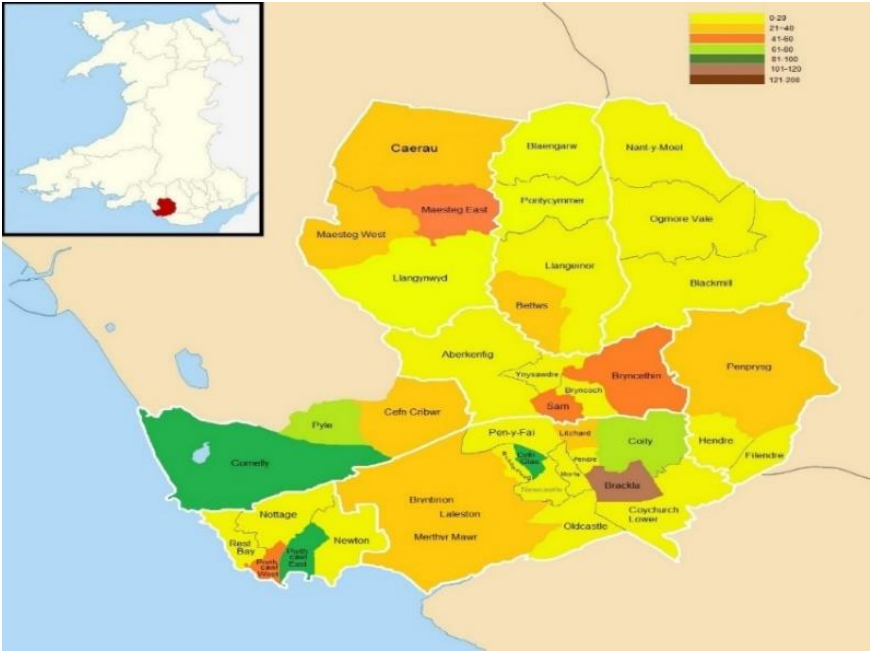
Table 2: Demand for housing by bedroom size



3.8 Within the demand for housing, there is a clear and overwhelming need for smaller accommodation and demand is expected to increase.

4. Local Housing Market Assessment

Diagram 1 : LHMA areas



- 4.1 The greatest need for social rented accommodation is in the south of the County Borough, where property prices are the highest, demand is greatest and affordability issues are most acute. There are also areas in the south of the County Borough with relatively low levels of existing affordable housing. Whilst the expressed need for additional social housing is lower in scale within the Valleys Housing Market Areas, there is a clear need to diversify the type of accommodation available. The LHMA evidences the need to instil sustainable clusters of smaller one-bedroom properties to counter-balance the mostly larger social rented stock already existing. This is further supported by the aims of the LDP which references earmarking valley settlements for sustainable regeneration
- 4.2 The LHMA has calculated a total need for 5,134 affordable housing units from 2018-2033, comprising 2,839 social rented dwellings and 2,295 intermediate dwellings.

Table 3: Total housing need by tenure

Housing Market Area	Social Rent need	Intermediate need	Total need
Bridgend and surrounding	947	966	1913
Garw Valley	97	11	108
Llynfi Valley	200	75	275
Ogmore Valley	112	13	125
Pencoed and Heol y Cyw	226	215	441
Porthcawl	747	506	1253
Pyle, Kenfig and Cornelly	357	349	706
Valleys Gateway	151	161	312
Total	2,837	2,296	5,133

Table 4: Demand for general needs housing, by LHMA and bedroom size (where a choice has been expressed)

	1 bedroom	2 bedrooms	3 bedrooms	4 bedrooms	5+ bedrooms	Total
Bridgend	387	211	92	63	20	773
Garw Valley	75	18	16	4	0	113
Llynfi Valley	162	53	23	9	3	250
Ogmore Valley	52	14	0	6	1	73
Pencoed & Heol Y Cyw	47	23	19	7	0	96
Porthcawl	227	66	34	13	4	344
Pyle, Kenfig & Cornelly	107	60	51	10	2	230
Valleys Gateway	92	31	32	9	1	165

Table 5: Demand for accessible housing, by LHMA and bedroom size (where a choice has been expressed)

	1 bedroom	2 bedrooms	3 bedrooms	4 bedrooms	5+ bedrooms	Total
Bridgend	124	72	46	27	13	282
Garw Valley	35	16	9	6	4	70
Llynfi Valley	23	6	6	3	2	40
Ogmore Valley	25	10	1	5	3	44
Pencoed & Heol Y Cyw	29	17	2	6	3	57
Porthcawl	58	42	22	10	5	137
Pyle, Kenfig & Cornelly	45	27	14	9	3	98
Valleys Gateway	46	29	19	11	5	110

5. Temporary accommodation

- 5.1 At the start of the Covid-19 Pandemic, Welsh Government (WG) introduced an ‘All In’ approach to homelessness and, as of 24th October 2022, an 11th category of priority need came into force, specifically for a person who is street homeless, because they have no accommodation they are entitled to occupy.
- 5.2 The pandemic significantly increased demand for and use of temporary accommodation in Bridgend County. The majority were single person households. In 2021 such households made up 62.7 of the overall occupancy. This is an increase of 54.6% since 2016/17. The proportion of households in temporary accommodation has increased by over 10% year-on-year.

Table 6: the number of households in temporary accommodation at the end of the year.

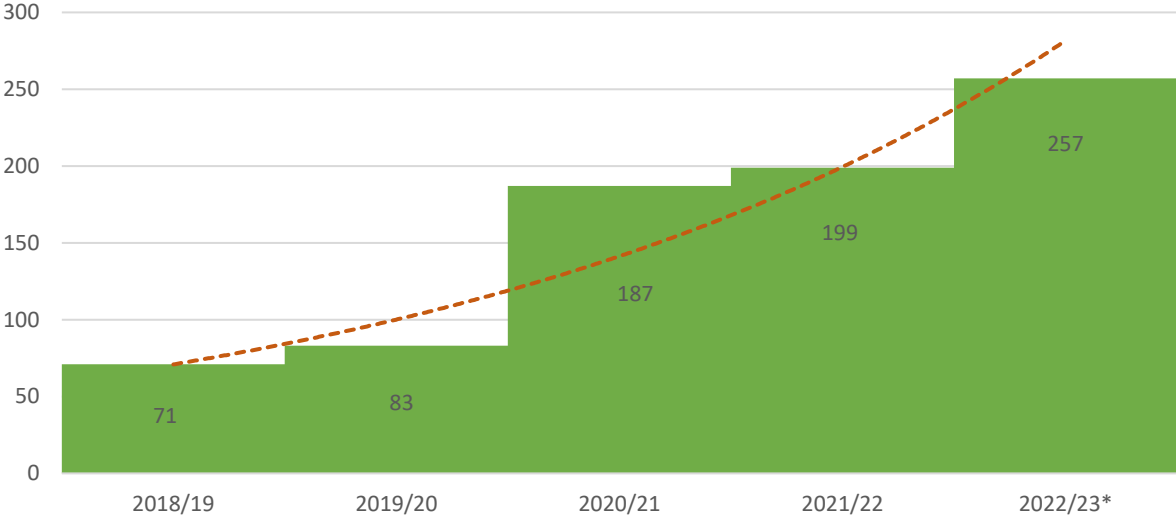
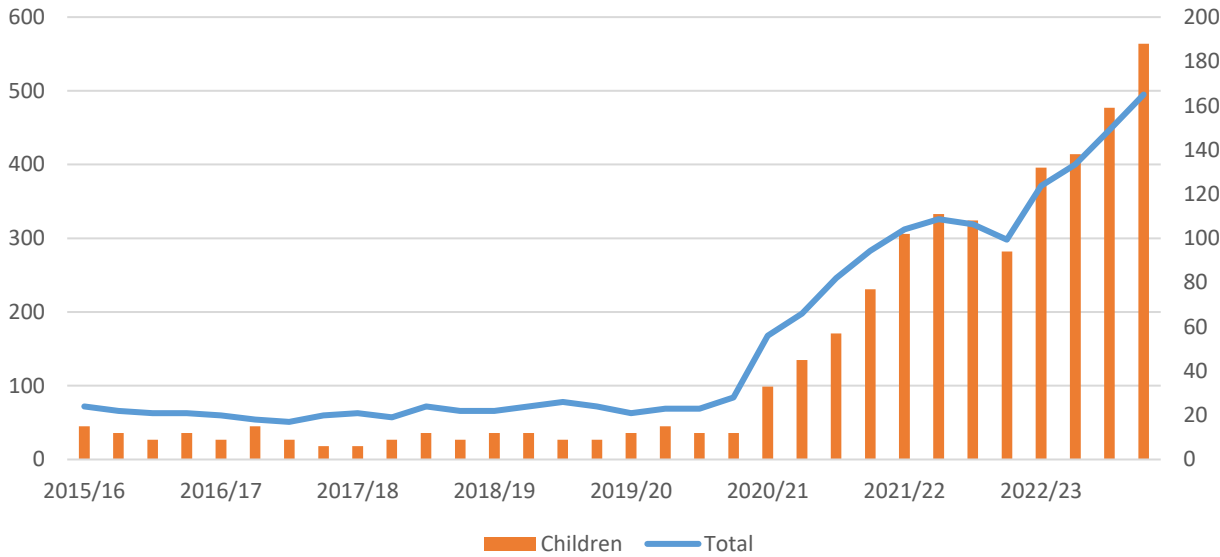


Table 7: The total number of people in temporary accommodation at the end of each quarter. (The axis to the left shows the total number of people; the axis to the right shows the total number of children)



5.3 Within these households, there is a sharp increase in the number of families with children seeking accommodation, from 63 households with 12 children at the end of 2015/16 to 326 households with 111 children by 2021. That is an increase of 417% and 825%, respectively.

5.4 A further surge in demand for social housing during 2020/21 saw an increase from 298 to 495. That represents an increase of 66% in 12 months. As indicated above, the number of families with children also increased.. The current economic circumstances suggest that more families will require social housing support.

5.5 Temporary accommodation includes hotels, B&B, self-contained accommodation, and supported housing and increasingly the use of tourism type of accommodation (e.g., Air BnB) which is costly to provide and unsustainable.

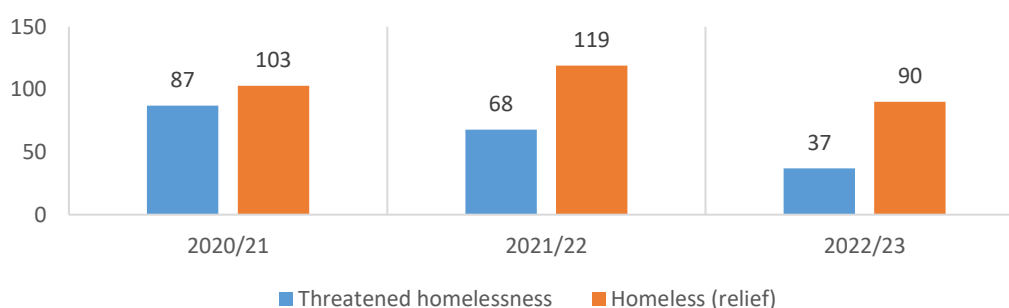
Table 8 The temporary accommodation stock profile as of February 2023.

Type of accommodation	No. units
ABBA (alternative to B&B)	29
Hostels (inc. pods & emergency beds)	45
Leased or other RSL	21
B&B	15
Holidays lets or direct with landlord	95
Hotels (currently in use)	19
Total	224

6. Private rented sector

6.1 Since the beginning of 2020, a total of 470 households have been accommodated in the private rented accommodation. The private sector has played a key role in the prevention of homelessness.

Table 9: Private Sector Outcomes



6.2 The contrast between demand and supply remains the most striking theme in the latest residential market survey. This is very clearly reflected in the forward-looking metrics, with both price and rent expectations putting greater pressure on affordability at a time when many households are experiencing economic crisis.

6.3 According to the latest Census, 15.3% of Bridgend households rented privately in 2021, up from 12.3% in 2011. The percentage of Bridgend households that owned their home (outright or with a mortgage or loan) decreased from 72.4% to 70.5%.

Table 10 The local housing allowance rates, by bedrooms, for all property types. (Rent averages have been taken from a desktop search of properties available to rent on Zoopla on 04th July 2023)

No. of bedrooms	Average rent	LHA rate	Difference	No. properties
Shared room rate	£487.50	£254.28	-£233.22	2
1 bedroom	£625.00	£388.92	-£236.08	9
2 bedrooms	£728.94	£473.72	-£255.22	20
3 bedrooms	£952.92	£498.64	-£454.28	24
4 bedrooms	£1366.67	£673.14	-£693.53	3
5 bedrooms	None found	£673.14		0

6.4 The search could find no properties available at the Local Housing Allowance rate for any property size. This highlights the significant lack of private properties available at an affordable rate, which increases demand for social housing.

- 6.5 The disparity in the average rent and Local Housing Allowance rates in the table above is stark. It gives an insight into the challenges low-income households have when trying to find affordable accommodation. These challenges are particularly acute for larger properties with the average rent for both 3 and 4 bedroom properties more than double the Local Housing Allowance rate.
- 6.6 Based on the monthly standard Universal Credit allowance, a single person aged under 25 would need to top up their rent with nearly $\frac{3}{4}$ of their eligible amount (74.7%). That would leave individuals £16.73 a week to meet the ordinary necessities of everyday living, such as paying for food and utilities. Similarly, median gross weekly earnings for full-time adults working in Bridgend is £608.00 (April 2021). A single person would need to spend 74% of their earnings on rent.

7. Supported housing and specialist provision

- 7.1 Supported housing provides crucial help to some of the most vulnerable people in Bridgend. There can be no ‘one size fits all’ approach, and future provision is expected to respond to individual needs. The table below shows identified support needs (self-identified).

Table 11: Housing Support Needs (self identified)

	2020	2021	2022*
Education, training, or employment	19	17	4
Alcohol dependency	52	54	21
Harassment	4	12	8
Domestic abuse	82	131	63
Sexual abuse or exploitation	7	8	7
Care leaver aged 18 – 20	12	19	18
Care leaver aged 21 or over	8	18	15
Drug dependency	65	73	41
Former asylum seeker		1	
Mental health	187	325	167
History of repeat homelessness	53	51	10
History of rough sleeping	6	20	6
Learning disability	28	18	28
Criminal offending	78	107	56
Old age	11	13	7
Physical ill health or disability	80	146	106
Former HM Forces	4	8	1
Young parent	10	11	10
Aged 16 or 17	20	22	26
Aged 18 – 25 with support needs	61	80	50

- 7.2 Additionally, 103 applicants have indicated they wish to live in sheltered accommodation. The age of people seeking to live in sheltered accommodation ranged from 53 to 92 with the median age being 75. Health rather than age, is the driving factor for people seeking a move into sheltered accommodation. An additional 86 people aged 60 or over were seeking rehousing but not solely in a sheltered scheme. None require a larger property.
- 7.3 Move-on accommodation for people currently receiving specialist support is a key priority.
- 7.4 HSG provides the necessary funding for schemes that provide accommodation schemes such as “Alternatives to Bed and Breakfast” (ABBA), Housing First, Start (prisoner support). Alongside the provision of housing schemes, HSG

supports regional working e.g., a joint scheme funded with Health for Mental and Substance Misuse Support. A regional project for an additional refuge type property with an RSL has also attracted additional funding.

8. Current housing stock

- 8.1 There are eight housing associations operating in the County Borough: Coastal Housing, First Choice, Hafod, Linc Cymru, POBL, United Welsh, V2C, and Wales & West. The County Borough has an allocations partnership with four of those - Wales & West, Hafod, Linc-Cymru and V2C - to maintain a common housing allocations policy.
- 8.2 As of 31 March 2020, there were an estimated 64,789 dwellings in the County Borough. Approximately 63% of these were owner occupied, 12.6% privately rented and 13.7% owned by a housing association. The private rented sector has decreased by 1.4% from 8,300 to 8,179. There are 9,385 social housing properties in the County Borough. This includes 1,497 one-bedroom flats.

Table 10: Current social housing stock

	1 bed	2 bed	3 bed	4 bed	5+ bed	Total
General needs	1,498	3,399	3,246	134	6	8,283
Supported housing (inc. sheltered)	212	197	143	9		561
Other supported housing	100	136	55			291
Extra care	49	31	4			84
Intermediate rent	48	139				187
Shared ownership	4	15				19
Market rent		1				1
Total	1,911	3,918	3,448	143	6	9,426

Table 11: current social housing stock, by landlord.

Provider	Total
Coastal	38
Hafan Cymru	5
First Choice Housing Association	50
Hafod Housing Association	1,323
Linc Cymru	562
Newydd Housing Association	1
United Welsh Housing Association	96
Valleys to Coast Housing	5,952
Wales and West Housing	1,397
POBL group	1
Total	9,425

- 8.3 In 2020/21 a total of 268 additional housing units were delivered. The majority (59.3%) were larger properties. Only 17 (6.3%) were one-bedroom properties.

	One bedroom	Two bedrooms	Three bedrooms	Four+ bedrooms
Houses	4	40	126	22
Flats	13	52	11	0

- 8.4 There are 84 units of extra care housing and assisted living at Llys Ton in Kenfig Hill, Ty Llwynderw in Maesteg and Ty Ynysawdre in Tondy.
- 8.5 Since 2015, the County Borough has procured three specialist supported living services for people with learning disabilities, based in Clos Penglyn, Condors Rest and Viesther.

8.6 In addition to the three specialist services, the County Borough has procured several more generic supported living schemes across the borough for individuals with a learning disability.

9. Programme development grant schemes

9.1 Schemes are developed in partnership between the Council and developing RSLs. Early conversations are encouraged with the housing team and Welsh Government and the developing RSL. This allows all parties to determine housing need information within the location alongside any specific or bespoke requirements for accessible or larger houses to be discussed.

9.2 RSLs are further encouraged to have discussions with the Council regarding available land opportunities and follow up pre application enquiries with the planning department. Schemes are expected to demonstrate a suitable mix of type, tenures and rent levels for the area. To achieve mixed communities, or to address an urgent, or unforeseen need for specific or specialist accommodation, a flexible approach will be taken to development proposals.

9.3 RSLs are encouraged to identify at an early stage 'potential' schemes which may be some way from the stage that they can secure the required approvals or permissions but are pipeline schemes that may be brought into the main programme and ensure a range of options for the future.

9.4 Registered Social Landlord developers are encouraged to speak with the Council at an early stage, to discuss any proposed developments for inclusion in the Programme Development Plan.

9.5 Schemes are prioritised by means of an informal assessment across the following criteria –

- a) Waiting list demand/needs;
- b) Deliverability;
- c) Planning position;
- d) Council/WG strategies and priorities e.g., regeneration;
- e) Consideration of accessibility to transport/schools;
- f) Timescale ; and
- g) Community fit

9.6 Ad hoc requests for specific and specialist accommodation are discussed with the RSLs and any opportunities will be included in the PDP as potential until such time they can be brought into the main programme.

9.7 Needs for specialist provision has been highlighted and will be supported through the Homelessness Strategy. Other ad hoc opportunities are discussed on a case-by-case basis.

10. Monitoring and governance

10.1 The PDP will be monitored during quarterly meetings with all developing RSLs and Welsh Government, in addition to the individual meetings that take place separately with each RSL.

10.2 The Bridgend Housing Strategic Partnership discusses key regeneration plans and opportunities. All the RSLs who are party to the common housing register have access to Bridgend's on-line housing needs case management system, to enable them to interrogate housing area waiting lists when planning schemes.

For those not part of the register, information is provided on a scheme by scheme basis.

- 10.3 For large schemes specific meetings will be held with key Council departments to share information. A specific Project Board will be established to oversee its development.
- 10.4 Internal discussions take place with Corporate Landlord and Planning supported by the Local development Plan (LDP), Local housing market assessment (LHMA), Gypsy and Traveller assessment and Social Services in relation to specialist provision. Discussions take place with RSLs on the Town Centre Masterplan and individual discussions undertaken with RSLs on particular key potential schemes.
- 10.5 A new internal Performance Indicator has been established to determine the number of new units of accommodation that become available to the Council during each financial year for nomination rights.
- 10.6 Quarterly Bridgend Housing Partnership Strategic meeting with membership comprising CEX and officers of all developing RSLs, Cabinet Member, Chief Officers from Regeneration and Social Services and officers from planning and Corporate Landlord.
- 10.7 A regional perspective is expected to be enhanced by the recently established Health and Housing Working Together Group.

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Bridgend County Borough Council Housing Support Programme Strategy 2022-26

Action Plan

Our Housing Support Programme Strategy sets out the Council's strategic direction for delivering homelessness and housing related support services, between 2022 and 2026.

The Strategy sets out six Strategic Priorities, with associated objectives. The six Strategic Priorities are:

Strategic Priority 1: Increase the supply of suitable accommodation to meet the housing needs of applicants

Strategic Priority 2: To implement a Rapid Rehousing Transitional Plan

Strategic Priority 3: Provide an accessible, flexible and responsive service to meet needs, through a skilled and valued workforce

Strategic Priority 4: To improve collaboration with key stakeholders at a strategic level to improve homelessness prevention

Strategic Priority 5: Enhance and increase the services for those with complex needs

Strategic Priority 6: Take an assertive, collaborative and multi-disciplined approach to support rough sleepers

This Action Plan sets out each Strategic Priority and sets specific actions which will be taken forward, with the aim of achieving the priorities and objectives set out.

Strategic Priority 1: Increase the supply of suitable accommodation to meet the housing needs of applicants			
Objective	Action	Responsibility	Timescale (Short term <1 year, Medium term 1-2 years, Long term >3 years)
<ul style="list-style-type: none"> • Increase the supply of suitable social housing, which is available to meet local need. • Increase the availability of suitable private rent sector properties. • Promote and encourage the leasing or rental of private sector properties and the continued engagement of Private Rented Sector landlords. • Work with RSL partners to ensure the best use of current stock to meet local need. 	<ul style="list-style-type: none"> • Work with RSL's to utilise capital income streams, such as the Social Housing Grant to increase suitable social housing stock. 	BCBC, RSL's	Ongoing
	<ul style="list-style-type: none"> • Wherever possible to work with RSL's to repurpose existing stock to best meet local need. 	BCBC, RSL's	Ongoing
	<ul style="list-style-type: none"> • Utilise available funding streams, including Empty Property Grants to bring Empty Properties back into use. 	BCBC, Private Sector Landlords	Ongoing
	<ul style="list-style-type: none"> • To continue and expand on the delivery of a private rent leasing service. 	BCBC, Private Sector Landlords	Short term / Ongoing
	<ul style="list-style-type: none"> • Explore schemes which incentivise private sector landlords to make their stock available for use to prevent and relieve homelessness. 	BCBC, Private Sector Landlords	Ongoing
	<ul style="list-style-type: none"> • Rekindle a local private landlord forum. 	BCBC, Private Sector Landlords	Medium Term
	<ul style="list-style-type: none"> • Continue ongoing engagement with RSL's through operational and strategic meetings. 	BCBC, RSL's	Ongoing

	<ul style="list-style-type: none"> • Develop bespoke solutions to meet identified housing needs of those homeless or threatened with homelessness. • To explore new ownership models for affordable housing. 	BCBC, RSL's	Ongoing
		BCBC	Medium Term / Ongoing

Strategic Priority 2: To implement a Rapid Rehousing Transitional Plan			
Objective	Action	Responsibility	Timescale (Short term <1 year, Medium term 1-2 years, Long term >3 years)
<ul style="list-style-type: none"> • To work in partnership with stakeholders to implement the various elements as set out in the Rapid Rehousing Transitional Plan. • To prevent homelessness and the need for temporary accommodation. • To reduce the need for temporary accommodation 	<ul style="list-style-type: none"> • Adopt a 5 year Rapid Rehousing Transitional Plan and ensure that its purpose and role in supporting homelessness is clearly understood by all stakeholders and partners 	BCBC, RSL's, Commissioned Providers	Short term
	<ul style="list-style-type: none"> • Review, Appraise and amend if required the Councils Social Housing Allocation Policy, taking into consideration the views of key stakeholders. 	BCBC, RSL's	Medium term
	<ul style="list-style-type: none"> • Ensure a programme of monitoring and review is maintained to ensure current housing related support provision is fit for purpose and in line with BCBC's 	BCBC	Ongoing

<p>and where needed to reduce the length of time households spend in temporary accommodation</p> <ul style="list-style-type: none"> To develop a model based on robust data, with clear evidence of need. 	<p>Rapid Rehousing Transitional Plan. Consider re purposing or re modelling provision, if required.</p> <ul style="list-style-type: none"> Identify and agree key data sets, which are frequently monitored and that can inform strategic planning. 	BCBC, RSL's, Commissioned Providers	Medium term
	<ul style="list-style-type: none"> Take forward the priorities and actions as set out in the Plan. 	BCBC, RSL's, Commissioned Providers, Private Sector Landlords	Long term
	<ul style="list-style-type: none"> To explore longer term solutions to temporary accommodation including direct ownership by BCBC. 	BCBC	Medium term / Ongoing

Strategic Priority 3: Provide an accessible, flexible and responsive service to meet needs, through a skilled and valued workforce			
Objective	Action	Responsibility	Timescale (Short term <1 year, Medium term 1-2 years, Long term >3 years)
<ul style="list-style-type: none"> Ensure that services are accessible to all and 	<ul style="list-style-type: none"> Review and enhance the operational elements of the Housing Support Gateway, including exploring the 	BCBC	Medium term

Strategic Priority 4: To improve collaboration with key stakeholders at a strategic level to improve homelessness prevention			
Objective	Action	Responsibility	Timescale (Short term <1 year, Medium term 1-2 years, Long term >3 years)
<ul style="list-style-type: none"> • Increase in wider stakeholder ownership of homelessness to support upstream prevention. • Increased sharing of data to identify gaps, with the potential for increased jointly commissioned services. • Establish an organisational culture of enquiry where data analysis and interpretation effectively informs service delivery. • To manage risk through stakeholders coming 	<ul style="list-style-type: none"> • Explore opportunities for Bridgend Joint Commissioning, where appropriate. • Identify and agree key data sets with partner organisations which can inform performance management and monitoring that can inform future strategic planning. • Identify and meet with appropriate representatives to discuss a fresh approach to strategic level collaboration and agree key personnel and the frequency and format of future meetings. • Explore a multi-disciplinary approach for services that meet the needs of children and young people. 	<p>BCBC, Other Statutory Services</p> <p>BCBC, RSL's, Commissioned Providers, Other Statutory Services</p> <p>BCBC, RSL's, Commissioned Providers, Other Statutory Services</p> <p>BCBC, Commissioned Providers</p>	<p>Ongoing</p> <p>Medium term</p> <p>Medium term</p> <p>Medium term</p>

Strategic Priority 5: Enhance and increase the services for those with complex needs			
Objective	Action	Responsibility	Timescale (Short term <1 year, Medium term 1-2 years, Long term >3 years)
<ul style="list-style-type: none"> Develop services that can effectively support people with highly complex and possibly enduring needs. Take a multi-agency approach to supporting those with complex needs. 	<ul style="list-style-type: none"> Take an evidenced based approach to identify gaps in service provision building an understanding of the multi-agency response required to respond to needs for this client group. 	BCBC, Support Providers, Other Statutory Services	Ongoing
	<ul style="list-style-type: none"> To build on the current Housing First, wider complex needs provision, and assessment centre provision to increase the supply of accommodation and support services for those with complex needs. 	BCBC, RSL's, Commissioned Providers	Ongoing
	<ul style="list-style-type: none"> Explore the development of accommodation models, which provide specialist intensive support, including Wet House provision (long term) 	BCBC, RSL's, Commissioned Providers	Medium / Long term
	<ul style="list-style-type: none"> Build on the current commissioning practice which ensures that those with lived experience have a role in the commissioning of services based on the principles of a co-production model. 	BCBC, Commissioned Providers	Ongoing

Strategic Priority 6: Take an assertive, collaborative and multi-disciplined approach to support rough sleepers			
Objective	Action	Responsibility	Timescale (Short term <1 year, Medium term 1-2 years, Long term >3 years)
<ul style="list-style-type: none"> • To keep the number of rough sleepers low and ensure that where rough sleeping does occur it is rare, brief and non-recurring. • To provide assertive outreach to assist in the accurate identification of and support to rough sleepers • To ensure a multi-agency approach to supporting rough sleeping. 	<ul style="list-style-type: none"> • Continue the multi-agency Homelessness Cell meetings and support to coordinate services for identified rough sleepers. 	BCBC, Support Providers, Other Statutory Services	Ongoing
	<ul style="list-style-type: none"> • Work proactively with partners to ensure services support an 'all in approach. 	BCBC, RSL's, Commissioned Providers	Ongoing
	<ul style="list-style-type: none"> • Review current outreach arrangements, now funded by the Housing Support Grant. 	BCBC, Commissioned Providers	Medium term

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Agenda Item 9

Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	RELATIONSHIP BUILDING TOGETHER PROJECT (RBT)
Report Owner / Corporate Director:	CORPORATE DIRECTOR EDUCATION AND FAMILY SUPPORT
Responsible Officer:	ALEX WILLIAMS EDGE OF CARE TEAM MANAGER CHRISTA BONHAM-GRIFFITHS YOUTH JUSTICE SERVICE MANAGER
Policy Framework and Procedure Rules:	There is no effect on policy framework or procedure rules.
Executive Summary:	<p>On 2 February 2023, the local authority successfully secured a bid for circa £800k through the Youth Endowment Fund (YEF).</p> <p>From 59 applications across England and Wales, the RBT project is one of only three successful projects and the only project in Wales to secure funding. The RBT project is an evaluation of services working with children using the Trauma Recovery Model (TRM). There is particular interest from the Home Office in the project to consider how the evaluation may inform future policy around working with children who have experienced trauma.</p> <p>The project will be piloted within six teams across the whole family support group and be implemented from September 2023 until March 2025.</p> <p>In September 2023, the local authority will be entering into a service level agreement (SLA) with YEF. The full SLA will be available following the YEF committee approval on 24 July 2023. The SLA and its full terms and conditions will be provided to Cabinet by way of an update at the next meeting on 19 September 2023.</p> <p>In order for project implementation to take effect from 20 September 2023, planning is required by departments over the summer period and prior to the Cabinet meeting date in September 2023.</p>

	YEF has provided an example of their general terms and conditions for consideration set out at Appendix A. The finalised agreement within any specified terms and conditions will be provided on 19 September 2023.
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1. Purpose of report

1.1 The purpose of the report is to:

- update Cabinet on the Relationship Building Together (RBT) project; and to
- outline key milestones prior to seeking formal Cabinet approval in September 2023 following Youth Endowment Fund (YEF) committee approval on 24 July 2023.

2. Background

2.1 The YEF was established in March 2019 by the children's charity Impetus, with a £200m endowment and a ten-year mandate from the Home Office.

2.2 YEF funds the delivery and evaluation of projects and collaborations across England and Wales, to build knowledge about what works to prevent children and young people becoming involved in violence. One of the ways YEF does this is through themed grant rounds. Each round is based on a focus area and aims to help learn more about the impact of specific approaches and interventions. YEF publishes an independent report for every evaluation funded. This tells everyone whether that project was an effective way to reduce violence, and helps understanding in what projects work, for whom and why.

2.3 In September 2022, YEF launched a targeted project, Trauma-informed practice and its impact on youth violence, outlining a particular interest in trauma-informed practice delivered in youth justice, education or children's social care services.

2.4 In October 2022, six teams within the local authority, namely:

- Youth Justice Service (YJS);
- Edge of Care Services (EOC);
- Youth Development Services (YD); and
- three Early Help (EH) locality hubs.

worked in partnership with the All-Wales Forensic Adolescent Consultation Treatment Service (FACTS) within the Children and Adolescent and Mental Health Service (CAMHS) to submit a bid to YEF to establish the RBT project.

2.5 The six teams within the local authority work with approximately 1000 children per year and it is estimated over 75% of those children have experienced significant trauma which has impacted on their ability to develop meaningful relationships and have led to problematic behaviours. There are often significant concerns about their

safety and that of others. Many of these children fall below the threshold of CAMHS and other neurodevelopmental services meaning their vulnerabilities do not give them access to services that would enable their recovery from the trauma they have experienced.

- 2.6 Support for children to recover from the trauma they have experienced is often implemented when the child's situation has escalated into criminality, when they have been exploited or when they have become care experienced and experienced numerous placement moves. The project will aim to work with children at a much earlier point in their journey, prevent escalation and support them to recover from any trauma they have experienced.
- 2.7 The RBT project will encompass both staff training on using the TRM and a psychology-led approach that uses case formulation to better understand a child's life journey, their developmental needs, strengths and protective factors and support practitioners and services to consider what the right intervention is at the right time.
- 2.8 The approach is already being used within YJS with a clinical psychology input through FACTS in CAMHS. A number of complex children are benefiting from enhanced case management and clinical psychologist input to the team around those children. The approach offers a clear and succinct understanding of the child's individual needs and how practitioners can best work with that child to support their recovery from the trauma they have experienced.
- 2.9 On 2 February 2023, the local authority was notified the bid had been successful and circa £800k has been secured through YEF. From the 59 applications across England and Wales, the RBT project is one of only three successful projects and the only project in Wales to secure the funding. There is particular interest from the Home Office in the project to consider how the evaluation may inform future policy around working with children who have experienced trauma.
- 2.10 As well as considering the TRM framework and its model, the evaluation will also seek to determine the impact of clinical supervision through a psychology led service on recruitment and retention of staff.
- 2.11 YEF has provided an example of their general terms and conditions for consideration set out at Appendix A. The finalised agreement within any specified terms and conditions will be provided on 19 September 2023.

3. Current situation/proposal

- 3.1 Since February 2023, the RBT project has been in a co-design phase working closely with the commissioned evaluation team from the University of Kent to refine and finalise the project and evaluation to ensure they can work effectively together and produce the most robust project interventions and the most robust evaluation evidence. The co-design phase finalised in June 2023 and a joint project/evaluation proposal has been submitted to the YEF Committee for approval. The proposal will be considered by the committee on 24 July 2023. Following final approval, the grant agreement is issued, the Service Level Agreement is entered into, and service delivery begins in September 2023 and ends in March 2025.

3.2 During the co-design phase a project team has worked with the commissioned evaluators from Kent. The team includes:

- Bridgend Youth Justice Service Manager
- Edge of Care Services Manager
- Senior Family Support Worker Edge of Care
- Intervention Specialist Youth Justice Service
- Project Manager

3.3 Once the grant is received in September 2023, five new/additional posts will be recruited to. These are:

- Clinical Psychologist (x1)
- Trauma Leads (x4)

3.4 The co-design phase included work on the theory of change and data mapping. The project team will work with colleagues from the What Works Centre for Early Intervention and Children’s Social Care and Dartington Service Design Laboratory to ensure the most effective intervention for children and families, clear advice and guidance for staff in how the project will be implemented and the most robust evaluation for YEF’s research.

3.5 During the co-design phase, 80 staff across the six teams have been identified to take part in the project. In September 2023, 40 staff will be trained in the Trauma Recovery Model; the 40 remaining staff will provide the control group for evaluation purposes. Consideration has been given with relevant group managers to some designated safeguarding leads and the potential of including some secondary schools in the project to provide a graduated response to exclusions.

3.6 A further two days advanced training will be delivered to 10 key staff which would include four newly recruited trauma leads and a clinical psychologist.

3.7 Between September 2023 until March 2025 the evaluation will include working with approximately 800 children across the six teams. This includes 400 children who are in the RBT and 400 children who are in the control group. The 400 children in the RBT will be screened for a graduated response dependent on need.

3.8 Graduated response:

Level One	Level Two	Level Three
Trauma Aware (TA)	Relationship Building Practice (RBP)	Enhanced Case Management (ECM)
<ul style="list-style-type: none"> • Child supported by practitioner who is trained in the trauma recovery model 	<ul style="list-style-type: none"> • Multi-agency case formulation meeting chaired by trauma lead • Developmental mapping and TRM 	<ul style="list-style-type: none"> • Clinical psychologist led • Case formulation meeting

<ul style="list-style-type: none"> • Consultations with trauma leads where required • Trauma-informed report written by practitioner 	<p>assessment informing the planning</p> <ul style="list-style-type: none"> • Ongoing consultation/supervision with the trauma lead • Summary report of case formulation meeting • Ongoing multi-agency review meetings 	<ul style="list-style-type: none"> • Clinical supervision with psychologist • Developmental mapping and TRM assessment informing the planning • Full clinical psychologist report • Ongoing multi-agency review meetings
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3.9 The need and graduated response would be based on a screened criteria which would be undertaken by the four trauma leads. This group would meet weekly to screen and formulate the response to the referrals each team have received to support children. A screening tool has been developed and the criteria considers factors such as statutory service involvement and the status (for example, child protection registration) as well as considering, adverse childhood experiences, exclusions, attendance, and YJS involvement.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 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.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 The well-being goals and principles prescribed for within the Well-being of Future Generations (Wales) Act 2015 connect directly to the approach to supporting children, young people and their families. The approach is consistent with the five ways of working as defined within the sustainable development principle and more specifically as follows:

Long term The approach family support services focuses on meeting the needs of a wide range of service beneficiaries including children, young people, adults, and families.

Prevention	The focus of family support services is upon early identification of need and ensuring that there is appropriate provision in place to meet individual needs.
Integration	The approach to family support services addresses the need for a coherent delivery of economic, social, environmental, and cultural outcomes.
Collaboration	A fundamental principal of the approach to family support focuses on improving collaboration and creating a unified system.
Involvement	Ensuring that children, young people, adults, and families are at the heart of the system and that needs are discussed in a person-centred way.

6. Climate change implications

- 6.1 There are no climate change implications resulting from this project. However, we are committed to supporting the implementation of the local authority's 'Bridgend 2030 – Net Zero Carbon Strategy' and Welsh Government's carbon reduction commitments.

7. Safeguarding and corporate parent implications

- 7.1 The Education and Family Support Directorate has a robust approach to safeguarding, and this is detailed within the directorate's strategic plan. The Education and Family Directorate Plan 2023-2026 is aligned with Bridgend County Borough Council's (BCBC's) Corporate Parenting Strategy.
- 7.2 The co-design phase has given significant consideration to the ethical considerations of a randomised evaluation and the impact on children and their families for becoming part of the evaluation. Extensive work has been undertaken to ensure children, young people and their families are fully informed of the project prior to providing consent to partake in activities or work.
- 7.3 The project team has worked in collaboration with speech and language specialists and the clinical psychologist lead who developed the TRM framework to ensure the information is accessible to all and will not run the risk of re-traumatising those people involved in the project.

8. Financial Implications

- 8.1 Funding for the new project outlined in the report has been secured until 31 March 2025, subject to YEF committee approval on 24 July 2023.
- 8.2 The fund secured via YEF for the implementation of this project is £787,098. YEF has confirmed the costing proposals submitted.
- 8.3 The co-design phase has been reliant upon local authority investment which is currently the time of the project team four key members of staff outlined above.

Work has been undertaken to finalise job grading of new posts and management costs. There is a breakdown of finance at Appendix B. There is no match funding required from the local authority but funding in kind has been included, provided through existing staff time.

9. Recommendation(s)

9.1 Cabinet is asked to:

- note the content of the report; and
- provide approval in principle to commence the project in September 2023 subject to finalised terms and conditions outlined in the SLA.

Background documents

None



[NAME OF PROJECT]

**PROJECT GRANT AGREEMENT BETWEEN
THE YOUTH ENDOWMENT FUND
AND
[INSERT NAME OF GRANTEE ORGANISATION]
[XXX REFERENCE NUMBER]**

DATE

[]

PARTIES

1. **IMPETUS – THE PRIVATE EQUITY FOUNDATION** a company limited by guarantee (registration number 08460619) incorporated in England and Wales and a registered charity (registration number 1152262) whose registered office is at Golden Cross House, 8 Duncannon Street, London, WC2N 4JF, in its capacity as the sole corporate trustee of **The Youth Endowment Fund Charitable Trust**, a registered charity (registration number 1185413), (“**YEF**”)

(1) [Insert name of the grant recipient] (“**Grantee**”)

(each a “**party**” and together the “**parties**”)

BACKGROUND

- A. The YEF is an independent charity originally funded by an endowment from the Home Office. Its mission is to prevent children and young people becoming involved in violence by finding out what works and building a movement to put this knowledge into practice. YEF aims to make a lasting contribution to the prevention of youth offending in England and Wales by developing a bank of evidence of what works, and promoting the use of evidence-based practice by local authorities, the police and criminal justice system, youth services, schools, and others in the field
- B. YEF aims to achieve this purpose by funding a programme of Projects across England and Wales that are working with children at risk of being drawn into crime and violence. YEF attracts and selects interventions based on best available evidence and information about effective approaches and ensures rigorous and robust evaluation of the Projects.
- C. These Projects are carried out by third parties (“**Grantees**”) who successfully apply to the YEF for funding through a grant application process.
- D. The YEF provides funding which allows each Project or set of Projects to be evaluated by a member of a panel of independent evaluators established by the YEF (the “**Evaluator Panel**”), who are considered as collaborators for the purpose of the Projects. The purpose of each evaluation (“**Evaluation**”) is to build a body of knowledge of effective measures in the prevention of youth offending. As required by the Home Office grant, YEF ensures all Grantees agree for their Projects to be evaluated by an independent third-party evaluator appointed by YEF. The Evaluator and the Grantee then work together to co-design the evaluation of the Project intervention. The results of YEF-commissioned evaluations of Projects will be made publicly available on the YEF Toolkit, which is a free online resource to help policy makers, practitioners and others put proven interventions into practice.
- E. The data gathered through evaluations will be consolidated into a data archive which will allow further research to follow-up on the children that have taken part in projects to identify the impact YEF-supported projects have on reducing offending in the future. The data archived will be pseudonymised and accessible

to approved researchers who aim to build public understanding of what works in preventing youth violence.

- F. The Grantee has requested funding from YEF for the purpose of completing the project (the “**Project**”) that is detailed in the project proposal in Schedule 2 of this Agreement (the “**Project Proposal**”).
- G. This Agreement sets out the basis on which the YEF has agreed to provide a grant (the “**Grant Award**”) to the Grantee to fund the Project.

AGREEMENT

1. Interpretation

The definitions and rules of interpretation in this Clause apply in this Agreement.

Additional Funds means any project funding to be committed other than that provided by YEF. This may include, but is not limited to; organisational funds, grants from other funders, in-kind contributions. As set out in Schedule 1

Asset means any physical item, group of items, or financial asset purchased, donated or developed together, which cost more than one thousand pounds (£1,000), excluding VAT, or has a continuous useful life of twelve (12) months or more, and is purchased wholly or partially using this grant.

Data Protection Laws has the meaning given to it in Clause 11.2;

Evaluator, Evaluation and **Evaluation Report** have the meanings given to them in Clause 5.

Evaluation Design means the design for the evaluation of a Project prepared by the Evaluator.

Grant Award means the sums payable for the Project as set out in the Project Proposal in Schedule 2.

IPR means intellectual property rights including patents, trademarks, service marks, registered designs, design rights, copyrights (including copyright in computer software), inventions, trade secrets, know-how, rights in databases, and all other intellectual and industrial property and rights of a similar or corresponding nature in any part of the world, whether registered or not or capable of registration or not and including the right to apply for and all applications for any of the foregoing rights;

Materials means any materials, reports, works or information created as part of the Project using the Grant including the Results.

Project Team means the people involved in carrying out the Project for the Grantee.

Reports means the reporting obligations set out in Schedule 1;

Results has the meaning given to it in Clause 6;

Subsidy Control Obligations and Legislation This refers to the Subsidy Control Act 2022, when it is enforced. Prior to this, it refers to the UK’s international obligations under the UK-EU trade and co-operation agreement, the World Trade Organisation’s rules of subsidies and the UK’s free trade agreements;

Term has the meaning given to it in Clause 2;

- 1.1. Clause, schedule and paragraph headings do not affect the interpretation of this Agreement. A reference to a Clause or a schedule is a reference to a Clause of, or a

schedule to, this Agreement. A reference to a paragraph is to a paragraph of the relevant schedule.

- 1.2. A **person** includes a natural person, a corporate or unincorporated body (whether or not having a separate legal personality).
- 1.3. A reference to a particular statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time taking account of any amendment or re-enactment and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts and subordinate legislation for the time being in force made under it provided that, as between the Parties, no such amendment or re-enactment shall apply for the purposes of this Agreement to the extent that it would impose any new or extended obligation, liability or restriction on, or otherwise adversely affect the rights of, any party.
- 1.4. Where the words **include(s)**, **including** or **in particular** are used in this Agreement, they are deemed to have the words "without imitation" following them.
- 1.5. Any obligation in this Agreement on a person not to do something includes an obligation not to agree or allow that thing to be done.

2. Term

- 2.1. This Agreement will commence on the date of this Agreement and (except where extended by the mutual Agreement of the parties in writing) shall terminate on the later of:
 - 2.1.1. one year following the payment of the last instalment of the Grant; or
 - 2.1.2 the date on which a final grant monitoring report is completed to YEF's satisfaction in accordance with Clause 4.1.6(C); or
 - 2.1.3 the relevant date of termination when terminated in accordance with Clause 9 or Clause 15.3 (the "**Term**").

3. The Grant Award

- 3.1. The Grantee will be awarded a grant in instalments in such amounts and such frequency set out in Schedule 1 of this Agreement to carry out the Project described in the Project Proposal in Schedule 2.
- 3.2. The Grantee acknowledges that the Grant is not considered for any taxable supply for VAT purposes by the Grantee to YEF. The Grantee understands the YEF obligation does not extend to paying the Grantee any amounts in respect of VAT in addition to the Grant and that the Grant made by YEF is deemed to be inclusive of VAT if applicable.
- 3.3. The Grantee agrees to repay YEF immediately any VAT the Grantee recovers whether by set-off, credit or repayment to the extent that any such VAT cost is included in the Grant.
- 3.4. The Grantee will notify YEF immediately if any irrecoverable VAT claimed under the Grant becomes recoverable.
- 3.5. The Grantee will tell YEF immediately of any offer of funding for this Project from anyone else at any time during the Project or if it receives duplicate funding from any other source for the same Project or any part of the Project.

4. Conditions for the use of the Grant

4.1. The Grantee agrees that it will:

- 4.1.1. use the Grant solely for the purpose of delivering the Project in accordance with the Project Proposal and the terms and conditions of this Agreement and, unless YEF has given its prior written approval, for no other purpose;
- 4.1.2. not use any of the Grant to satisfy or repay any costs or expenses incurred prior to the date of this Agreement;
- 4.1.3. not use any of the Grant for the maintenance of existing websites other than the addition of information relating to the Project;
- 4.1.4. use any equipment purchased with the Grant for the purpose of the delivery of the Project and in accordance with the purpose of the YEF as summarised in the Background section above and shall not dispose of the same without the consent of YEF. The Home Office may require the YEF to seek approval from it for the disposal of any asset acquired using the Grant and the use of proceeds from the sale of assets;
- 4.1.5. keep complete, proper and up-to-date financial records detailing how the Grant or any part of it has been spent in accordance with the Project Proposal including summary profit and loss accounts and management accounts, personnel and payroll records and invoices;
- 4.1.6. make regular reports to YEF on the dates set out in Schedule 1 in relation to the Project including:
 - (a) providing copies of any serious incident report made to the Charity Commission or any other relevant regulator in accordance with the procedure set out in the [YEF Serious Incident Reporting Policy](#) available on the YEF website.
 - (b) a full progress report every three months to be submitted at the same time as the quarterly request for payment.
 - (c) a final report about the Project and use of the Grant using the form provided by YEF, and in each case Grant monitoring is complete only after the relevant report has been completed to YEF's reasonable satisfaction.
- 4.1.7. provide YEF with any other information that YEF may reasonably request in connection with the Grant or the Project, including:
 - (a) copies of its financial books and records and management accounts.
 - (b) any information required by YEF to comply with any statutory requirements under the Freedom of Information Act 2000 (if applicable) or requests for information from any government department or body.

- (c) a copy of its annual accounts at the end of each financial year during the Term; and
 - (d) such other information and at such intervals as YEF may reasonably require enabling it to fulfil its reporting obligations to the Home Office.
- 4.1.8. provide YEF or its representatives all necessary access to its premises, personnel and records (including financial records) on reasonable notice so they can:
- (a) verify the information provided to YEF pursuant to this Clause 4.1;
 - (b) assess and audit how the Grant is being used in compliance with this agreement; and
 - (c) to understand how delivery of the Project is proceeding.
- 4.1.9. YEF may undertake financial audits in relation to the Grant and/or the Project to include the following activities:
- (a) review of management accounts and balance sheet;
 - (b) review of budgets;
 - (c) interview with the relevant organisation managers;
 - (d) review of financial controls such as bank reconciliations, number of signatories, payroll controls; and
 - (e) review of controls in relation to YEF restricted funds relating to the Grant and/or the Project and the progress achieved.
- 4.1.10. put in place robust procedures to avoid any conflict of interest arising in the provision of goods and services or the employment of staff required to deliver the Project.
- 4.1.11. promptly notify YEF in writing if there is:
- (a) any actual or proposed material change that will affect its organisation, finances, activities, the Grant or the Project and its outcomes; or
 - (b) if the Grantee knows or reasonably suspects that there has been any financial mismanagement of the Grant.
 - (c) An actual or proposed change to the total expected Additional Funds to be committed over the lifetime of the project, of plus or minus 10% or more of the whole, or more than £25,000, whichever is greater
- 4.1.12. meet with representatives from YEF as requested, and usually at least quarterly, to discuss the Project; and
- 4.1.13. where consent has been obtained from YEF, impose substantially equivalent terms consistent with the terms and conditions of this Agreement on all sub-grantees and/or subcontractors, as appropriate.

5. Co-operation with the Evaluator

- 5.1. In this Clause “**Evaluator**” means any person who has entered into an Agreement with YEF to carry out an evaluation of the Project (the “**Evaluation**”) and produce an evaluation report (the “**Evaluation Report**”).
- 5.2. The Grantee shall comply, and shall ensure that any other person working on the Project comply, with [YEF’s Grantee-Evaluator Relationship Policy](#) available on the YEF website.
- 5.3. The Grantee shall collaborate in good faith with the Evaluator as necessary to carry out the Evaluation in an efficient and effective manner.
- 5.4. The Grantee shall make all reasonable endeavours to support the Evaluator in making the data collected from the Project available for archiving upon completion of the project in accordance with the [YEF Data Archive Guidance](#) provided on the YEF website.
- 5.5. Where necessary, the YEF will contribute to the co-operation between the Grantee and the Evaluator, in particular, in relation to any discussions between the Evaluator and the Grantee regarding modifications to the Project Proposal or Evaluation Design. Neither the Grantee nor an Evaluator may make changes to a Project Proposal or Evaluation Design without prior written approval from YEF.
- 5.6. If a concern is raised by a Grantee regarding an Evaluation Design that cannot be amicably resolved with the Evaluator, the concern may be escalated to the YEF “Director of Evidence and Understanding” who may choose to escalate it to the “YEF Expert Panel”. The Expert Panel provides advice to the YEF to ensure that the work undertaken by YEF, and Grantees is informed by world-class expertise on youth offending and evaluation. A decision of the YEF Expert Panel shall be final and binding on the Evaluator and Grantee.
- 5.7. YEF shall use its reasonable endeavours to ensure that the Evaluator only uses the Grantee’s intellectual property and confidential information and the Results for the purposes of the Evaluation.

6. Reports and Publications

- 6.1. The Grantee shall comply and shall ensure that any other person working on the Project complies, with the [YEF Publication Policy](#) provided on the YEF website.
- 6.2. The Grantee may publish the data and results arising from the Project (the “**Results**”) in accordance with the YEF Publication Policy.
- 6.3. The Grantee shall acknowledge YEF, the Grant, and the Home Office and where specified by YEF’s Publication Policy in all printed and online materials produced in relation to the Project and comply with any reasonable guidelines in relation to publicity material as provided by YEF from time to time.

7. Reporting in accounts

- 7.1. The Grantee will acknowledge the Grant in its annual reports and accounts covering the period of the Project.

- 7.2. The Grantee will show the Grant and related expenditure as a restricted fund under the description “Youth Endowment Fund Grant” in its annual accounts. If the Grantee has more than one restricted fund, or, as a statutory authority, cannot show restricted funds in its accounts, it will include a note to the accounts identifying each restricted fund separately. If it has more than one grant from YEF, it will record each grant separately in the notes to the accounts. It will identify unspent funds and assets in respect of the Grant separately in its accounting records.
- 7.3. The Grantee will keep the accounts and records required to be maintained in accordance with Clause 4.1.5 for at least seven years after the termination or expiry of this Agreement.

8. Intellectual Property, Materials and Results

- 8.1. YEF shall own all IPR in the Materials created using the Grant Award. YEF is required under the terms of its Grant Agreement with the Home Office to grant the Home Office at no cost a non-exclusive irrevocable, royalty-free perpetual worldwide licence to use and to sub-license the use of any Materials and the IPR created whether partially or wholly funded from the Home Office Grant for such purposes as the Home Office shall deem appropriate.
- 8.2. YEF shall grant a licence to the Evaluator to use the Results for the purposes of the Evaluation. Such licence shall also provide that the Evaluator may make the Results, including any personal data contained therein, available in accordance with the provisions on sharing personal data set out in the [Data Protection Information and Guidance for YEF Evaluations](#) available on the YEF website and in line with GDPR policy.
- 8.3. Subject to Clause 8.4 and to any pre-existing rights owned by third parties:
- 8.3.1. where the members of Project Team are employees of the Grantee, the Grantee hereby assigns to YEF such right, title and interest in and to any Materials and IPR produced using the Grant; and
- 8.3.2. where the members of the Project Team are not employees of the Grantee, the Grantee shall procure that the members of the Project Team assign to the Grantee (so that such rights are assigned to YEF under Clause 8.3.1) or to YEF all right, title and interest in and to any Materials and IPR produced using the Grant, in each case including without limitation the copyright in such Materials throughout the world for the term of the copyright therein and all renewals and or extensions thereof and by way of assignment of future copyright, all right, title and interest in any amendments or modifications to such Materials.
- 8.4. YEF acknowledges that the provisions of this Clause do not affect the moral rights of authors and other members of the Project Team in respect of any Materials produced using the Grant which are the subject of copyright to which they may now or at any time in the future be entitled under or pursuant to Chapter IV of the Copyright, Designs and Patents Act 1988 or otherwise.

- 8.5. YEF acknowledges that the Grantee or any member of the Project Team will retain any intellectual property developed, owned or controlled by them before the period of the Project or during the period of the Project but outside of the Project arrangements and which the Grantee or any member of the Project Team makes available in the course of the Project.
- 8.6. The YEF hereby grants to the Grantee a royalty-free irrevocable, non-transferable, non-exclusive licence to use any Materials or IPR funded by the Grant for non-commercial activities such as future project design, academic publications, teaching and research (including research involving projects funded by third parties provided that those parties gain or claim no rights to intellectual property rights in such Materials), such licence to include a right of use by the Grantee's students, employees, agents and appointees and members of the Project Team that are not employees.
- 8.7. YEF hereby grants to the Grantee for the Term a non-exclusive royalty free right and licence throughout the United Kingdom to use the YEF name and logo, solely for the purpose of undertaking the Project in accordance with the Project Proposal. This is limited to acknowledging the funding provided by the YEF for the Project and the YEF logo may only appear on recruitment materials, training materials and website information directly related to the Project.
- 8.8. The Grantee hereby grants to YEF for the Term a non-exclusive royalty free right and licence throughout the United Kingdom to use the Grantee's name and logo, in accordance with any applicable brand and publication guidelines, solely for the purposes of demonstrating the use of the Grant by the Grantee.
- 8.9. The right and licences granted in Clauses 8.7 and 8.8 are personal to the parties and neither party shall be entitled to assign, sub-licence, transfer or otherwise deal in any other way in or with such right and licence granted in accordance with Clauses 8.7 and 8.8, without the prior written consent of the other.
- 8.10. The Grantee shall indemnify and keep indemnified YEF against all direct losses it may suffer arising out of or in connection with any claim by a third party that any IPR or Materials provided or produced by the Grantee in connection with the Project (including any Materials, included in the Evaluation Report) infringes the intellectual property rights of such third party.
- 8.11. This Clause 8 shall survive any termination or expiry of this Agreement to the extent permissible by law.

9. Termination

- 9.1. YEF may by notice in writing terminate this Agreement without cause by giving not less than 30 days' notice in writing.
- 9.2. YEF shall have the right, in its absolute discretion on giving notice in writing having immediate effect, to terminate this Agreement and/or withhold or suspend any Grant payment and/or reduce any Grant payment and/or make any Grant payment subject to such conditions as it may specify and/or cancel the Grant insofar as YEF has not yet provided it if:

- 9.2.1. the Home Office terminates, suspends or varies in any material respect the Grant Agreement with YEF;
 - 9.2.2. all or any part of the Grant is not being used in accordance with Clause 4.1.1;
 - 9.2.3. the Grantee fails to co-operate with the Evaluation and the Evaluator.
 - 9.2.4. in the opinion of YEF, the Grantee has failed to complete any part of the Project to a reasonable standard.
 - 9.2.5. the Grantee's organisation changes in a manner that, in the reasonable opinion of YEF, has a material adverse effect on the Project which cannot be satisfactorily remedied.
 - 9.2.6. the Grantee becomes insolvent or is otherwise unable to pay its debts within the meaning of s123 Insolvency Act 1986, goes into compulsory or voluntary liquidation, or has an administrator, receiver, administrative receiver or manager appointed over the whole or any part of its assets, enters into any composition with creditors generally, or has an order made or resolution passed for it to be wound up or undergoes any similar or equivalent process in any jurisdiction;
 - 9.2.7. there is evidence of financial mismanagement or any other irregularity in relation to the Grant.
 - 9.2.8. the Grantee commits any material breach of this Agreement and fails to remedy such breach within a period of thirty (30) days from the service on it of a notice specifying the breach and requiring it to be remedied; or
 - 9.2.9. the Grantee repeatedly breaches any of the terms of this Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms of this Agreement; or
 - 9.2.10. the Grantee, in the opinion of YEF, has acted fraudulently or in any other way that brings, or is reasonably likely to bring, the reputation of YEF into disrepute.
- 9.3. In the event of the occurrence of any of the matters set out in Clause 9.1 or 9.2, YEF reserves the right to reclaim all or any part of the Grant already paid to the Grantee which, at the date notice to terminate is given, has not been fully applied to the Project in accordance with the terms of this Agreement (such amount to be determined by YEF in its absolute discretion acting reasonably) (the "**Reclaimed Grant**"). If YEF exercises this right, the Grantee shall take whatever steps are required to refund to YEF the Reclaimed Grant within thirty (30) days of the date notice to terminate is given.
 - 9.4. The Grantee shall indemnify and keep indemnified YEF against all direct losses YEF may suffer arising out of or in connection with the Grantee's negligence in delivering the Project.

- 9.5. Within thirty (30) days of the end of the Term, the Grantee shall return any unused or uncommitted portion of the Grant to YEF so that it may be used to fund future projects.
- 9.6. For the avoidance of doubt, following expiry or termination of this Agreement for whatever reason, YEF shall not be required to pay to the Grantee any remaining Grant instalments.
- 9.7. Any termination of this Agreement for any reason shall be without prejudice to any other rights or remedies a party may be entitled to at law or under this Agreement and shall not affect any accrued rights or liabilities of either party nor the coming into force or the continuance in force of any provision of this Agreement, which is expressly or by implication intended to come into or continue in force on or after such termination.
- 9.8. Any provision of this Agreement that expressly or by implication is intended to come into or continue in force on or after termination or expiry of this Agreement shall remain in full force and effect, including but not limited to Clauses 8, 10, 10.2, 16, 17 and 25.

10. Limitation of Liability

- 10.1. To the extent permitted by law, YEF accepts no liability for any consequences, whether direct or indirect, that may come about from the Grantee carrying out the Project, the use of the Grant, the reduction, modification, withholding, or cancellation of the Grant or the termination of this Agreement.
- 10.2. Subject to Clause 10.3:
 - 10.2.1. neither party shall be liable to the other party (whether such liability arises in contract, tort (including negligence) or otherwise) for any loss of profit, loss of or damage to data, loss of anticipated savings or interest, loss of or damage to reputation or goodwill or any indirect, special or consequential damages, loss, costs, claims or expenses of any kind; and
 - 10.2.2. the maximum liability of YEF to the Grantee under this Agreement shall be limited to the payment of the Grant.
- 10.3. Nothing in this Agreement shall limit or exclude the liability of any party for personal injury, death, fraud or any statutory or other liability which cannot be limited or excluded under applicable law.

11. Data Protection

- 11.1. In this Clause 11.2, the terms “processor”, “controller” and “personal data” shall have the meanings set out in the Data Protection Laws.
- 11.2. Each party shall comply with any obligations under any applicable data protection laws including but not limited to the Data Protection Act 2018, EU General Data Protection Regulation 2016/679 (“GDPR”) on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, or

any successor legislations thereto, and any associated codes, regulation or guidance (as may be amended or replaced from time to time) and any related regulations and guidance and all other applicable laws concerning the processing of personal data and data privacy which apply in the United Kingdom from time to time (together, the “**Data Protection Laws**”) and shall not, by act or omission, put the other party in breach of, or jeopardise any registration under any such Data Protection Laws.

11.3. YEF and the Grantee each acknowledge that:

11.3.1. the only personal data to be transferred by the Grantee to YEF under this Agreement will be the name, position and email address of key Project contacts at sites where the Project has been conducted (the “**Agreement Data**”), which shall be transferred to enable YEF to contact those individuals in relation to their contribution to the Project and to provide those individuals with further details of YEF’s activities (“**Purpose**”);

11.3.2. for the purposes of this Agreement, YEF and the Grantee shall each be a controller in respect of their own processing of the Agreement Data.

11.4. YEF warrants that it will process the Agreement Data only for the Purpose, provided always that it may in addition process the Agreement Data for its own purposes of compliance with applicable law.

11.5. The Grantee shall comply with the Data Protection Laws in respect of the provision of personal data necessary to allow evaluation of the Project by the Evaluator and to meet the requirements of the Home Office in respect of monitoring the long-term impact of Project as notified by YEF to the Grantee from time to time.

11.6. The Grantee warrants and undertakes that it will comply with the [Data Protection Information and Guidance for Evaluations](#) provided on the YEF website.

12. Home Office Grant

12.1. The Grantee acknowledges that the Project is principally funded by a grant from the Home Office to YEF. The Grantee undertakes to use its reasonable endeavours to comply with any reasonable instructions given by YEF that are required to ensure compliance by YEF with the Home Office Grant Agreement in particular but not limited to the provision of timely information.

13. Publicity

13.1. YEF agrees to the Grantee publicising the award of the Grant and the Project and shall acknowledge the YEF in doing so. YEF agrees to work with the Grantee to assist with publicity and marketing, including media related activities. The Grantee shall not otherwise make any public statement which refers to the YEF without first agreeing the form of wording with the YEF (and the YEF shall not unreasonably withhold or delay its consent).

13.2. The Grantee agrees to co-operate with and endeavour to give such assistance to the YEF as it may reasonably request from time to time in connection with promotional, communications, media policy and stakeholder engagement activities organised by the YEF.

14. Subsidy Control

The Grantee acknowledges that any Grant Award comes from public funds, and it will not use the Grant Award in a way that conflicts with the UK's current subsidy control obligations, or the published terms of the Subsidy Control Act 2022. In the event that it is deemed to be unlawful, then the Grantee will repay such amount of the Grant Award as may be unlawful immediately.

15. Force Majeure

- 15.1. Neither party to this Agreement shall be liable for failing to perform or any delay in the performance of any obligation under this Agreement, to the extent that such failure or delay is caused by matters beyond the reasonable control of the affected party including, but not limited to, industrial action, acts of God, terrorism or refusals to grant licences or permissions required for the performance of the obligations under this Agreement ("**Force Majeure**").
- 15.2. The affected party shall provide written notice to the other as soon as reasonably possible following the occurrence of the event of Force Majeure. The time for performance of an obligation which is prevented or delayed by an event of Force Majeure shall be extended for a reasonable period of time (having due regard for the cause of the delay) and the corresponding obligations of the other party (including any obligation to pay for obligations not performed by reason of Force Majeure) shall be extended to the same extent.
- 15.3. Should such delay persist or in the reasonable opinion of either party, be likely to persist for a period of over twenty-eight (28) continuous days, either party may terminate this Agreement forthwith by providing the other party with notice in writing.

16. Confidentiality

- 16.1. Each party (a "**Disclosing party**") will ensure that it notifies the other party (a "**Receiving party**") when any information (whether written, oral or in electronic form) concerning its business or affairs is to be treated as confidential and on receiving such notification the Receiving party will keep the relevant information confidential both during the Term and for five years following the expiry or termination of this Agreement.
- 16.2. Any information relating to this Agreement, or the activities conducted pursuant to it, including for the avoidance of doubt any personal data as defined in the Data Protection Laws, will be regarded as confidential save for such information as may be disclosed as part of the Evaluation.
- 16.3. A Receiving party shall be entitled to use confidential information of the Disclosing party for the purpose of exercising its rights and/or performing its obligations under this Agreement and may disclose confidential information to its personnel to the extent required for the proper performance of this Agreement.
- 16.4. A Receiving party shall not be bound under Clause 16.1 or 16.2 with respect to confidential information which:
 - 16.4.1. is known to the Receiving party before the Commencement Date.
 - 16.4.2. is or becomes publicly known without the fault of the Receiving party.

- 16.4.3. is obtained by the Receiving party from a third party in circumstances where the Receiving party has no reason to believe that there has been a breach of an obligation of confidentiality owed to the other party.
 - 16.4.4. is approved for release in writing by an authorised representative of the Disclosing party; or
 - 16.4.5. the Receiving party is required to disclose such information by law or any regulatory requirement or by any regulatory authority.
- 16.5. Upon termination of this Agreement for any reason each party shall, if requested to do so by the other party, return or destroy any confidential information belonging to the other party.

17. Applicable laws

- 17.1. In carrying out the Project and its obligations under this Agreement, the Grantee shall comply with all applicable laws, statutes, regulations and binding codes. In particular:
- 17.1.1. each party shall follow its own procedures and policies to comply with all applicable laws, statutes, regulations and codes relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010; and
 - 17.1.2. the Grantee shall comply with all applicable laws, statutes and regulations relating to anti-slavery and human trafficking laws, including but not limited to the Modern Slavery Act 2015.

18. Safeguarding

- 18.1. If the Project involves work with children, young people or vulnerable adults (“vulnerable people”), the Grantee will take all reasonable steps to ensure their safety.
- 18.2. It will have and carry out an appropriate written policy and have a set of procedures in place at all times to safeguard vulnerable people, which will include procedures to check backgrounds and disclosures of all employees, volunteers, trustees or contractors who will supervise, care for or otherwise have significant direct contact with vulnerable people with the Disclosure and Barring Service. The Grantee will regularly review its policy and procedures to ensure they adhere to any applicable legislation and/or regulations.
- 18.3. Where the safeguarding incident directly arises from the Project or is of a high level of severity, YEF must be informed of the incident. This includes where a young person (client) is:
- 18.3.1. involved in homicide as victim or charged as perpetrator; is a victim or perpetrator of assault amounting to attempted murder; is a victim or perpetrator of serious sexual offences including rape;
 - 18.3.2. where the safeguarding allegation is against a member of staff funded by the Project; or
 - 18.3.3. where the safeguarding incident happens during or on the premises of an activity in the Project
- 18.4. In any of the circumstances described in clause 18.3, the Grantee shall be responsible for informing YEF within 48 hours of the incident.
- 18.5. All other safeguarding incidents relating directly or indirectly with the Project shall be recorded by the Grantee and submitted to the YEF in aggregated form on a quarterly

basis as part of the quarterly monitoring reporting in accordance with the [YEF Safeguarding Policy](#) provided on the YEF website.

19. Insurance

19.1. The Grantee will maintain adequate insurance at all times and if asked, will supply copies of the insurance policy to YEF on request. This includes employee and public liability insurance and insurance that covers the full replacement value of any assets the Grant has funded.

20. No assignment or subcontracting

20.1. Save as expressly provided in this Agreement, no party may assign, transfer, charge, mortgage, subcontract, or deal in any manner with this Agreement as a whole, or any of its rights or obligations under it, without first obtaining the written consent of the other party.

21. No partnership

21.1. Nothing in this Agreement is intended to or shall operate to create a partnership or joint venture of any kind between the parties, or to authorise either party to act as agent for the other, and neither party shall have authority to act in the name or on behalf of or otherwise to bind the other in any way.

22. Variations

22.1. No variation of this Agreement shall be effective unless and until it is in writing and signed by a person duly authorised by each of the parties.

23. Third party rights

23.1. Neither party intends to confer any right or benefit upon a third party and for the avoidance of doubt, the provisions of the Contract (Rights of Third Parties) Act 1999 are expressly excluded from this Agreement.

24. Waiver or delay

24.1. The failure or delay of a party to exercise or enforce any right under this Agreement shall not operate as a waiver of that right or preclude the exercise or enforcement of it at any time or times thereafter.

25. Dispute resolution

25.1. If any dispute arises out of this Agreement, the Parties will first attempt to resolve the matter informally through designated senior representatives of each party to the dispute, who are not otherwise involved with the Project.

25.2. If the Parties are not able to resolve the dispute informally within a reasonable time not exceeding two (2) months from the date the informal process is requested by notice in writing, they will attempt to settle it by mediation in accordance with the Centre for Effective Dispute Resolution (“CEDR”) Model Mediation Procedure.

25.3. Failing amicable settlement, the courts of England and Wales shall have sole competence to rule on any dispute between the contracting Parties in respect of this Agreement.

26. Counterparts

26.1 This Agreement may be executed in any number of counterparts, each of which, when

executed and delivered, shall be an original, and all the counterparts together shall constitute one and the same instrument. Transmission of an executed counterpart of this Agreement (including transmission of the page of the Agreement containing an execution clause signed by a party) by email (in any agreed format) shall take effect as delivery of an executed counterpart of this Agreement.

27. Notices

- 27.1. Any notice given to a party under or in connection with this Agreement shall be in writing and shall be:
 - 27.1.1. delivered by hand or by pre-paid first-class post or other next working day delivery service to the relevant party's address stated at the head of this Agreement; or
 - 27.1.2. sent by email, including text in the subject line of the e-mail identifying the contents of the email as a formal notice given under the Agreement, to the nominated email address of the relevant party.
- 27.2. Any notice given in accordance with this Clause shall be deemed to have been received:
 - 27.2.1. if delivered by hand, on signature of a delivery receipt.
 - 27.2.2. if sent by pre-paid first-class post or other next working day delivery service, at 9.00am on the second business day after posting.
 - 27.2.3. if sent by email, on sending the notice to the nominated email address of the other party.
- 27.3. The provisions of this Clause 27 shall not apply to the service of any proceedings or other documents in any legal action.

28. Entire Agreement

- 28.1. This Agreement, and any policies or schedules hosted on the [Resources for Grantees](#) page of the YEF website that are incorporated by reference in Schedule 1, constitutes the entire Agreement and understanding of the parties and supersedes any previous Agreement between the parties, whether oral or written, relating to the subject matter of this Agreement.

29. Governing law and jurisdiction

- 29.1. This Agreement and any non-contractual obligations (if any) arising out of or in connection with this Agreement (including its formation) shall be governed by and construed in accordance with the laws of England and Wales.
- 29.2. The parties submit to the exclusive jurisdiction of the courts of England and Wales as regards any claim, dispute or matter (whether contractual or non-contractual) arising out of or in connection with this Agreement (including its formation).

The parties or their duly authorised representatives have executed this Agreement on the date shown at its head.

SIGNED by [NAME OF SIGNATORY])	
Email Address: [Insert Email Address])	
Contact Number: [Insert Number])	

for and on behalf of IMPETUS AS THE SOLE CORPORATE TRUSTEE OF THE YOUTH ENDOWMENT FUND CHARITABLE TRUST))))) date.....
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SIGNED by [NAME OF THE SIGNATORY]))))))))))) date.....
Email Address: [Insert Email Address])	
Contact Number: [Insert Number])	
for and on behalf of the [Grantee])	

Schedule 1: Project details

A. Key Details

Project Name:	[]
Grant Award:	£ [] inclusive of VAT, payable in accordance with the schedule set out below.
Additional Funding:	£[] Total funding from other sources, including organisational funds, other grants, in-kind contributions
Start Date:	[] 20[];
End Date:	[] 20[];
Term:	means the period from the Start Date to the End Date.
YEF Programme Manager:	[insert name and contact details of the assigned YEF Grant Manager];
Grantee Project Manager: <i>In the event that the Project Manager is not available, YEF may contact the Agreement Signatory.</i>	[insert name and contact details of Grantee Project Manager, who should serve as the main point of contact for YEF];
Other Key Grantee Contacts:	[insert name and contact details of any other key contacts for the Project. Provide detail on their role and when they should be contacted. For example, this may include a finance team member for payment request purposes]
Evaluator:	[insert name of Evaluator for the Project];

B. Purpose of the Grant Award

1. The purpose of this Grant Award is to provide support to the Grantee's proposed activity as outlined in Schedule 2, Project Proposal, with relevant activities, objectives, and timelines.

C. Grant Award, Payment and Reporting

1. YEF hereby awards the Grant Award to be used for the purposes as described in Schedule 2, Project Proposal and in accordance with the Budget detail provided in Schedule 3.
2. Payment will be made pursuant to the submission of a payment request through the YEF Community Platform. Payments will be made as advances for the upcoming phase of the Grant Award as detailed in the Grant Payment Schedule. Where the Term is longer than 12 months, the Grantee shall provide an up-to-

date bank statement alongside the payment request for each new Grant Award year.

3. YEF will approve advances if the activities planned for the prior period (the 'phase') have been achieved to the reasonable satisfaction of the YEF, as approved by the YEF Programme Manager, and so long as 80% of the prior advances received have been spent.
4. YEF shall pay the Grantee the relevant advance within 30 days of the date of such payment request. YEF reserves the right to withhold payment if in YEF's reasonable opinion the planned activities for the prior phase as agreed between the Grantee and YEF has not been reasonably achieved. If this occurs, YEF will communicate that in writing to the Grantee within 10 working days of the submission of the payment request.
5. YEF will only provide funding to the Grantee for the actual amount spent on the project activities. Should unspent funds remain at the end of the term and upon submission of the final report, the Grantee will send YEF the balance of the unspent funds within 30 days of the final report submission.
6. The Grantee will submit quarterly monitoring reports to YEF that detail progress made during the phase of work. Quarterly monitoring reports shall be submitted through the YEF Community Platform on a template provided by YEF. The quarterly monitoring report will include an update on the project status (including timeline, narrative summary of status and any issues faced), an update on the upcoming work to be performed and a description of any safeguarding incident reports received by the Grantee during the period. The Grantee will submit the quarterly monitoring report within 30 days of the close of the quarter being reported on.
7. The Grantee will at any point during the life of the grant, notify YEF if they expect the final Additional Funding Amount to vary by more than 20% from the figure shown in A . *Key Details* above.
8. Upon completion of the Term, the Grantee will submit a final report through the YEF Community Platform on a template provided by YEF. The final report will include an overall review of the project activities and outputs (including data on number of young people referred, reached and withdrawn), a final financial report (including additional funding secured), a review of lessons learned (including reflections on the evaluation process), a review of the grant processes and general feedback for YEF. The Grantee shall submit the final report within 30 days of the end of the Term.

D. Grant Payment Schedule

1. YEF will award the Grant for the purpose of funding the Project a grant of £[] inclusive of VAT (the "**Grant Award**").
2. The Grant Award will be paid in instalments in advance, in accordance with the payment schedule below.
3. The Grantee must use its reasonable endeavours to complete the activities in the payment schedule by the target date. If the Grantee is delayed in completing the activities as a result of an act or omission of the YEF, the target date for completing the activities will be delayed to the same extent. The Grantee will not be held responsible for delay caused by YEF or other parties.

4. The payment amounts in the payment schedule may only be varied in writing in accordance with Clause 22 of this Agreement.
5. For a detailed budget, refer to Schedule 3, Budget Detail.

Grant Payment Schedule

Payment	Description of preconditions for payment	Target Date for submission of preconditions	Advance Amount (for next quarter)
1	Signing of grant agreement	[start date of grant]	£
2	Submission of quarterly monitoring for the prior period and payment request for next period's advance		£
3	Submission of quarterly monitoring for the prior period and payment request for next period's advance		£
4			£
5			£
TOTAL			£

E. Pre-Award Conditions

1. The Grantee agrees to address the following pre-award conditions by the agreed upon date. Failure by the Grantee to meet the agreed timeline may result in YEF withholding future advance payments.

#	Detail	Completion date
1	N/A	
2		

F. Policies and Schedules to be incorporated by reference

1. The following Schedules are incorporated into this Agreement as reference:
 - Schedule 1: Project Details
 - Schedule 2: Project Proposal
 - Schedule 3: Budget Detail
2. The following policies are incorporated into this Agreement as reference, and may be located on the YEF website, [Resources for Grantees](#) page:
 - YEF grantee-evaluator relationship policy
 - YEF publication policy

- YEF Safeguarding policy
- YEF Serious Incident reporting policy
- YEF Data protection information and guidance for projects and evaluators

Schedule 2 – Project Proposal

Schedule 3 – Detailed Budget

Appendix B

Project budget	YEAR 1		YEAR 2		YEF funded	In kind from LA
	YEF funded	In kind from LA	YEF funded	In kind from LA		
Expenditure	YEAR 1		YEAR 2			
Staff costs - delivery						
Subtotal staff costs - delivery	£345,032.00	£76,786.17	£172,516.00	£158,866.10	£517,548.00	£235,652.27
central/management						
Subtotal staff costs - central/management/training	£179,034.00	£0.00	£75,516.00	£0.00	£254,550.00	£0.00
Equipment and materials						
Subtotal equipment and materials costs	£15,000.00	£0.00	£0.00	£0.00	£15,000.00	£0.00
Subtotals of expenditure	£539,066.00	£76,786.17	£248,032.00	£158,866.10	£787,098.00	£235,652.27
Total expenditure	£615,852.17		£406,898.10			

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Meeting of:	CABINET
Date of meeting:	18 JULY 2023
Report title:	POST-16 COLLEGE TRANSPORT ARRANGEMENTS 2023-2024
Report owner / Corporate Director:	CORPORATE DIRECTOR - EDUCATION AND FAMILY SUPPORT
Responsible officer:	ROBIN DAVIES GROUP MANAGER – BUSINESS SUPPORT
Policy Framework and Procedure Rules:	There is no effect upon policy framework or procedure rules
Executive summary:	<ul style="list-style-type: none"> • Cabinet permission is sought for the use of an existing commercial bus service for the delivery of home-to-college transport from September 2023 • This is the result of the local authority being unable to contract a dedicated transport service in time for September 2023, due to the market insecurity linked to Welsh Government’s replacement Bus Emergency Scheme (BES).

1. Purpose of report

- 1.1 The purpose of the report is to seek approval from Cabinet for the use of an existing commercial bus service for the delivery of home-to-college transport from September 2023, in line with the local authority’s Home-to-School/College Transport Policy.

2. Background

- 2.1 The Education and Family Support Directorate (‘the directorate’) currently contracts First Cymru to deliver college transport for eligible learners attending Bridgend College.
- 2.2 The current contract ends on Monday 24 July 2023.

3. Current situation/proposal

- 3.1 Officers would normally have progressed a procurement exercise to ensure a new contract was in place for the commencement of the 2023-2024 academic year in

September 2023. However, this has not been possible due to the uncertainty in respect of the cessation of Welsh Government's Bus Emergency Scheme (BES). This has meant significant uncertainty over the availability of bus services within Bridgend, that would be able to allow the local authority to offer the current level and geographical coverage of bus services across the county borough for eligible college learners for the start of the new 2023-2024 academic (college year).

- 3.2 However, Welsh Government has only very recently identified replacement BES funding to ensure that bus services, in particular those operated by First Cymru, are able to continue to provide good geographical coverage of public transport across the county borough.
- 3.3 In previous procurement exercises, First Cymru have been the sole bidder for the local authority's college learner transport contract, as they are the only public transport service that is currently able to provide a public bus service that meets the local authority's learner travel policy requirements, allowing college learners in all parts of Bridgend, public bus transport to all Bridgend College campuses.
- 3.4 As neither public sector procurement rules nor the local authority's Contract Procedure Rules allow sufficient time to procure a contracted service prior to the start of the new academic (college) year, the local authority is now proposing to provide college transport bus passes to each eligible learner, by simply purchasing a First Cymru bus pass on a case-by-case basis.
- 3.5 This has significant benefits, not available if the local authority was to contract a dedicated public bus service, as follows:
 1. The local authority is not required to contract with a transport provider and enter into a legal agreement.
 2. It supports the legitimate expectation of college learners that they are able to benefit from an equivalent public transport offer that has been available in previous years.
 3. The arrangement makes use of an existing public bus service and the additional patronage contributes to its sustainability.
 4. The bus pass is provided electronically, via a mobile app, as an 'e-ticket', which provides young people with a more modern, digital 'offer' and allows data to be provided to the local authority on service usage to support future planning and strategy.
 5. If a learner leaves college, the pass can be remotely disabled and a refund can be processed to the local authority.
 6. There are significant potential savings if college learners choose to activate their ticket with a valid Welsh Government 'mytravelpass' which provides 30% savings on bus travel for 16-21 year-olds in Wales. However, there is no requirement to do so, and this is not a dependency of the offer.
 7. The provision is scalable.
 8. The provision will continue to be administered in partnership with Bridgend College.
- 3.6 The Council's Contract Procedure Rules (CPRs) contain a waiver from the requirement to obtain quotations or tendering under CPR 3.2.3 where the services required can be provided only by a particular economic operator due to competition being absent for technical reasons or the protection of exclusive rights

but only where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

- 3.7 As set out above, First Cymru are the only public transport service that is currently able to provide a public bus service that meets the local authority's learner travel policy requirements, allowing college learners in all parts of Bridgend, public bus transport to all Bridgend College campuses.
- 3.8 The report proposes entering into a contract with First Cymru without any competition. The waiver available under CPR 3.2.3 reflects a regulatory provision under regulation 32(2)(b) of the Public Contracts Regulations 2015 which allows for the use of a negotiated procedure without prior publication where the services can be supplied only by a particular economic operator. Cabinet needs to be aware that relying on the proposed waiver does present the risk of potential challenge from other providers of such services on the basis that alternative service provision would be available had the Council structured the arrangement in alternative manner.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 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 policy or proposal.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 The well-being goals and principles prescribed for within the Well-being of Future Generations Act 2015 connect directly to the approach to supporting further education colleges. The approach to supporting Bridgend College and college learners is consistent with the five ways of working as defined within the sustainable development principle and more specifically as follows:

Long-term

The proposed use of an existing public transport service ensures that a local public transport operator is able to benefit from the additional patronage across its service for the short to medium term.

Prevention

The local authority assesses the suitability of transport operators to deliver home-to-college transport services.

Integration

Public transport operators have a strategic role in providing a service so that all eligible college learners are supported in accessing their place of education. This ultimately means that learners can learn and achieve so that they can access

opportunities for further learning and employment, and can play active roles in their communities, contributing positively to society as a whole.

Collaboration

Public transport providers have a strategic role in supporting college learners access their place of education. Transport providers need to ensure the health and wellbeing of all passengers. The local authority, in conjunction with transport providers, ensures that such services are able to meet the needs of all learners.

Involvement

The local authority engages with public transport operators on a dynamic basis.

6. Climate change implications

- 6.1 The local authority's 'Bridgend 2030 – Net Zero Carbon Strategy' and Welsh Government's carbon reduction commitments are supported by this proposal, as the local authority will be making use of an existing public transport provision and the provision of additional patronage across the network will support the sustainability of local public bus services in Bridgend.

7. Safeguarding and corporate parent implications

- 7.1 The directorate has a robust approach to safeguarding. Risk assessments and appropriate transport arrangements, controls and support are put in place for any college learner who is looked after, care experienced, or considered to be at risk.

8. Financial implications

- 8.1 The total (2023-2024) budget for the provision of all learner transport in Bridgend is £8,008,120. The budget for college transport is £323,120.
- 8.2 For September 2023, the cohort of eligible college learners is currently unknown. However, based on previous year's learner numbers, it is assumed that approximately 700 learners will be eligible for free home-to-college transport from September 2023 at term 1.
- 8.3 Table 1 below shows the estimated cost of the provision of a First Cymru annual student bus pass for all 700 learners. However, it is important to note that learner numbers can vary year-on-year and also they can reduce significantly from term 1 to term 3. Therefore, there is potential for large variations in the total annual cost, depending on each cohort of learners.

Table 1: Estimated college bus pass cost for 2023-2024

College bus pass	Price	Total cost
Term 1	£205	£143,500
Term 2	£145	£101,500
Term 3	£160	£112,000
Total	£510	£357,000

College bus pass (with 'mytravelpass')	Price	Total cost
Term 1	£135	£94,500
Term 2	£96	£67,200
Term 3	£106	£74,200
Total (with My Travel Pass)	£337	£235,900

- 8.4 As can be seen in Table 1 above, if all estimated 700 learners subscribe to and utilise the 'mytravelpass' on activation of their bus pass, there will be a 34% savings to the local authority's budget. However, the local authority is unable to demand learners use a 'mytravelpass', as under the local authority's current Home-to-School/College Transport Policy, this is not a determinant of eligibility for free home-to-college transport.
- 8.5 Cabinet should also be aware that, as also identified in Table 1 above, if all 700 learners stay until the end of term 3 there is the potential for an overspend against the existing college transport budget of £323,120 by £33,880. Nevertheless, in the 2021-2022 college year, numbers of learners requiring a college bus pass reduced from approximately 700 in term 1 to approximately 550 in terms 2 and 3. This is the generally expected pattern for natural loss of college learners through the academic year. Table 2 shows the impact of this natural reduction if a similar pattern was observed in 2023-2024

Table 2: Estimated college bus pass cost for 2023-2024 with reduced cohort of learners in terms 2 and 3

College bus pass	Price	Total cost
Term 1	£205	£143,500
Term 2	£145	£79,750
Term 3	£160	£88,000
Total	£510	£311,250
College bus pass (with mytravelpass)	Price	Total cost
Term 1	£135	£94,500
Term 2	£96	£52,800
Term 3	£106	£58,300
Total (with My Travel Pass)	£337	£205,600

- 8.6 Therefore, given the model of a reduced cohort of learners from 700 in term 1 to 550 in terms 2 and 3, the cost of providing bus passes to eligible college learners would be within the current £323,120 home-to-college transport budget with potential savings of £11,870. If all learners subscribe to and use their 'mytravelpass' on activation of their ticket, there would potential savings of £117,520.

9. Recommendations

- 9.1 Cabinet is requested to:

- approve the use of the existing First Cymru public bus service, as it is the only public bus service able to support the home-to-college transport needs of all eligible learners attending Bridgend College from September 2023;
- delegate authority to Corporate Director to purchase bus passes directly from First Cymru in accordance with the waiver available under CPR 3.2.3; and
- work with Bridgend College to promote the new college transport offer, including the benefits of college learners subscribing to and using Welsh Government's 'mytravelpass,' which will allow for the making of financial efficiency savings to council services.

Background documents

None

Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	PROCEDURE FOR THE APPOINTMENT AND REMOVAL OF LOCAL AUTHORITY GOVERNORS
Report Owner / Corporate Director:	CORPORATE DIRECTOR – EDUCATION AND FAMILY SUPPORT
Responsible Officer:	DAWN DAVIES PRINCIPAL OFFICER – BUSINESS STRATEGY AND PERFORMANCE
Policy Framework and Procedure Rules:	There is no effect upon the policy framework or procedure rules.
Executive Summary:	All school governing bodies have four compulsory groups of governors. One of these groups is local authority governors. Local authority governors are appointed by the local authority. The current procedure for the appointment and removal of local authority governors was approved by Cabinet in 2008. It is no longer fit for purpose and a new procedure is proposed.

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval from Cabinet for the procedure for the appointment and removal of local authority governors at Appendix A.

2. Background

- 2.1 All governing bodies of maintained schools, including maintained nursery schools, in Wales must be constituted in accordance with The Government of Maintained Schools (Wales) Regulations 2005.
- 2.2 All school governing bodies have four compulsory categories of governors. One of these categories is local authority governors.
- 2.3 A person cannot be appointed as a school governor if they do not meet the qualification criteria, or if they meet any of the disqualification criteria, set out in The Government of Maintained Schools (Wales) Regulations 2005.
- 2.4 Local authority governors are appointed by the local authority. The local authority can appoint any eligible person as a local authority governor who is interested in supporting schools and whose appointment has the support of the local authority. Candidates for local authority governor positions do not have to be councillors. A

person cannot be appointed a local authority governor for a school if they are eligible to be a staff or teacher governor of the school.

- 2.5 The term of office of most governors is four years from the date of appointment. Any governor may choose to resign from their term of office at any time. Any governor may apply to be re-elected/appointed for a further term, as long as they meet the qualification requirements. Any local authority governor may be removed from office by the local authority.

3. Current situation / proposal

- 3.1 The current procedure for the appointment and removal of local authority governors was approved by Cabinet in 2008.
- 3.2 While the current procedure requires Cabinet to approve the appointment of local authority governors (based on the recommendation of officers), the proposed replacement procedure no longer requires such approval by Cabinet. This is because such appointments are operational and, therefore, the new procedure will allow for appointments to be made on the basis of evidenced levels of relevant knowledge, skills and experience.
- 3.3 The current procedure prioritises elected councillors where there is competition for a vacant local authority governor position, or where there is no competition for such a vacancy, applicants are generally appointed without any scrutiny of competence, skills or knowledge. The proposed replacement procedure changes this approach, to ensure that local authority governors are able to evidence the relevant knowledge, skills and experience required of the position, to the benefit of the school. The proposed role description and person specification is appended to the procedure.
- 3.4 As identified above, the proposed procedure makes the appointment of local authority governors a decision for an officer panel, constituted of officers nominated by the Corporate Director – Education and Family Support. The terms of reference of the panel are also appended to the procedure.
- 3.5 The proposed procedure makes it clear that the power to remove a local authority governor will be used reasonably and lawfully. While the officer panel may recommend the removal of a local authority governor, the final decisions will be made by the Corporate Director - Education and Family Support, in consultation with the Cabinet Member for Education.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impacts 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 policy or proposal.
- 4.2 A Welsh Language Impact Assessment has identified that there would be no negative impacts in terms of opportunities for people who choose to live their lives and access services through the medium of Welsh.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 A Well-being of Future Generations (Wales) Act 2015 assessment has been completed. A summary of the implications from the assessment relating to the five ways of working is as follows:

Long-term

In the short-term, the local authority may support any person for appointment who is able to demonstrate the essential attributes at a basic level, as a minimum, and is not disqualified from being a school governor. The local authority, in conjunction with the Central South Consortium, supports new governor appointments with a comprehensive programme of both mandatory and voluntary training and access to resources, to enable them to further develop their knowledge and skills and be successful in fulfilling the role.

Prevention

The local authority assesses the suitability of applicants for the local authority governor vacancy/vacancies applied for against a set of essential and desirable criteria. The local authority, in conjunction with the Central South Consortium, supports governors with a comprehensive programme of both mandatory and voluntary training and access to resources, to enable them to further develop and maintain their knowledge and skills, and be successful in fulfilling the role. The local authority has the power to remove any local authority governor if this is justified by a local authority governor's conduct, or inability to appropriately or effectively discharge their responsibilities as a local authority governor.

Integration

School governing bodies have a strategic role in running schools and ensuring that all pupils are supported to learn and achieve so that they can access opportunities for further learning and employment, know how to maintain their well-being, can play active roles in their communities and can contribute positively to society as a whole.

Collaboration

School governing bodies have a strategic role in ensuring that schools safeguard the health and well-being of pupils and staff. The local authority, in conjunction with the Central South Consortium, provides training to governors to enable them to develop and maintain their relevant knowledge, skills and effectiveness in this respect.

Involvement

The local authority treats all applications for local authority governor vacancies fairly, to ensure equality of opportunity. The power to remove a local governor is exercised reasonably and lawfully.

School governing bodies have a strategic role in ensuring that schools safeguard the health and well-being of pupils and staff. The local authority, in conjunction with

the Central South Consortium, provides training to governors to enable them to develop and maintain their relevant knowledge, skills and effectiveness in this respect.

- 5.2 A summary of the implications from the assessment relating to the council's new seven well-being objectives, is as follows:

1 A County Borough where we protect our most vulnerable

School governing bodies and, therefore, those appointed to serve as governors on governing bodies, have important responsibilities towards vulnerable children. The local authority, in conjunction with the Central South Consortium, provides training to governors to enable them to develop and maintain their relevant knowledge, skills and effectiveness in this respect. The local authority has the power to remove any local authority governor if this is justified by a local authority governor's conduct, or inability to appropriately or effectively discharge their responsibilities as a local authority governor.

2 A County Borough with fair work, skilled, high-quality jobs and thriving towns

Access to good education and ensuring children have equal opportunities to realise their potential are critical to helping young people acquire the knowledge and skills they need for work. School governing bodies and, therefore, those appointed to serve as governors on governing bodies, have a strategic role in the running of a school, deciding what the school should achieve, and setting the strategic framework for getting there.

3 A County Borough with thriving valleys communities

Access to good education, raising standards of achievement and ensuring children have equal opportunities to realise their potential, wherever they may reside, are critical to helping young people acquire the knowledge and skills they need for work. School governing bodies and, therefore, those appointed to serve as governors on governing bodies, have a strategic role in the running of a school, deciding what the school should achieve, and setting the strategic framework for getting there.

4 A County Borough where we help people meet their potential

As school governing bodies have a strategic role in the running of a school, this includes ensuring that children and young people have access to good education and equal opportunities to realise their potential, and that our schools are safe, supportive environments providing high quality teaching.

5 A County Borough that is responding to the climate and nature emergency

School governing bodies and, therefore, those appointed to serve as governors, have a shared responsibility for ensuring that teaching and learning encompasses sustainability and global citizenship.

6 A County Borough where people feel valued, heard and part of their community

School governing bodies and, therefore, those appointed to serve as governors, have a role in ensuring that there is engagement with pupils and the community served by the school, listening to views and taking appropriate actions. School governing bodies have a responsibility to support supporting diversity and inclusion, and addressing discrimination.

7 A County Borough where we support people to live healthy and happy lives

School governing bodies and, therefore, those appointed to serve as governors on governing bodies, have a shared responsibility for ensuring that teaching and learning encompasses healthy eating and physical activity, personal and social development, self-worth and well-being.

6. Climate Change Implications

6.1 School governing bodies and, therefore, those appointed to serve as governors on governing bodies, have a shared responsibility for ensuring that teaching and learning encompasses sustainable development and global citizenship. Governing bodies also have a strategic role in considering the impact of net zero carbon and how to deliver this important national initiative.

7. Safeguarding and Corporate Parent Implications

7.1 School governing bodies and, therefore, those appointed to serve as governors on governing bodies, have important responsibilities towards vulnerable children. The local authority, in conjunction with the Central South Consortium, provides training to governors to enable them to develop and maintain their relevant knowledge, skills and effectiveness in safeguarding and promoting the welfare of vulnerable children and young people.

8. Financial Implications

8.1 There are no financial implications regarding this report.

9. Recommendation

9.1 Cabinet is recommended to approve the procedure for the appointment and removal of local authority governors for school governing bodies at Appendix A.

Background documents

None



PROCEDURE FOR THE APPOINTMENT AND REMOVAL OF LOCAL AUTHORITY GOVERNORS FOR SCHOOL GOVERNING BODIES

1. Introduction

All governing bodies of maintained schools, including maintained nursery schools, in Wales must be constituted in accordance with The Government of Maintained Schools (Wales) Regulations 2005.

All school governing bodies have four compulsory categories of governors. One of these categories is local authority governors.

Local authority governors are appointed by the local authority. The local authority can appoint any eligible person as a local authority governor who is interested in supporting schools and whose appointment has the support of the local authority. Candidates for local authority governor positions do not have to be councillors. A person cannot be appointed as a local authority governor for a school if they are eligible to be a staff or teacher governor of the school.

The term of office of most governors is four years from the date of appointment. Any governor may choose to resign from their term of office at any time. Any governor may apply to be re-elected/appointed for a further term, as long as they meet the qualification requirements. Any local authority governor may be removed from office by the local authority, as such governors are appointed and not elected.

2. Role of local authority governors

A governing body needs to hear views that will help to inform its discussions and decisions.

Local authority governors are representatives of the local authority and not delegates. They must act in the best interests of the school and wider community. They should represent the perspective and views of the local authority but cannot be directed by the local authority to take a particular stance on issues. However, local authority governors should have an awareness and understanding of the local authority's priorities and policies to enable them to inform the debates and priorities at school level.

The local authority recognises that individual governors are bound by the corporate responsibilities of the governing body. The local authority may periodically provide its representative governors with information, but this does not replace the local authority's duty to communicate and consult with governing bodies.

3. Qualifications and disqualifications relevant to local authority governors

Qualification and disqualification of school governors is detailed in Schedule 5 of The Government of Maintained Schools (Wales) Regulations 2005.

1. A governor must be aged 18 or over at the time of their election or appointment.
2. A person is disqualified from holding or from continuing to hold office as a school governor if they:
 - fail to attend the governing body meetings, without the consent of the governing body, for a continuous period of six months, beginning with the date of the first meeting missed. Where a governor has sent an apology for the meeting, the minutes of that meeting must record the governing body's consent or otherwise to the absence and a copy of the minutes must be sent to the governor;
 - are made bankrupt, have made an arrangement with creditors, or had their estate sequestrated, which has not been discharged, annulled or rescinded;
 - have been disqualified from acting as a company director under the laws of Wales, England, Scotland or Northern Ireland;
 - have been removed from the office of charity trustee under the laws of Wales, England, Scotland or Northern Ireland;
 - are included in any list prohibiting or restricting their employment with children, young persons or adults under the laws of Wales, England, Scotland or Northern Ireland;
 - have received a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) in the five years before becoming a governor or since becoming a governor
 - have received a prison sentence of two-and-a-half years or more in the 20 years before becoming a governor;
 - have, at any time, received a prison sentence of five years or more;
 - have been fined for causing a nuisance or disturbance on school premises during the five years prior to or since appointment or election as a governor;
 - refuse a request by the governing body to make an application to the Disclosure and Barring Service (DBS) for a DBS certificate.

A local authority governor who meets any disqualification criterion while holding office must inform both the clerk to the governing and the local authority as soon as they are aware or should have been aware of the fact.

3. A person cannot, at any time:

- hold more than one governorship at the same school; nor
- be a member of more than two governing bodies of maintained schools unless they are:
 - a governor appointed to a school causing concern under sections 6, 7, 13 or 14 of the School Standards and Organisation (Wales) Act 2013; or
 - a temporary governor (that is, a person appointed to be a member of a temporary governing body).

4. Standards of conduct

The local authority has produced a Code of Conduct for governors, and governing bodies have been recommended to adopt the document as their own.

The local authority expects all local authority governors to meet the standards set out in the Code of Conduct.

5. Attributes, knowledge, experience and skills

An applicant for a local authority governor vacancy will be expected to demonstrate that they possess a range of essential attributes.

An applicant will also be able to provide information on whether they have any level of knowledge, experience and skills against a range of desirable attributes.

The essential and desirable attributes are detailed in appendix 1, role description and person specification.

6. Advertising of local authority governor vacancies

To support the business of the governing body, the local authority aims to achieve timely appointments to vacancies and minimise any periods when vacancies are unfilled.

If a vacancy will arise because the term of office of an existing local authority governor is coming to an end, that forthcoming vacancy will be advertised by the local authority three months before the incumbent's term of office is due to end.

Pupil Services in the Education and Family Support Directorate will arrange for all vacancies (current and forthcoming) to be advertised on the local authority's website.

7. Applications for local authority governor vacancies

The role description and person specification for local authority governors (appendix 1), and the application form, will be published on the local authority's website. Any interested persons wishing to be considered for a local authority governor vacancy will be able to download these documents from the website. Alternatively, they will be able to contact Pupil Services to request provision of hard copy versions.

Any person wishing to apply for a local authority governor vacancy, or apply for re-appointment, will be required to complete and submit the local authority governor application form.

There is no automatic re-appointment of an existing local authority governor.

An existing local authority governor who wishes to apply for re-appointment will need to complete a fresh application, to ensure that the local authority is considering an application that reflects up-to-date information and details.

Existing local authority governors are expected to know when their current term of office is coming to an end, or may seek this information from the clerk to the governing body, and will not be informed by the local authority that the date is approaching.

All applicants will be requested to complete the equal opportunities and Welsh language abilities section of the application form; however, provision of this information is optional.

Applications must be **received** by the local authority by the published deadline date. Late applications will not be considered in the interests of fairness to those whose applications are received on time. The manner by which an application is submitted to the local authority is a matter of any applicant's personal choice. The local authority cannot be held responsible for non-receipt of any application.

Applications and any associated information relating to local authority governor vacancies and appointments will be administered and held by Pupil Services.

8. Removal of local authority governors

Any local authority governor may be removed from office, at any time, by the local authority, as such governors are appointed and not elected.

The power to remove a local governor will be used reasonably and lawfully.

Final decisions on the removal of any local authority governor will be made by the Corporate Director – Education and Family Support, in consultation with the Cabinet Member for Education.

If a decision is taken to remove a local authority governor, the local authority will notify the governor and the clerk to the governing body, in writing, of that decision.

9. Procedure for the appointment and removal of local authority governors

9.1 Panel for the appointment and removal of local authority governors (the panel)

Appendix 2 provides the full terms of reference for the panel.

The membership of the panel will be determined by the Corporate Director – Education and Family Support.

Only panel officers or nominated substitutes will be permitted to attend meetings of the panel. There will be no entitlement for any other person to attend meetings of the panel.

In summary, the panel will:

- consider applications for local authority governor vacancies and will make the decisions on all appointments;
- determine if any successful applicant has specific training or support needs and how those will be met; and
- consider any instances where there is cause for concern in terms of a local authority governor's conduct, or ability to appropriately or effectively discharge their responsibilities as a local authority governor, and may recommend the removal of a local authority governor.

9.2 Assessing applications and making appointment decisions

The panel will assess the information provided on the application form.

The panel will seek any additional information that it considered to be necessary to make a full assessment on the application. As examples, the panel may access information available to the local authority that confirms the level of attendance at past governing body meetings or confirms participation in training events.

The fact that an applicant may be an existing local authority governor and/or an existing local authority governor at the relevant school, will not, in itself, attract any priority. Any person who is an existing local authority governor will be in a position to record information relating to their performance while in the role in the relevant sections of the application form.

The panel will take the following steps:

1. Check the information provided by an applicant in relation to the qualification/disqualification criteria (see section 3).

If the panel is not satisfied by the information provided, the application will not progress beyond this stage.

2. Check the information provided by an applicant in relation to whether they have an unresolved complaint with the school/governing body.

If there is an unresolved complaint with the school/governing body, the application will not progress beyond this stage.

In such circumstances, the applicant will be informed that an application can be submitted for consideration once the complaint is resolved, subject to a vacancy existing at that time.

3. Assess the information provided by an applicant, together with any additional information obtained, in relation to the essential attributes, knowledge and skills as detailed in the person specification (see appendix 1).

If the panel is not satisfied that the information evidences that an applicant possesses all the essential attributes, knowledge and skills to at least a basic degree, the application will not progress beyond this stage.

The panel will assign a score to each criterion on a scale of 0 to 5.

The panel will combine the scores for the essential attributes, knowledge and skills. The highest scoring applicant will be appointed to the vacancy.

The panel may decide not to make an appointment to a vacancy if no applicant meets a desired minimum score against the essential criteria

4. In the event that that two or more applicants achieve the same highest score, the panel will assess the information provided by an applicant in relation to the desirable attributes, knowledge and skills as detailed in the person specification (see appendix 1).

The panel will assign a score to each criterion on a scale of 0 to 5.

The panel will combine the scores for the essential and desirable attributes, knowledge and skills. The highest scoring applicant will be appointed to the vacancy.

5. Following the appointment decision, the panel will assess whether the successful applicant would benefit from training and/or support to extend their awareness and understanding of the local authority's priorities and policies. If so, the panel will determine the nature and manner of the training and/or support that will be offered.

The decision of the panel is final and there will be no right of appeal for any applicant whose application is unsuccessful.

9.3 Considering whether there is a case for a local authority governor to be removed

The panel will:

1. Consider any instances where a concern is raised in terms of a local authority governor's conduct, or ability to appropriately or effectively discharge their responsibilities as a local authority governor.
2. Request all information that it considers necessary relating to a concern or concerns. The panel may commission an investigation when it considers this to be necessary and appropriate.
3. Following assessment of all the facts, the panel may recommend the removal of a local authority governor.

9.4 Actions following panel decisions

With regard to decisions on appointments, Pupil Services will:

1. Notify successful applicants appointed to local authority governor vacancies in writing, confirming the effective start date of the appointment and the end date of the term of office.
2. Provide an information pack.
3. Liaise with the appointed applicant regarding any training and/or support that the panel has determined would be beneficial.
4. Notify any unsuccessful applicants of the outcome of their applications.

On a quarterly basis, the Corporate Director – Education and Family Support will present a report for information to Cabinet, detailing the names of those appointed to local authority governor vacancies and the relevant schools.

With regard to any recommendation that a local authority governor be removed, the chair of the panel will present the recommendation, and the panel's reasons for the recommendation, to the Corporate Director – Education and Family Support.

10. Appointment of additional local authority governors for schools causing concern

The School Standards and Framework Act 1998 gives local authorities powers of intervention in schools causing concern. One of those powers is for the appointment of additional local authority governors to strengthen the school's capacity to deal with the areas of concern. In all cases, such additional governors need to bring particular skills or experience to the governing body, and these will vary depending on the challenges apparent in the particular school in question. There is also likely to be some urgency about the appointments.

In consequence of these factors, the usual appointment procedure for a local authority governor is not a suitable mechanism for appointing additional local authority governors to support schools causing concern.

To enable the local authority to respond rapidly and appropriately in cases where there are significant concerns about a school, the power to appoint additional local authority governors to the governing body is delegated to the Cabinet Member for Education, in consultation with the Corporate Director – Education and Family Support. In the absence of the Cabinet Member for Education, the power to appoint additional local authority governors to the governing bodies of schools causing concern is delegated to the Corporate Director – Education and Family Support.

11. Data protection and information sharing

The local authority complies with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The full [Data Protection guidance and principles](#) of the local authority may be viewed on the website.

Any information recorded in or provided in support of a local authority governor application will be held electronically and used by the local authority for the purpose of processing the application. The information will be retained for a period that accords with the local authority's corporate retention schedule.

Any local authority governor may be removed from office by the local authority, as such governors are appointed and not elected.

LOCAL AUTHORITY SCHOOL GOVERNOR

Role description

BACKGROUND

The need for school governing bodies is set out in law and their roles and responsibilities are also defined in legislation.

A school governing body should carry out its functions with the aim of taking a broadly strategic role in the running of the school.

A strategic role means the governing body decides what it wants the school to achieve and sets the strategic framework for getting there. It should establish the strategic framework by:

- setting aims and objectives for the school;
- adopting policies for achieving those aims and objectives;
- setting targets for achieving those aims and objectives; and
- reviewing progress towards achieving the aims and objective.

All school governing bodies must be a specific combination of appointed and elected governors of various categories. One of these categories is local authority governors.

Local authority governors are appointed by the local authority.

ROLE

A governing body needs to hear a range of views that will help to inform its discussions and decisions.

Local authority governors are representatives of the local authority and not delegates. They must act in the best interests of the school and wider community. They should represent the perspective and views of the local authority but cannot be directed by the local authority to take a particular stance on issues. However, local authority governors are expected to have an awareness and understanding of the local authority's priorities and policies to enable them to inform the debates and priorities at school level.

The local authority recognises that individual governors are bound by the corporate responsibilities of the governing body. The local authority may periodically provide its representative governors with information, but this does not replace the local authority's duty to communicate and consult with governing bodies.

Person Specification

An applicant will be asked to complete an application form and record information against each criterion, which demonstrates how they meet the criterion.

For some criteria, an applicant will be asked to record their own assessment of their level of knowledge/skill/ experience, and to provide supporting comments/information.

ESSENTIAL CRITERIA

- Eligibility – all of the eligibility criteria (known as qualification criteria) and none of the ineligibility criteria (known as disqualification criteria), as set out in the Government of Maintained Schools (Wales) Regulations 2005, have been met.
- Commitment to raising the aspirations and achievement of children and young people.
- Commitment to regular attendance at meetings of the governing body and full participation in discharging the governing body's responsibilities.
- Commitment to undertaking training that is mandatory under the Education (Wales) Measure 2011.
- Knowledge of the education system, and current education matters and developments.
- Knowledge of the local authority's role and functions in relation to education, including the promotion of the Welsh language and the Welsh Language in Education Strategic Plan.
- Knowledge and experience of the role of a local authority governor.
- Knowledge of the area and community that the relevant school serves.
- Knowledge of and commitment to equal opportunities.
- Knowledge/awareness of the local authority's priorities and policies.
- Excellent communication and interpersonal skills.
- The ability and commitment to work objectively, constructively and effectively with the headteacher.
- The ability and commitment to work objectively, constructively and effectively as part of a team, which will include with all the other members of the governing body.
- The ability to operate with tact and diplomacy.
- The ability to be objective and retain an open mind.
- The ability to absorb and assess information.
- Willingness to undertake any other training that may be non-mandatory but which the local authority recommends.

DESIRABLE CRITERIA

Knowledge/experience/skills relating to:

- Safeguarding.
- Teaching; the curriculum.
- The phases of education, particularly the relevant phase for the school being applied for.
- The school being applied for.
- The school's local community.
- The local /regional economy and commerce.
- Additional learning needs.
- Equality and diversity.
- Welsh language matters.
- Leadership.
- General school governance.
- Strategic planning.
- Self-evaluation or impact assessment.
- Performance management.
- Data analysis.
- Staff recruitment.
- Community relations.
- Coaching/mentoring.
- Negotiation.
- Mediation.
- Handling complaints and grievances.
- Health and safety.
- Risk management.
- Financial management.
- Procurement.
- Project management.
- Buildings and premises management.
- Human resources.
- Legislation and legal processes.
- Information communication technology
- Public relations, engagement, marketing.

PANEL FOR THE APPOINTMENT AND REMOVAL OF LOCAL AUTHORITY GOVERNORS

Terms of Reference

Role and purpose

The Panel for the Appointment and Removal of Local Authority Governors (the panel) will consider applications for local authority governor vacancies and will make the decisions on all appointments.

In assessing applications and making decision on appointments, the panel will ensure equality of opportunity between people with and without protected characteristics (the protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation).

Following an appointment decision, the panel will assess whether a successful applicant would benefit from training and/or support to extend their awareness and understanding of the local authority's priorities and policies. If so, the panel will determine the nature and manner of the training and/or support that will be offered.

The panel will consider any instances where there is considered to be cause for concern in terms of a local authority governor's conduct, or ability to appropriately or effectively discharge their responsibilities as a local authority governor. Request all information that it considers necessary relating to a concern or concerns. The panel may commission an investigation when it considers this to be necessary and appropriate. The panel may recommend the removal of a local authority governor to the to the Corporate Director – Education and Family Support, and will provide the reasons for the recommendation.

Membership

The membership of the panel will be determined by the Corporate Director - Education and Family Support Directorate.

Attendance by agreed substitutes will be permitted.

Only panel members or agreed substitutes may attend meetings of the panel. There is no entitlement for any other person to attend meetings of the panel.

Quoracy

Every panel officer or the agreed substitute must be present for the panel meeting to be quorate.

However, panel members or agreed substitutes will not participate in the assessment of applications and decisions on appointments to schools, or the consideration of any concerns regarding an existing local authority governor, if they are also members of the relevant governing body. Any panel member or agreed substitute must withdraw from the meeting for the duration of the time that such matters are considered, and decisions made. The assessment of the applications and the decision on the appointment, or the consideration of concerns regarding an existing local authority governor, will be undertaken by the remaining panel officers and agreed substitutes.

Frequency of meeting

Panel meetings will be monthly.

Records

Notes of the panel's meetings will be prepared, which will cover principal discussion points and decisions.

The applications for vacancies and any associated documents considered by the panel will be administered and held by Pupil Services.

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Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	CABINET, COUNCIL AND OVERVIEW AND SCRUTINY COMMITTEES FORWARD WORK PROGRAMMES
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	MARK GALVIN – SENIOR DEMOCRATIC SERVICES OFFICER - COMMITTEES
Policy Framework and Procedure Rules:	There is no impact on the policy framework and procedure rules.
Executive Summary:	The report is required in order to outline the planned programme of items proposed to be considered at Cabinet, Council and Overview and Scrutiny Committee meetings in the coming months. The publishing of this report will benefit the public in terms of them being made aware of such key items of business in advance.

1. Purpose of Report

- 1.1 The purpose of this report is to seek Cabinet approval for items to be included on the Cabinet Forward Work Programme for the period 1 July 2023 to 31 October 2023 and for Cabinet to note the Council and Overview and Scrutiny Committees' Forward Work Programmes for the same period.

2. Background

- 2.1 In accordance with the Council's Constitution, the Forward Work Programme will be prepared by the Monitoring Officer to cover a period of four months except when ordinary elections of councillors occur.
- 2.2 The Forward Work Programme will contain matters which the Cabinet, Overview and Scrutiny Committees and full Council are likely to consider. It will contain information on:
- (a) the timetable for considering the Budget and any plans, policies or strategies forming part of the Policy Framework and requiring Council approval, and which body is to consider them;
 - (b) the timetable for considering any plans, policies or strategies which are the responsibility of the Cabinet;

known.

3. Current situation / proposal

3.1 The proposed Forward Work Programmes for the above period are appended to the report, as follows:

- Cabinet - **Appendix 1**
- Council - **Appendix 2**
- Overview and Scrutiny Committees - **Appendix 3**

3.2 Following consideration by Cabinet, the Forward Work Programmes will be published on the Council's website.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 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.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 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 well-being goals/objectives as a result of this report.

6. Climate Change Implications

6.1 There are no climate change implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no safeguarding or corporate parent implications arising from this report.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendations

Cabinet is recommended to:

- Approve the Cabinet Forward Work Programme for the period 1 July 2023 to 31 October 2023 at **Appendix 1**;
- Note the Council and Overview and Scrutiny Committees' Forward Work Programmes for the same period, as shown at **Appendix 2** and **Appendix 3** of the report, respectively.

Background documents

None.

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CABINET FORWARD WORK PROGRAMME - 1 JULY 2023 TO 31 OCTOBER 2023

Date	Title of Report	Contact Officer
18 Jul	Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk
18 Jul	Capital Programme - Quarter 1 2023-24	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk
18 Jul	Treasury Management - Quarter 1 2023-24	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk

Date	Title of Report	Contact Officer
18 Jul	Corporate Plan Delivery Plan 2023-24 and Performance Framework	<p>Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p>
18 Jul	Homelessness Strategy	<p>Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p>
18 Jul	Transfer of Cheapside Police Station and Brackla One Multi Storey Car Park Sites to Bridgend College	<p>Janine Nightingale Corporate Director Communities Tel: 01656 643241 Email: Janine.nightingale@bridgend.gov.uk</p>
18 Jul	Porthcawl Waterfront Regeneration	<p>Janine Nightingale Corporate Director Communities Tel: 01656 643241 Email: Janine.nightingale@bridgend.gov.uk</p>

Date	Title of Report	Contact Officer
18 Jul	Re-procurement of Joint Venture Engineering Design and Consultancy Service	<p>Janine Nightingale Corporate Director Communities Tel: 01656 643241 Email: Janine.nightingale@bridgend.gov.uk</p>
18 Jul	Cabinet, Council and Overview and Scrutiny Forward Work Programmes	<p>Kelly Watson Chief Officer – Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Kelly.Watson@bridgend.gov.uk</p>
18 Jul	Post 16 College Transport Arrangements	<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk</p>
18 Jul	Outcomes of Estyn Inspections of Primary Schools in Bridgend during Spring and Summer 2023	<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk</p>

Date	Title of Report	Contact Officer
18 Jul	Procedure for the appointment and removal of LA School Governors	<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk</p>
18 Jul	Relationship Building Together Project	<p>Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk</p>
19 Sep	Corporate Safeguarding Policy	<p>Claire Marchant Corporate Director Social Services and Wellbeing Tel: 01656 643241 Email: Claire.Marchant@bridgend.gov.uk</p>
19 Sep	Corporate Volunteer Policy	<p>Claire Marchant Corporate Director Social Services and Wellbeing Tel: 01656 643241 Email: Claire.Marchant@bridgend.gov.uk</p>

Date	Title of Report	Contact Officer
19 Sep	European Union Settlement Policy	Claire Marchant Corporate Director Social Services and Wellbeing Tel: 01656 643241 Email: Claire.Marchant@bridgend.gov.uk
19 Sep	Appointment of Local Authority Governors	Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk
19 Sep	Private Rent Leasing Scheme	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk
19 Sep	Corporate Self-Assessment	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk

Date	Title of Report	Contact Officer
19 Sep	SRS Annual Report and Business Plan	Kelly Watson Chief Officer – Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Kelly.Watson@bridgend.gov.uk
19 Sep	Air Quality update	Kelly Watson Chief Officer – Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Kelly.Watson@bridgend.gov.uk
17 Oct	Appointment of LA Governors	Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk
17 Oct	Budget Monitoring 2023-24 – Quarter 2 Revenue Forecast	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk

Date	Title of Report	Contact Officer
17 Oct	Capital Programme Update – Quarter 2 2023-24	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk
17 Oct	Treasury Management Half Year Report 2023-24	Carys Lord Chief Officer – Finance Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk
17 Oct	Sustainability Plan for Children’s Services	Claire Marchant Corporate Director Social Services and Wellbeing Tel: 01656 643241 Email: Claire.Marchant@bridgend.gov.uk

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COUNCIL FORWARD WORK PROGRAMME – 1 JULY 2023 TO 31 OCTOBER 2023

Date	Title of Report	Contact Officer
19 Jul	Capital Programme Quarter 1 2023-24	<p>Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p>
19 Jul	Corporate Plan Delivery Plan 2023-24 and Performance Framework	<p>Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p>
19 Jul	Appointments to the Standards Committee	<p>Kelly Watson Chief Officer, Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk</p>

Date	Title of Report	Contact Officer
19 Jul	Annual Report of the Standards Committee 2022/23	<p>Kelly Watson Chief Officer, Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk</p>
19 Jul	PSB JOSC arrangements	<p>Kelly Watson Chief Officer, Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk</p>
20 Sept	Director of Social Services Annual Report	<p>Claire Marchant Corporate Director Social Services & Wellbeing Tel: 01656 643248 Email: Claire.Marchant@bridgend.gov.uk</p>
20 Sept	Corporate Self-Assessment	<p>Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302</p>

Date	Title of Report	Contact Officer
		Email: Carys.Lord@bridgend.gov.uk
18 Oct	Capital Programme Update – Quarter 2 2023-24	Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk
18 Oct	Treasury Management Half Year Report 2023-24	Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk

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APPENDIX 3**OVERVIEW AND SCRUTINY FORWARD WORK PROGRAMME – 1 JULY 2023 TO 31 OCTOBER 2023**

Date	Title of Report	Scrutiny Committee	Contact Officer
3 July	<ul style="list-style-type: none"> - Election of Chairperson - Corporate Parenting Champion Nomination - Cabinet Response to Committee's Recommendations Made on the Call In of the Cabinet Decision in Relation to the Recycling and Waste Service Post 2024 - Draft Forward Work Programme including: <ul style="list-style-type: none"> - Q3 Performance Dashboard & Regulatory tracker - Draft Corporate Plan Delivery Plan 2023-24 - Revenue Budget Outturn 2022-23 	Corporate Overview and Scrutiny Committee	<p>Kelly Watson Chief Officer, Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk</p> <p>Mark Shephard Chief Executive Tel: 01656 643380 Email: Mark.Shephard@bridgend.gov.uk</p> <p>Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p>
24 July	- Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast	Corporate Overview	Carys Lord Chief Officer - Finance,

Date	Title and Description of Report	Scrutiny Committee	Contact Officer
	<ul style="list-style-type: none"> - Year End Performance Report 2022-23 (including Council's Performance against its Wellbeing Objectives) - Draft Self-Assessment - PSB JOSC Arrangements 	and Scrutiny Committee	<p>Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p> <p>Mark Shephard Chief Executive Tel: 01656 643380 Email: Mark.Shephard@bridgend.gov.uk</p> <p>Kelly Watson Chief Officer, Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk</p>
4 Sept	<ul style="list-style-type: none"> - Director of Social Services Annual Report 2022/23 - Scrutiny Annual Report - Scrutiny Methodology and Key Performance Indicators 		<p>Claire Marchant Corporate Director Social Services & Wellbeing Tel: 01656 643248 Email: Claire.marchant@bridgend.gov.uk</p> <p>Kelly Watson Chief Officer, Legal and</p>

Date	Title and Description of Report	Scrutiny Committee	Contact Officer
			Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk
23 Oct	<ul style="list-style-type: none"> - Budget Monitoring 2022-23 – Quarter 2 Revenue Forecast - Performance Management Improvement Plan Monitoring 	Corporate Overview and Scrutiny Committee	<p>Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk</p> <p>Mark Shephard Chief Executive Tel: 01656 643380 Email: Mark.Shephard@bridgend.gov.uk</p>
11 Sept	- Youth Services and Youth Justice Service Update	Subject Overview and Scrutiny Committee 1	Lindsay Harvey Corporate Director – Education and Family Support Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk
12 Oct	- Safeguarding	Subject Overview and	Lindsay Harvey Corporate Director – Education and Family Support

Date	Title and Description of Report	Scrutiny Committee	Contact Officer
		Scrutiny Committee 1	Tel: 01656 642612 Email: Lindsay.harvey@bridgend.gov.uk
10 July	<ul style="list-style-type: none"> - Prevention and Wellbeing, Leisure (Halo) and Cultural Trusts (Awen) and further integration with BAVO - 3 Year Sustainability Plan to Improve Outcomes for Children and Family Services in Bridgend - Corporate Parenting Champion Nomination - Cabinet Response to Committee's Recommendations Made on the Call In of the Cabinet Decision in Relation to Porthcawl Waterfront Regeneration: Appropriation of Land at Griffin Park and Sandy Bay - Draft Outline Forward Work Programme 	Subject Overview and Scrutiny Committee 2	<p>Claire Marchant Corporate Director Social Services & Wellbeing Tel: 01656 643248 Email: Claire.marchant@bridgend.gov.uk</p> <p>Kelly Watson Chief Officer, Legal and Regulatory Services, HR and Corporate Policy Tel: 01656 643248 Email: Kelly.watson@bridgend.gov.uk</p>
18 Sept	<ul style="list-style-type: none"> - Adult Mental Health - Strategic Commissioning Plans 	Subject Overview and Scrutiny Committee 2	<p>Claire Marchant Corporate Director Social Services & Wellbeing Tel: 01656 643248 Email: Claire.marchant@bridgend.gov.uk</p>
25 July	- Title to be confirmed – Communities Directorate	Extraordinary Subject	<p>Mark Shephard Chief Executive Tel: 01656 643380</p>

Date	Title and Description of Report	Scrutiny Committee	Contact Officer
		Overview and Scrutiny Committee 3	Email: Mark.Shephard@bridgend.gov.uk Carys Lord Chief Officer - Finance, Performance and Change Tel: 01656 643302 Email: Carys.Lord@bridgend.gov.uk Janine Nightingale Corporate Director Communities Tel: 01656 643241 Email: Janine.Nightingale@bridgend.gov.uk
25 Sept	- Update on the Heat Network	Subject Overview and Scrutiny Committee 3	Janine Nightingale Corporate Director Communities Tel: 01656 643241 Email: Janine.Nightingale@bridgend.gov.uk

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Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	TRANSFER OF CHEAPSIDE POLICE STATION AND BRACKLA ONE MULTI STOREY CAR PARK SITES TO BRIDGEND COLLEGE
Report Owner / Corporate Director:	CORPORATE DIRECTOR COMMUNITIES
Responsible Officer:	JUSTIN KINGDON GROUP MANAGER – CORPORATE LANDLORD
Policy Framework and Procedure Rules:	There is no effect upon the Council’s policy framework or procedure rules as a result of this report.
Executive Summary:	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> • Update cabinet on the progress that has been made in relation to the key regeneration site that is to be brought forward as part of the Bridgend Town Centre Masterplan for the purposes of the proposed relocation of the main Bridgend College campus in the heart of the town centre. • Update cabinet on the Cheapside Police Station and Brackla One Multi Storey Car Park BCBC assets. • Seek approval for officers to bring forward the transfer of these assets to Bridgend College in order to secure the new town centre campus development.

1. Purpose of Report

- 1.1 The purpose of this report is to update Cabinet on progress that has been made in relation to supporting the aspirations of Bridgend College to relocate their main campus to Bridgend Town Centre on the BCBC owned sites of the former South Wales Police (SWP) Station and Brackla One Multi Storey Car Park at Cheapside, and to seek approval to progress with the transfer of these sites on a long lease basis to Bridgend College in order to facilitate development of this key site within the Bridgend Town Centre Masterplan (the Masterplan).

2. Background

- 2.1 In 2020 BCBC undertook a comprehensive master planning exercise for Bridgend Town Centre. The Masterplan identifies a series of ambitious and deliverable projects for the next

10 years that will support future economic growth and secure greater benefits and opportunities for Bridgend Town and the County Borough.

- 2.2 BCBC has been working collaboratively with key public and private stakeholders to ensure that we have a suite of deliverable projects which have a transformational impact on the Town.
- 2.3 Officers have been working alongside Bridgend College to support their aspirations to transform their learning environment, which began with their Strategic Outline Programme identifying the need for modernisation of the College's Cowbridge Road main campus through WG's 21st Century Schools programme. After an extensive consultation, the consensus was reached that, to enhance the deliverability of educational outcomes for the College, it was essential that Cowbridge Road be effectively split into two schemes, a new STEAM academy (centre for Science, Technology, Engineering, the Arts and Mathematics) at the Pencoed Campus which in turn created an opportunity to review their Cowbridge Road campus for the purposes of their learning and skills programme.
- 2.4 Through the Master planning exercise, the re-development of the Police Station site has been identified as one of the key deliverable regeneration sites. At just 0.2 miles from Pen-y-Bont Train Station, there are considerable opportunities to promote active travel and the use of public transport to the site.
- 2.5 Following a significant amount of feasibility work carried out by Bridgend College the sites of the former Cheapside Police Station and Brackla One Multi Storey Car park were considered suitable in terms of size and location for a new campus development.
- 2.6 The relocation of Bridgend College's Learning and Skills Campus to this site will act as an anchor project, creating a new and modern environment for study within the Town. It will contribute significantly to the economy, from daily student and staff footfall bringing increased spend for local businesses and demand for additional services and infrastructure.
- 2.7 In June 2021 Cabinet approved a proposal to enable officers to progress discussions with SWP on the acquisition of the current Bridgend Town Centre Police Station via Welsh Government's Estate Co-location & Land Transfer Protocol.
- 2.8 Officers were also authorised to pursue and, if successful, accept grant funding from Welsh Government (WG) to support the initial acquisition and future demolition of the current Police Station building.
- 2.9 In July 2021 officers were successful in securing WG grant aid to support the acquisition and future demolition of the Police Station site. This followed the successful Bridgend College Strategic Outline Proposal (SOP) to Welsh Government's 21st Century Schools and Colleges Programme Investment Panel for the project's inclusion within its current Band B programme.
- 2.10 In November 2021 Cabinet approved the acquisition of the Cheapside Police Station and its subsequent demolition in order to form part of a joint regeneration scheme between BCBC and Bridgend College.
- 2.11 The Police Station was acquired in January 2022 using WG's Transforming Towns grant support and a BCBC capital allocation, providing South Wales Police with a leaseback position until 31st October 2022, following which demolition would occur in readiness for future development.

- 2.12 In March 2020 a paper was presented to CMB on the condition of the Brackla One Multi Storey car park which identified a number of items including:
- Delamination of the concrete soffits that could present a health and safety issue for those using the car park.
 - Structural components that have been known to fail in other car parks of similar age / design resulting in collapse are recommended to be reinforced
 - Structure requires protection from chlorides and carbonisation
 - Repairs required to the car park parapets
 - Anti-carbonisation coating to columns required
- 2.13 Consequently, CMB approved a decision to close and demolish the Brackla One Multi Storey Car Park and seek to relocate Shopmobility.
- 2.14 In January 2021 the ongoing structural inspections of the car park identified an increase in the rate at which the concrete was spalling and recommended immediate closure of the car park to ensure the risk to users was removed.
- 2.15 The car park has remained closed since January 2021 and officers are bringing forward plans to demolish it.

3. Current situation / proposal

- 3.1 This is a proposed joint regeneration scheme between Bridgend County Borough Council (BCBC) and Bridgend College to redevelop a strategically located site within Bridgend Town Centre.
- 3.2 WG Grant conditions for the Campus development will ensure a Net Zero Carbon development is achieved aligning with BCBC Decarbonisation Policy and aspirations.
- 3.3 In order to facilitate the development, it is a requirement of WG 21st Century Schools Programme that any proposed sites are within the ownership control of the developing education establishment and, as such, both sites must be transferred to Bridgend College if the development is to proceed.
- 3.4 In June 2023 Bridgend College received acceptable tenders and obtained WG approval to proceed with the Town Centre Campus development, triggering the requirement for ownership of the sites to be completed.
- 3.5 Bridgend College require the transfer of the sites on a long leasehold basis to occur as soon as possible to allow contracts for the development to be entered into.
- 3.6 Following South Wales Police vacation of the site in January 2023, officers have brought forward the demolition of the building and this was completed on the 30th June 2023. The site has been cleared, hoarded and is ready for onward transfer to Bridgend College.
- 3.7 Officers are currently working on the demolition of the Brackla One multi storey car park, with tenders set to be issued in August 2023. It is anticipated that demolition can be completed by April 2024.
- 3.8 The demolition of the multi storey car park is extremely complex given its structural composition and further challenges posed by its proximity to the mainline rail network and

bounded by both Asda and Aldi. The demolition of the car park can only be brought forward on receipt of Network Rail permissions and suitable indemnity insurance being in place.

- 3.9 Approval has been provided by Cabinet in June 2021 and November 2021 to acquire, demolish and transfer the Police Station site to Bridgend College by way of a long lease basis.
- 3.10 Approval is sought to transfer the site of both the Police Station and the Brackla One multi storey car park on a long lease hold basis at nil consideration on the basis of this being BCBC's contribution to facilitating this key town centre development.
- 3.11 Once approval has been received it is proposed that an Agreement for Lease is entered into with Bridgend College that will guarantee the transfer of the cleared car park site to them upon completion of the demolition and thus providing them with the security required to award their development build contract and satisfy the conditions of their WG grant.
- 3.12 Once approved the land transfers will be specifically for the purpose of bringing forward the town centre college campus development. Should the development not proceed the land will transfer back to BCBC ensuring they can be included in alternative town centre development options for these key strategically located sites.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 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 policy or proposal.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

- 5.1 This report and proposed regeneration in Bridgend Town Centre assists in the achievement of the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015:-
- A County Borough where we protect our most vulnerable – Supporting people facing homelessness to find a place to live
 - A County Borough with fair work, skilled, high-quality jobs and thriving towns – · Improving our town centres, making them safer and more attractive · Attracting investment and supporting new and existing local businesses.
 - A County Borough where we help people meet their potential – Providing safe, supportive schools with high quality teaching and expanding Welsh medium education opportunities ·
 - A County Borough that is responding to the climate and nature emergency – Moving towards net zero carbon and improving the energy efficiency of our buildings and services. Improving flood defences and schemes to reduce flooding of our homes and businesses
 - A County Borough where people feel valued, heard and part of their community – · Improving the way we engage with local people, including young people, listening to their views and acting on them ·

- A County Borough where we support people to live healthy and happy lives –Improving active travel routes and facilities so people can walk and cycle.

It also links to the 5 ways of working under the Well-being of Future Generations (Wales) Act as follows:

- **Long term** – Investment in a modern and inspiring learning campus for higher and further education in Bridgend will support the aspirations of young people for many years to come. As a strategically located development site within the Town Centre the development in an investment in the transformation on the Town’s economy.
- **Prevention** – Following SWP’s vacation of their site it is , BCBC’s responsibility is to ensure that this large brownfield site does not remain vacant and is brought forward for the right development which contributes to the economy of the Town.
- **Integration** – This project will ensure that the new College is accessible to all its students and community. It will make its vocational offer and training an integrated and accessible part of the Town Centre’s community and service provision. The proposed development will ensure easy access to active travel and public transport is a key element of the site configuration.
- **Collaboration** – BCBC has collaborated extensively on the development of its new Masterplan for the Town Centre, within which this is the transformative anchor project. This opportunity is being developed collaboratively with Bridgend College and SWP.
- **Involvement** – A development of this nature and scale will require the ongoing involvement of the Town Centre community, both business and public to ensure its success. The College Campus will be designed with the involvement of students, staff and public to ensure it is fully integrated into the Town Centre and only enhances current Town Centre provision.

6. Climate Change Implications

- 6.1 Taking action to support decarbonisation is critically important in order to protect and sustain the environment over the long term. The proposed development by Bridgend College will be built to Net Zero Carbon standards and as such is directly aligned with the Council’s wider decarbonisation commitment. Additionally, facilitating the delivery of regeneration of a previously developed site within existing settlement boundaries represents an inherently sustainable form of development that is sequentially preferential to the development of greenfield land.

7. Safeguarding and Corporate Parent Implications

- 7.1 Due regard has been paid to the BCBC Safeguarding Policy which seeks to safeguard and promote the wellbeing of children, young people and adults at risk of abuse or neglect and to ensure that effective practices are in place throughout the Council and its commissioned services. Given the subject matter of this report no negative safeguarding implications have been identified.

8. Financial Implications

- 8.1 The financial implications for BCBC are in respect of transferring assets currently owned by BCBC to Bridgend College on a long leasehold basis at nil value consideration.

- 8.2 Acquisition costs of the former police station site were supported by a District Valuation in March 2021 which provided a land cost estimate of £650,000 (Capital). In March 2021 pre-acquisition demolition and site security cost estimates were received at £650,000.
- 8.3 The following grant funding package was secured for the acquisition and demolition:

Funder	£
BCBC	£390,000
Transforming Towns	£910,000
Totals	£1,300,000

The BCBC funding was broken down as follows

BCBC Match Funding	£	
Acquisition	£195,000	Sum is currently ring-fenced within the Regeneration SRF budget to match fund the TT programme. The SRF finance is approved within the authority's capital programme.
Demolition and associated costs	£150,000	This sum has been ring-fenced to this project within the Demolitions Earmarked Reserve
	£45,000	Sum is currently ring-fenced within the Regeneration Projects SRF budget to match fund the TT programme.
Total Match Funding	£390,000	

- 8.4 The acquisition was completed at £650,000 and demolition has been completed with final costs of the demolition coming within the allocated grant funding amount received.
- 8.5 The Brackla One multi storey car park is currently valued on the BCBC balance sheet at £310,500, based on a cleared, ready for development land value basis, and the shopmobility element written down to £0 at the end of 2021 following closure of the car park.
- 8.6 An estimate for the total cost of demolition of the car park has been made between £900,000 and £1.4m, incorporating a significant cost of securing indemnity insurance. Funding has been set aside via earmarked reserves and a corporate revenue contribution to meet these costs.
- 8.7 The proposed car park demolition will result in the site being cleared and levelled to ground floor only leaving considerable piled foundations and subterranean elements in situ. It is estimated that further costs of up to £350,000 (funded by Bridgend College) will be required to the site before it is capable of beneficial redevelopment, resulting in a current nil value appraisal. These costs are factored into Bridgend College's development costs and it is proposed the site will transfer to the College in this state. Should the site be retained by BCBC this cost will have to be incurred prior to beneficial re-use of the site. At this stage there is no BCBC allocated funding for this element.
- 8.8 It is proposed that both assets are transferred at nil consideration in recognition of BCBCs contribution to bring forward this key town centre development opportunity. The Police Station was acquired with the benefit of a Welsh Government Grant for the sole purpose of bringing forward this development. The Brackla One multi storey car park is already closed and incapable of future beneficial use as it is structurally unsound, life expired and needs to be removed. Whilst there could have been a potential revenue income stream from a leased arrangement, it is considered more economically beneficial to the regeneration of the Town Centre for this development to progress. Therefore, we are transferring both sites at nil

consideration at this time, as the economic benefits of the proposed development significantly outweigh any potential income source.

- 8.9 Legal advice has been obtained in respect of the potential Subsidy Control implications based on the nil value transfer. Subsidy control implications sit alongside, and in addition to, the statutory duty to sell land at the best price reasonably obtainable under section 123 of the Local Government Act 1972 where Public Authorities are required to consider whether or not a land transfer amounts to financial assistance by way of subsidy.
- 8.10 Education services organised within the national education system, which are both funded through public funds and supervised by the UK Government, are not considered to be economic activities for the purposes of the Subsidy Control Act 2022. Equally, where the costs of education services are principally funded, whether directly or indirectly, through public resources, those services will not be considered to be an economic activity despite the fact that students, or their families, pay fees toward the provision of those services.
- 8.11 Information provided by Bridgend College evidences that the College is part of the national education system and that they are required to conduct their affairs in accordance with national education legislation and any orders or directions made by the Welsh Assembly Government. The College has advised that 80% of their funding is derived directly from public funds provided by Welsh Government. While some of the remaining 20% of their funding appears to be derived from commercial activities that doesn't appear to be a significant proportion of their overall funding and it would appear that they are principally funded through public funds.
- 8.12 Prior to transfer officers will work with Bridgend College to demonstrate whether or not they are an enterprise under the definition within the Subsidy Control Act 2022. Should it be determined the transfer is considered a subsidy then the subsidy can still be lawfully awarded providing the requirements of the Act are met, which will be to demonstrate that the subsidy is proportionate and specifically designed to bring forward something that would not otherwise happen with the subsidy, which in this case without the land the development would not occur.
- 8.13 At present it is not envisaged that there are any other financial implications to BCBC in relation to the proposed project.

9. Recommendation

- 9.1 It is recommended that Cabinet: -
- Note the progress that has been made in connection with the acquisition and demolition of the former Police Station Site at Cheapside in readiness for transfer to Bridgend College in support of their Town Centre campus proposal.
 - Note the progress in respect of the demolition of Brackla One multi storey car park.
 - Authorise officers to complete the requisite legal documentation to transfer both sites to Bridgend College for nil consideration in accordance with WG Estate Co-location & Land Transfer Protocol and Subsidy Act Control in order to support and facilitate the Town Centre Campus development only, whereby should the same development not proceed the land would transfer back to BCBC.

Background documents None

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Meeting of:	CABINET
Date of Meeting:	18 JULY 2023
Report Title:	INFORMATION REPORT FOR NOTING
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	MARK GALVIN – SENIOR DEMOCRATIC SERVICES OFFICER - COMMITTEES
Policy Framework and Procedure Rules:	THERE IS NO EFFECT UPON THE POLICY FRAMEWORK AND PROCEDURE RULES
Executive Summary:	To update Cabinet with a report for Members information and noting in relation to the outcomes of Estyn Inspections of Primary Schools in Bridgend during Spring and Summer Term 2023.

1. Purpose of Report

- 1.1 The purpose of this report is to inform Cabinet of the Information Report for noting that has been published since its last scheduled meeting.

2. Background

- 2.1 At a previous meeting of Cabinet, it was resolved to approve a revised procedure for the presentation to Cabinet of Information Reports for noting.

3. Current situation / proposal

3.1 Information Report

The following Information Report has been published since the last meeting of Council:-

<u>Title</u>	<u>Date Published</u>
Outcomes Of Estyn Inspections Of Primary Schools in Bridgend during Spring And Summer Term 2023	11 July 2023

3.2 Availability of Document

The document has been circulated to Elected Members electronically via

email and placed on the Bridgend County Borough Council website. The document is available from the above date of publication.

4. Equality implications (including Socio-economic Duty and Welsh Language)

- 4.1 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.

5. Well-being of Future Generations Implications and Connection to Corporate Well-being Objectives

- 5.1 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 well-being goals/objectives as a result of this report.

6. Climate Change Implications

- 6.1 There are no Climate Change Implications from this report.

7. Safeguarding and Corporate Parent Implications

- 7.1 There are no Safeguarding and Corporate Parent Implications from this report.

8. Financial Implications

- 8.1 There are no financial implications in relation to this report.

9. Recommendations

- 9.1 That Cabinet acknowledges the publication of the report referred to in paragraph 3.1 of the report.

Background documents

None

Meeting of:	CABINET
Date of meeting:	18 JULY 2023
Report title:	OUTCOMES OF ESTYN INSPECTIONS OF PRIMARY SCHOOLS IN BRIDGEND DURING SPRING AND SUMMER TERM 2023
Report owner / corporate director:	CORPORATE DIRECTOR - EDUCATION AND FAMILY SUPPORT
Responsible officer:	SUE ROBERTS GROUP MANAGER (SCHOOL SUPPORT)
Policy framework and procedure rules:	There is no impact on the Council's policy framework or procedure rules.
Executive summary:	This report contains information about the inspection of eight primary schools and one infant school that took place between November 2022 to May 2023.

1. Purpose of Report

1.1 The purpose of this report is to inform the Cabinet of the outcomes of the Estyn inspection visits to:

- Coychurch (Llangrallo) Primary School;
- Croesty Primary School;
- Cwmfelin Primary School;
- St Mary's and St Patrick's Catholic Primary School;
- Nantymoel Primary School;
- Newton Primary School;
- Garth Primary School;
- Bryntirion Infant School; and
- Caerau Primary School.

2. Background

2.1 All nine schools were previously inspected during the period of March 2014 to May 2016 under the old Estyn inspection framework.

2.2 Due to the COVID-19 pandemic, Estyn had suspended inspections across all schools for a one-year period.

2.3 During the spring and summer term 2022, Estyn piloted inspection arrangements that support renewal and reform in Welsh education. The new inspection reports will no longer include summative gradings, but instead will detail how well providers are helping a child to learn.

3. Current situation / proposal

3.1 Between autumn term 2022 to summer term 2023, Estyn visited nine schools in Bridgend, who were all inspected using the new approach. The full text of these reports is available on the Estyn website: www.estyn.gov.uk.

Coychurch (Llangrallo) Primary School

3.2 Coychurch (Llangrallo) Primary School was inspected by Estyn in November 2022 and the report was published on 27 January 2023.

3.3 Estyn inspectors concluded that the school is making sufficient progress and no follow-up action is required.

3.4 Estyn noted the following as strengths of the school:

- Teachers provide very good opportunities for pupils to consider issues around equality and diversity. Overall, the provision to ensure that pupils have a good understanding of the importance of diversity and inclusion is a notable strength of the school.
- The headteacher provides committed leadership which ensures a clear direction for the school and creates a close-knit, inclusive and happy community. She leads by example and has a robust vision that nurtures the well-being of all members of the school community.
- The school's strong ethos of respect and tolerance, and adults' high expectations of behaviour ensure that pupils act with consideration towards others.
- The school's curriculum provides a rich variety of learning experiences that stimulate and engage the interest of pupils well. Teachers organise pupils' learning into themes that enable links to be drawn between different areas of the curriculum successfully.
- The school uses grant funding very creatively, including the pupil development grant, to ensure beneficial support for pupils. Leaders and teachers track individuals and groups carefully to ensure that support programmes, funded by grants, help pupils to make strong progress.

3.5 Coychurch (Llangrallo) Primary School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
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Recommendation 1	Provide clear feedback to pupils that identifies precisely what they need to do to improve their work and enable them to act on this guidance.
Recommendation 2	Provide appropriate challenge, particularly in independent activities, to ensure that all pupils make the progress they are capable of
Recommendation 3	Focus self-evaluation more keenly on the quality of teaching and its impact on pupils' progress

3.6 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Croesty Primary School

3.7 Croesty Primary School was inspected by Estyn in November 2022 and the report was published on 3 February 2023.

3.8 Estyn noted the following as strengths of the school:

- Provision for ALN is led and managed well, where the ALN co-ordinator has a very good understanding of national reforms and has ensured a smooth and well-informed change to new systems.
- Most pupils make good progress in the acquisition and development of their reading skills.
- Staff have warm and encouraging working relationships with pupils. They support pupils in a positive manner and use a range of sound methods to promote pupils' behaviour.

3.9 However, Estyn inspectors concluded that the school is not making sufficient progress and will work with the local authority to review the school's progress.

3.10 Croesty Primary School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Improve strategic leadership, evaluation work and improvement processes.
Recommendation 2	Ensure that teaching and the provision for skills build effectively on prior learning and support pupils in all classes to make progress in line with their ability.
Recommendation 3	Develop feedback and assessment for learning, so that pupils can clearly identify what they need to do to improve their work.

Recommendation 4	Strengthen the governance of the school to ensure that the governing body develops its role as a critical friend with the capacity to hold the school to account.
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3.11 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Cwmfelin Primary School

3.12 Cwmfelin Primary School was inspected by Estyn in November 2022 and the report was published on 27 January 2023.

3.13 Estyn inspectors concluded that the school is making sufficient progress and no follow up action is required.

3.14 Estyn noted the following as strengths of the school:

- Pupils' progress in understanding and using number, with a particular strength being the way that most pupils apply their skills in relevant, authentic contexts.
- Pupils' well-being and attitudes to learning, as most pupils show great pride in themselves, their school, and their work. They value and respect the learning opportunities they receive and make the most of lessons and the many clubs and additional activities available to them.
- Leaders have created a positive culture and ethos that promotes and supports the professional learning of all staff very well, with a particular strength being the way leaders encourage innovation.
- An outstanding aspect of the school's curriculum is the way teachers use the well-established Big Bocs Bwyd project, where affordable food is provided to the local community. This provision is highly effective in supporting learning within an authentic context.
- The school has robust systems in place to identify and meet the needs of pupils with ALN. Staff monitor the progress of these pupils comprehensively and the leader responsible for ALN works purposefully with a range of external agencies.

3.15 Estyn also invited the school to prepare a case study on its work in relation to providing authentic learning experiences through the school's highly beneficial 'Big Bocs Bwyd' provision.

3.16 Cwmfelin Primary School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Improve the teaching of extended writing to ensure that older pupils develop and organise their ideas effectively.
Recommendation 2	Ensure that Welsh language teaching builds progressively on pupils' oracy skills across the school.
Recommendation 3	Evaluate the effectiveness of provision funded by the pupil development grant, to ensure that leaders know the impact it has on outcomes for vulnerable pupils.

3.17 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

St Mary's and St Patrick's Catholic Primary School

3.18 St Mary's and St Patrick's Catholic Primary School was inspected by Estyn in November 2022 and the report was published on 27 January 2023.

3.19 Estyn inspectors concluded that the school is making sufficient progress and no follow-up action is required.

3.20 Estyn noted the following as strengths of the school:

- Nearly all pupils' behaviour is impeccable, and they are courteous and welcoming to adults and visitors. Most pupils show care and consideration for each other regularly.
- The lively pace of many lessons engages pupils' interests well and motivates them to persevere and succeed.
- The school is a supportive community, and staff encourage pupils to contribute to its caring and friendly ethos successfully. The strong relationships between staff and pupils, and among the pupils themselves, are a positive feature of the school.
- The headteacher and deputy headteacher, who were appointed to their roles within the past year, have worked diligently with the school's new senior leadership team to implement improvements in the school's strategic and day-to-day practices.

- Governors are knowledgeable and their regular input creates systematic improvements throughout the school. They are very supportive of the new headteacher and work with her and other senior leaders sensibly, questioning the impact of their work as critical friends.

3.21 St Mary's and St Patrick's Catholic Primary School Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Address the site safety issue, identified at the time of inspection.
Recommendation 2	Ensure that the new leadership practices improve the consistency and effectiveness of teaching across the school.
Recommendation 3	Provide effective opportunities for pupils to apply their numeracy and digital competency skills across the curriculum.
Recommendation 4	Ensure that the quality of teachers' feedback targets the next steps in pupils' learning effectively.

3.22 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Nantymoel Primary School

3.23 Nantymoel Primary School was inspected by Estyn in January 2023 and the report was published on 3 April 2023.

3.24 Estyn noted the following as strengths of the school:

- The quality of the care, support and guidance for the pupils is a significant strength of the school. Relationships are strong and staff and pupils show a high level of respect and appreciation for each other. As a result, nearly all pupils are proud of their school and its ethos.
- The partnership between the school and parents is a strength and parents are proud that they and their children are part of such a warm and inclusive school community. Nearly all parents speak very highly of the commitment of the headteacher and staff and the care they show for their children.
- Governors know the school very well and fulfil their role as critical friend, asking challenging questions about decision-making, which supports the headteacher in moving the school forward.

3.25 However, Estyn inspectors concluded that the school is not making sufficient progress and will work with the local authority to review the school's progress.

3.26 Nantymoel Primary School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Ensure that all staff undertake statutory 'Prevent' training.
Recommendation 2	Strengthen leadership to ensure that it identifies and addresses key areas for improvement.
Recommendation 3	Ensure consistently high expectations among staff of what pupils can achieve in Years 3 to 6.
Recommendation 4	Provide opportunities for pupils to influence what and how they learn and to develop skills as independent learners.
Recommendation 5	Develop a whole-school approach to curriculum development and provide opportunities for pupils to apply their skills in meaningful, authentic contexts.

3.27 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Newton Primary School

3.28 Newton Primary School was inspected by Estyn in February 2023 and the report was published on 4 May 2023.

3.29 Estyn inspectors concluded that the school is making sufficient progress and no follow-up action is required.

3.30 Estyn noted the following as strengths of the school:

- Teachers provide an exciting variety of learning experiences that engage pupils' interest and sustain their motivation well. They set clear objectives for pupils' learning and use effective teaching methods to build pupils' skills successfully.
- Nearly all pupils have a positive attitude to learning. They show good levels of interest in their work and talk enthusiastically about it. Most pupils demonstrate qualities of being an ambitious, confident, capable and independent learner.
- The school is a caring and inclusive community where pupils, staff and families feel valued and respected. The school's core values are well embedded in its daily life and provide a strong foundation for upholding the rights and responsibilities of each member of the school's community.

- The school provides worthwhile opportunities for pupils to take on leadership responsibilities. A particular strength of the school’s provision is its ‘Newton University’ enrichment initiative, which provides an opportunity for pupils from different year groups to participate together in a programme of planned activities that are not generally available in lessons.
- The headteacher provides strong, purposeful leadership. Along with senior leaders, she creates and maintains a positive team ethos that focuses clearly on enabling the good progress of pupils and the well-being of the whole school community.

3.31 Newton Primary School’s Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Improve the teaching of writing and increase the range of opportunities, particularly for older pupils, to apply their skills fully.
Recommendation 2	Provide clear feedback to pupils that helps them to improve their work successfully.
Recommendation 3	Provide suitable opportunities for all pupils to participate in acts of collective worship.

3.32 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Garth Primary School

3.33 Garth Primary School was inspected by Estyn in March 2023 and the report was published on 11 May 2023.

3.34 Estyn inspectors concluded that the school is making sufficient progress and no follow up action is required.

3.35 Estyn noted the following as strengths of the school:

- The school’s developing curriculum, and an engaging range of extra-curricular activities and clubs, ensure that pupils enjoy school and take part positively in all the school has to offer.
- There is a strong sense of teamwork at the school, and the headteacher, senior leaders and staff work together positively. The headteacher leads the school diligently and passionately, and working with the staff and leadership team, she has developed a clearly understood vision for the school that focuses on achieving high standards and driving change.

- Throughout the school, teachers work thoughtfully with pupils to create an atmosphere of mutual respect. This strong working relationship between staff and pupils creates an environment where pupils feel safe to make mistakes and to ask for help.
- All staff ensure that pupils' well-being is a main priority and understand and respond sensitively to their needs. This supportive ethos helps pupils to feel safe and cared for and contributes notably to their positive attitude to school and to their well-being.
- The school's family engagement officers make a highly positive contribution to the life and work of the school. They organise and run a wide range of initiatives that support pupils and their families effectively.

3.36 Garth Primary School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Address the well-being issue identified at the time of the inspection.
Recommendation 2	Ensure that the curriculum enables pupils to develop skills systematically and progressively.
Recommendation 3	Sharpen monitoring and improvement strategies to focus better on pupils' learning.
Recommendation 4	Improve pupils' writing skills

3.37 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Bryntirion Infant School

3.38 Bryntirion Infant School was inspected by Estyn in April 2023 and the report was published on 29 June 2023.

3.39 Estyn inspectors concluded that the school is making sufficient progress and no follow-up action is required.

3.40 Estyn noted the following as strengths of the school:

- Across the school, the development of pupils' Welsh language skills is a strength. Pupils enjoy learning new vocabulary in their Welsh lessons and many pupils speak Welsh spontaneously in their play and when interacting with their friends.

- Pupils' well-being is at the heart of the school's work. All staff work well to create a caring community to ensure that pupils and their families are supported sensitively when in need.
- All staff have warm and positive working relationships with pupils. They celebrate pupils' successes and use praise effectively to manage pupils' behaviour and to encourage them to try new things and to sustain interest in tasks.
- The school knows its pupils, their backgrounds and the local community well. Staff have developed a range of effective systems to ensure that pupils and their families receive the encouragement and support they need to thrive at school.
- The headteacher has a strong vision for the school that she has communicated well to staff. She is ambitious for all pupils and determined to ensure that the school is an inclusive community where all pupils have opportunities to thrive.

3.41 Bryntirion Infant School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Address the well-being issue identified by the team during the inspection relating to the state of repair of the school playground.
Recommendation 2	Ensure that activities develop pupils' independent skills successfully.
Recommendation 3	Improve the learning environment for younger pupils to ensure that there are greater opportunities for them to develop their skills through play and exploration.
Recommendation 4	Develop the school's curriculum to ensure coherence across all areas of learning and experience.

3.42 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed.

Caerau Primary School

3.43 Caerau Primary School was inspected by Estyn in May 2023 and the report was published on 26 June 2023.

3.44 Estyn noted the following as strengths of the school:

- The school is a highly inclusive community.
- Relationships between adults and pupils are a strength of the school and staff support pupils' emotional health and social needs effectively. As a result, most pupils show care and support for each other and co-operate well together.
- Provision for pupils' well-being is a key priority for leaders, and teachers create calm and thoughtful learning environments. As a result, most pupils behave well and demonstrate care and support towards each other.
- Many pupils with additional needs (ALN) and those in the local authority specialist classes make beneficial progress in a majority of areas, such as in developing their communication skills and their personal and social skills.
- The Rainforest nurture class provides strong support for pupils who sometimes find mainstream classes challenging. Teachers provide a calm, thoughtful learning environment and personalised learning programmes for pupils successfully.
- A majority of pupils develop suitable Welsh language skills.
- Many pupils have a good awareness of how to keep themselves safe online.

3.45 However, Estyn inspectors concluded that the school is not making sufficient progress and in accordance with the Education Act 2005, HMCI is of the opinion that 'special measures' are required in relation to this school.

3.46 Caerau Primary School's Estyn inspection report included the following recommendations:

Recommendation number	Recommendation
Recommendation 1	Establish a stable and effective leadership and teaching team.
Recommendation 2	Improve pupils' reading, writing and mathematics skills.
Recommendation 3	Improve pupils' attendance and punctuality.
Recommendation 4	Ensure that curriculum and assessment arrangements develop pupils' knowledge and skills systematically and progressively.

3.47 The local authority, along with Central South Consortium, will support the school in drawing up an action plan to show how the recommendations will be addressed. Estyn will monitor the school's progress usually every four to six months.

3.48 The local authority with Central South Consortium is supporting the school to bring about swift improvement and address all the recommendations. A post-inspection

action plan will be submitted to Estyn, outlining how and when the improvements will be met.

3.49 The leadership structure is currently being bolstered with the recruitment of a substantive headteacher prior to the end of the summer term. A Regional Lead Governor will be appointed to work closely with the school's chair of governors and governing body to ensure effective governance.

3.50 Local authority officers are offering guidance to the school around procedural matters related to the recommendations. Regular meetings to review school progress against the recommendations will be held with local authority and Central South Consortium officers.

3.51 The school's chair of governors will be asked to provide weekly monitoring updates on progress to the local authority.

3.52 Estyn will review progress on a termly or six-monthly basis.

4. Equality implications (including Socio-economic Duty and Welsh Language)

4.1 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.

5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives

5.1 The Well-being of Future Generations (Wales) Act 2015 Assessment provides a comprehensive summary of the outcomes expected from the implementation of the service.

Long-term Supports the improvement of standards and outcomes in schools.

Prevention Development of post-inspection action plans or refinement of school improvement plans helped to ensure that recommendations identified are addressed and acted upon to secure school improvement, preventing standards from slipping. The local authority and Central South Consortium will continue to monitor the school's progress.

Integration Monitoring and acting upon school inspection reports is key to ensuring that outcomes for schools are achieved thus helping to support a successful economy.

Collaboration The local authority works closely with schools, Estyn and with Central South Consortium to deliver the well-being objectives related to school improvement. The local authority receives the

school inspection reports from Estyn and this informs the work conducted by Central South Consortium to deliver the support for school improvement services.

Involvement This area of work involves all stakeholders in school improvement. Schools work closely with Improvement Partners from Central South Consortium to refine their improvement plans or post-inspection action plans and to identify strategic support from the local authority, Central South Consortium and elsewhere (as required) reflecting the diversity of stakeholders involved in aspects of school improvement.

6. Climate change Implications

6.1 There are no climate change implications about this information report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no safeguarding or corporate parent implications about this information report.

8. Financial Implications

8.1 There are no financial implications arising directly from this information report.

9. Recommendation

9.1 It is recommended that Cabinet notes the content of this report.

Background documents

There are no background documents.

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