

# Public Document Pack

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

### Bridgend County Borough Council



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

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Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

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

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

Gofynnwch am / Ask for:

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Tuesday, 27 June 2023

Dear Councillor,

### **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

A meeting of the Corporate Overview and Scrutiny Committee will be held Hybrid in the Council Chamber - Civic Offices, Angel Street, Bridgend, CF31 4WB / remotely via Microsoft Teams on **Monday, 3 July 2023 at 10:00.**

### **AGENDA**

1. Election of Chairperson 3 - 6
2. Apologies for Absence  
To receive apologies for absence from Members.
3. Declarations of Interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations).
4. Revenue Budget Outturn 2022-23 7 - 40  
Invitees

Councillor Huw David – Leader of Council

Councillor Jane Gebbie - Deputy Leader of Council and Cabinet Member for Social Services Health

Councillor Hywel Williams - Cabinet Member for Finance, Resources and Legal

Councillor John Spanswick – Cabinet Member for Climate Change and Environment

Councillor Jon-Paul Blundell - Cabinet Member for Education

Councillor Neelo Farr - Cabinet Member for Community Safety and Wellbeing

Councillor Rhys Goode - Cabinet Member for Housing, Planning and Regeneration

Mark Shephard - Chief Executive

Carys Lord - Chief Officer - Finance, Performance and Change

Lindsay Harvey - Corporate Director - Education and Family Support

Claire Marchant - Corporate Director - Social Services and Wellbeing

Janine Nightingale - Corporate Director - Communities

Kelly Watson - Chief Officer Legal and Regulatory Services, HR & Corporate Policy

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5. Corporate Plan Delivery Plan 2023-24 and Performance Framework Invitees: 41 - 86
- Councillor Huw David – Leader of the Council  
Councillor Hywel Williams - Cabinet Member for Finance, Resources and Legal
- Mark Shephard - Chief Executive  
Carys Lord - Chief Officer Finance, Performance and Change
- Alex Rawlin - Corporate Policy and Public Affairs Manager
6. Conclusions and Recommendations
7. Corporate Parenting Champion Nomination 87 - 90
8. 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 91 - 96
9. Forward Work Programme Update 97 - 204
10. Urgent Items  
To consider any item(s) of business in respect of which notice has been given in accordance with Part 4 (paragraph 4) of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Note: This will be a Hybrid meeting and 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 / 643694 / 643513 / .643696

Yours faithfully

**K Watson**

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

Councillors:

H T Bennett  
F D Bletsoe  
P Davies  
RM Granville

Councillors

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

Councillors

T Thomas  
G Walter  
A Williams  
AJ Williams

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>3 JULY 2023</b>
<b>Report Title:</b>	<b>ELECTION OF CHAIR</b>
<b>Report Owner / Corporate Director:</b>	<b>CHIEF OFFICER – LEGAL &amp; REGULATORY SERVICES, HR &amp; CORPORATE POLICY</b>
<b>Responsible Officer:</b>	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY</b>
<b>Policy Framework and Procedure Rules:</b>	<p>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</p>
<b>Executive Summary:</b>	<p>The membership of the Corporate Overview and Scrutiny Committee consists of the Chairs of each Subject Overview and Scrutiny Committee and nine other Members that reflect the political balance of the Authority.</p> <p>The Local Government (Wales) Measure 2011 established procedures whereby Overview and Scrutiny Committee Chairs are nominated and appointed. The Measure requires that, as a minimum, the Chairpersons of these Committees be appointed based on the size and political balance of each of the groups that make up the Council. At the Annual Meeting of Council on 17 May 2023, Councillors Alex Williams, Freya Bletsoe and Paul Davies were appointed as the Chairpersons of Subject Overview and Scrutiny Committees 1 to 3 respectively.</p> <p>The Chairperson of the Corporate Overview and Scrutiny Committee is unallocated and therefore, in accordance with the Measure, is to be appointed by the Members of the Committee from one of the Chairpersons of the Subject Overview and Scrutiny Committees, but it cannot be the Chairperson nominated from the same Group as the Executive.</p>

<b>The Committee is requested to receive nominations and appoint a Chairperson of the Corporate Overview and Scrutiny Committee.</b>
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## **1. Purpose of Report**

- 1.1 The purpose of this report is to receive nominations and appoint a Chairperson of the Corporate Overview and Scrutiny Committee.

## **2. Background**

- 2.1 As part of the Overview and Scrutiny Committee structure the membership of the Corporate Overview and Scrutiny Committee consists of the Chairs of each Subject Overview and Scrutiny Committee and nine other Members that reflect the political balance of the Authority.
- 2.2 The Local Government (Wales) Measure 2011 established procedures whereby Overview and Scrutiny Committee Chairs are nominated and appointed. The Measure requires that, as a minimum, the Chairpersons of these Committees be appointed based on the size and political balance of each of the groups that make up the Council. At the Annual Meeting of Council on 17 May 2023, Councillors Alex Williams, Freya Bletsoe and Paul Davies were appointed as the Chairpersons of Subject Overview and Scrutiny Committees 1 to 3 respectively. The Chairperson of the Corporate Overview and Scrutiny Committee is unallocated and therefore, in accordance with the Measure, is to be appointed by the Members of the Committee from one of the Chairpersons of the Subject Overview and Scrutiny Committees, but it cannot be the Chairperson nominated from the same Group as the Executive.

## **3. Current situation / proposal**

- 3.1 The Committee is requested to receive nominations and appoint a Chairperson of the Corporate Overview and Scrutiny Committee in accordance with the provisions set out at paragraph 2.2 above.
- 3.2 Should the appointed Chair of the Corporate Overview and Scrutiny Committee be unable to attend a meeting, it is for the Committee to appoint a Chair at the meeting in accordance with the Council's Constitution.

## **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 5 ways of working to guide how public services should work to deliver for people. The following is a summary to show how the 5 ways of working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long Term - The Chairperson of the Corporate Overview and Scrutiny Committee will assist in the long term planning of the business of the Council.
- Prevention - The Chairperson of the Corporate Overview and Scrutiny Committee will be preventative in nature and ensure that appropriate policies and procedures are in place.
- Integration - This report supports all the well-being objectives.
- Collaboration - The Chairperson of the Corporate Overview and Scrutiny Committee will support partnership working with other organisations both locally and regionally.
- Involvement - The Chairperson of the Corporate Overview and Scrutiny Committee will promote the full involvement of external stakeholders, service users, expert witnesses and partners in scrutiny activity.

5.2 The appointed Chairperson will have regard to how each item being scrutinised by the Committee assists in the achievement of the Council's 7 Well-being Objectives under the **Well-being of Future Generations (Wales) Act 2015**, listed below:

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

## **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 There are no Financial Implications arising from this report.

## **9. Recommendation**

- 9.1 The Committee is requested to receive nominations and appoint a Chairperson of the Corporate Overview and Scrutiny Committee in accordance with the provisions set out in paragraph 2.2 of this report.

**Background documents:** None

# Agenda Item 4

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>3 JULY 2023</b>
<b>Report Title:</b>	<b>REVENUE BUDGET OUTTURN 2022-23</b>
<b>Report Owner/ Corporate Director:</b>	<b>CHIEF OFFICER – FINANCE, PERFORMANCE AND CHANGE</b>
<b>Responsible Officer:</b>	<b>JOANNE NORMAN GROUP MANAGER – BUDGET MANAGEMENT</b>
<b>Policy Framework and Procedure Rules:</b>	<b>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.</b>
<b>Executive Summary:</b>	<ul style="list-style-type: none"> <li>• <b>The net revenue budget for 2022-23 was £319.514 million. The overall outturn at 31st March 2023 is a net under spend of £2.057 million which has been transferred to earmarked reserves.</b></li> <li>• <b>The overall under spend on the Council budget significantly masks underlying budget pressures in Social Services and Wellbeing, Homelessness and Home to School Transport.</b></li> <li>• <b>Given the potential for significant funding being required to meet pay and price costs in 2023-24, along with any ongoing budget pressures arising as a result of the conflict in the Ukraine, any uncommitted funding in 2022-23 will be required to meet these pressures in the new financial year.</b></li> <li>• <b>There are also potential pressures for 2023-24 on council tax collection and an increase in eligibility for council tax support through the Council Tax Reduction Scheme due to the cost of living crisis.</b></li> <li>• <b>During 2022-23 Directorates drew down funding from specific earmarked reserves. The final draw down from reserves was £18.910 million.</b></li> </ul>

## 1. Purpose of Report

1.1 The purpose of this report is to provide the Committee with an update on the Council's revenue financial performance for the year ended 31st March 2023.

## 2. Background

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

## 3. Current situation / proposal

### 3.1 Summary financial position at 31st March 2023

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

**Table 1- Comparison of budget against actual outturn at 31st March 2023**

Directorate/Budget Area	Original Budget 2022-23 £'000	Current Budget 2022-23 £'000	Final Outturn Q4 2022-23 £'000	Final Over / (Under) Spend 2022-23 £'000	Projected Over / (Under) Spend Qtr 3 2022-23 £'000
<b>Directorate</b>					
Education and Family Support	131,430	138,368	138,245	(123)	795
Social Services and Wellbeing	78,434	85,387	96,255	10,868	9,421
Communities	28,995	31,040	30,601	(439)	(333)
Chief Executive's	21,895	23,498	21,446	(2,052)	(1,172)
<b>Total Directorate Budgets</b>	<b>260,754</b>	<b>278,293</b>	<b>286,547</b>	<b>8,254</b>	<b>8,711</b>
<b>Council Wide Budgets</b>					
Capital Financing	7,329	7,203	5,070	(2,133)	(722)
Levies	8,177	8,210	7,981	(229)	16
Apprenticeship Levy	650	650	741	91	0
Council Tax Reduction Scheme	16,054	16,054	14,885	(1,169)	(1,169)
Insurance Premiums	1,363	1,363	1,671	308	(127)
Repairs & Maintenance	670	497	0	(497)	(200)
Pension Related Costs	430	430	427	(3)	0
Other Corporate Budgets	24,087	6,814	909	(5,905)	(5,778)
<b>Total Corporate Budgets</b>	<b>58,760</b>	<b>41,221</b>	<b>31,684</b>	<b>(9,537)</b>	<b>(7,980)</b>
<b>Accrued Council Tax Income</b>	<b>0</b>	<b>0</b>	<b>(774)</b>	<b>(774)</b>	<b>0</b>
<b>Appropriation to Earmarked Reserves</b>	<b>0</b>	<b>0</b>	<b>2,057</b>	<b>2,057</b>	<b>0</b>
<b>Transfer to Council Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Total</b>	<b>319,514</b>	<b>319,514</b>	<b>319,514</b>	<b>0</b>	<b>731</b>



- 3.1.2 The overall outturn at 31st March 2023 is a net under spend of £2.057 million which has been utilised to create new earmarked reserves, primarily to supplement the Cost of Living Fund for known pressures in 2023-24. The under spend is small in comparison to the overall net budget for 2022-23 (0.6%), therefore no transfers have been made to the Council Fund, however, the closing balance of the Council Fund is still in line with Principle 9 of the Medium Term Financial Strategy (MTFS). Total Directorate budgets provided a net over spend of £8.254 million, and council wide budgets a net under spend of £9.537 million. The outturn position also takes into account additional council tax income collected over budget of £774,000 during the financial year.
- 3.1.3 Further detail is provided on the movements since quarter 3 at individual directorate level and on council wide budgets in section 3.3.
- 3.1.4 The overall under spend on the Council budget significantly masks the underlying budget pressures in some services which were reported during the year and still persist. The main financial pressures are in the service areas of Social Services and Wellbeing, Homelessness and Home to School Transport (HtST). It should be noted that these budget areas can be volatile and small changes in demand can result in relatively high costs being incurred.
- 3.1.5 It is forecast that the long-term impact of Covid-19, alongside the already known pressures of an ageing population, increasing dementia rates and more complex and challenging needs is going to result in increasing demands on already pressurised services in the Social Services and Wellbeing Directorate. In 2022-23 the 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 increases in demand and the budget growth confirmed for 2023-24 might be insufficient to meet the increase in demand going into 2023-24 and will require close monitoring. In addition, further consideration will need 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.
- 3.1.6 Whilst budget growth of £2.192 million was approved by Council as part of the Medium Term Financial Strategy (MTFS) budget setting process in February 2021, to continue the commitment to focus support for homeless individuals, the Council has seen a significant increase in the provision of temporary accommodation. Whilst the council received £3.546 million of grant funding from WG in 2022-23, £2.5 million was on a one-off basis. Given the increase in provision and reduced level of grant funding from WG in 2023-24, the budget growth of £700,000 confirmed for 2023-24 might be insufficient to meet the increase in demand going into 2023-24 and will again require close monitoring.
- 3.1.7 There is an over spend on Home to School Transport (HtST) of £1.316 million in 2022-23. This is on top of the underlying pressure on the HtST budget which was supported in 2022-23 by a MTFS Budget Pressure of £2.472 million, approved by Council in February 2022 to support historical budget pressures,

but also the additional requirement for the transportation of nursery pupils, alongside cost pressures arising from tender exercises. 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 drivers and escorts, with procurement exercises resulting in generally higher costs across many contracts.

- 3.1.8 In addition, given the potential for significant funding being required to meet pay and price costs in 2023-24, along with any ongoing budget pressures arising as a result of the conflict in the Ukraine, any uncommitted funding in 2022-23 will be required to meet these pressures in the new financial year. There are also potential pressures on council tax collection and an increase in eligibility for council tax support through the Council Tax Reduction Scheme (see paragraph 3.3.5) due to the cost of living crisis. Therefore, any uncommitted funding from other council wide budgets will be carried forward to meet those pressures in the new financial year. A budget pressure of £1.325 million was also approved by council in February to mitigate emerging pressures in 2023-24 which will be allocated in line with need and reported through quarterly monitoring reports.

### **Covid-19**

- 3.1.9 The UK was put into lockdown in March 2020 in an unprecedented step to attempt to limit the spread of coronavirus. A Covid-19 Hardship fund was set up at an early stage by the Welsh Government which the Council was able to draw on for financial support. Bridgend successfully claimed over £16.444 million in expenditure and loss of income claims in 2021-22. In addition, WG recognised the need for homelessness accommodation to be secured in advance to continue the commitment to focus on support for homeless individuals, providing them with accommodation, and approved £1.479 million to cover these costs for the first six months of 2022-23.
- 3.1.10 The WG Hardship Fund ended on 31 March 2022 and, in recognition of this, a budget pressure of £1 million was approved by Council for 2022-23 as part of the Medium Term Financial Strategy (MTFS) to meet ongoing budget pressures, both in respect of additional cost pressures and ongoing loss of income. Updates have been provided to Cabinet through the quarterly revenue budget monitoring reports for 2022-23 on this budget, with the final allocations in quarter 4 shown in 3.1.13. This budget has been allocated to the corporate pay and price budget in 2023-24 to contribute towards increases in inflation not seen for over a decade.
- 3.1.11 Cabinet and Corporate Management Board (CCMB) agreed to establish a one-off £1 million Covid-19 Recovery Fund in 2020-21 to provide funding for conscious and proactive decisions aimed at boosting recovery that were unlikely to be paid for by WG through the Hardship Fund. The recovery fund was utilised in 2022-23 to support the free car parking offer for town centres to the end of 2022-23. The balance of £270,087 on the Covid-19 Recovery Fund will be carried into 2023-24 and will be used to support the free car parking offer for town centres whilst long-term options are considered.
- 3.1.12 Whilst the WG Hardship Fund ended on 31st March 2022, local authorities continued to administer four elements that were paid through the Hardship Fund on behalf of WG – self isolation payments (scheme ended June 2022), statutory

sick pay enhancement scheme (scheme ended August 2022), free school meal payments (scheme due to end at the end of the May Half Term Holiday 2023) and the winter fuel support scheme (scheme ended February 2023). WG Hardship Expenditure claims submitted to Welsh Government in 2022-23 in relation to these four schemes is shown in Table 2.

**Table 2 – Covid-19 expenditure claims 2022-23**

<b>Specific Hardship fund</b>	<b>Claimed £'000</b>
Self Isolation Payments (SIP)	635
Statutory Sick Pay Enhancements (SSP)	119
Free School Meals	1,795
Winter Fuel	3,708
<b>TOTAL</b>	<b>6,256</b>

### **Budget virements/technical adjustments**

3.1.13 There have been no budget virements, but a large number of technical adjustments between budgets since the quarter 3 Revenue Forecast was presented to Cabinet in January 2023. The main technical adjustments in quarter 4 are outlined below:

#### **Technical Adjustments**

<b>Service vired from / to</b>	<b>Amount</b>
Allocation of funding retained centrally in respect of Teachers' pay award 2022-23 – additional pay award – net of grant of £1,571,862 from Welsh Government	£89,712
Allocation of funding retained centrally in respect of Youth Worker pay award 2022-23 covering September 2022 to March 2023 – confirmed end of December	£6,834
Allocation of funding to schools' delegated budgets in respect of term time worker pay award 2022-23 originally allocated to Education and Family Support Directorate in quarter 3	£17,180
Allocation of corporately held funding for Feasibility works in line with spend	£136,179
Allocation of corporately held funding for Revenue minor works in line with spend	£36,752
Allocation of one-off support to schools from the centrally held Covid-19 budget to cover costs of Maternity Shielding	£177,459
Allocation of one-off support to the Council's leisure provider from the centrally held Covid-19 budget to cover an ongoing loss of income experienced by Halo in running the leisure services due to Covid-19	£191,446

## Pay/Price Inflation

- 3.1.14 When the budget for 2022-23 was set, very little funding was allocated to directorates for pay and price inflation, as most had not been determined for the forthcoming year. The majority of the provision was retained centrally within council wide budgets, to be allocated as further information was known about specific contractual price increases. The technical adjustments table above outlines the final amounts released from these budgets during the last quarter, based upon confirmed pay awards and evidenced inflationary uplifts.

## **3.2 Monitoring of Budget Reduction Proposals**

### Prior Year Budget Reductions

- 3.2.1 As outlined in previous monitoring reports during the year, there were still £179,000 of outstanding prior year budget reduction proposals that had not been met in full. Directors have been working to realise these savings during the 2022-23 financial year. The latest position is attached as **Appendix 1** with a summary provided in Table 3.

**Table 3 – Outstanding Prior Year Budget Reductions**

	<b>Total Budget Reductions Required</b>	<b>Total Budget Reductions Achieved</b>	<b>Shortfall</b>
<b>DIRECTORATE /BUDGET REDUCTION AREA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Communities	179	119	60

- 3.2.2 Table 3 shows that of the £179,000 prior year budget proposals outstanding, £119,000 has been realised, leaving a shortfall of £60,000. The proposal still not achieved is COM 2 – Re-location of the community recycling centre from Tythegston to Pyle. 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 therefore have to be met through alternative one-off efficiencies in 2023-24 in order to deliver a balanced budget position.

### Budget Reductions 2022-23

- 3.2.3 The budget approved for 2022-23 included budget reduction proposals totalling £631,000, which is broken down in **Appendix 2** and summarised in Table 4 below. The year end position is a shortfall on the savings target of £176,000, or 27.9% of the overall reduction target.

**Table 4 – Monitoring of Budget Reductions 2022-23**

	<b>Total Budget Reductions Required</b>	<b>Total Budget Reductions Achieved</b>	<b>Shortfall</b>
<b>DIRECTORATE /BUDGET REDUCTION AREA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Education and Family Support	68	68	0
Social Services and Wellbeing	365	284	81
Communities	150	55	95
Chief Executive's	48	48	0
<b>TOTAL</b>	<b>631</b>	<b>455</b>	<b>176</b>

3.2.4 The most significant budget reduction proposals not achieved in full are:-

- SSWB 2 – remodelling of day service provision for older people and learning disability services (£81,000 shortfall). Efficiencies were identified and implemented in 2022-23 and work has continued to further develop the remodelling to enable the savings target to be met in full in 2023-24.
- 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.
- COM5 – commercially let a wing of Ravens Court to a partner organisation or business (£50,000 shortfall) – delay in progressing budget reduction proposal due to staffing vacancies. The appointment of a Senior Portfolio Surveyor will make this a priority in 2023-24, however the saving might not be made in full during the next financial year. If this is the case, the saving will be met through alternative one off efficiencies in order to deliver a balanced budget position.

3.2.5 As outlined in the MTFS reports to Cabinet and Council, MTFS Principle 7 states that “Savings proposals are fully developed and include realistic delivery timescales prior to inclusion in the annual budget. An MTFS Budget Reduction Contingency Reserve will be maintained to mitigate against unforeseen delays”. An MTFS Budget Reduction Contingency reserve was established in 2016-17. This reserve has been used to meet specific budget reduction proposals in previous years on a one-off basis pending alternative measures. It has not been used in 2022-23 to mitigate on-going shortfalls as service areas are committed to identify alternative one-off under spends in the service areas affected.

### 3.3 Commentary on the financial position at 31st March 2023

#### **Financial position at 31st March 2023**

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

#### 3.3.1 **Education and Family Support Directorate**

The net budget for the Directorate for 2022-23, including school delegated budgets, was £138.368 million and the actual outturn was £138.245 million, following planned draw down of £1.903 million from earmarked reserves, resulting in an under spend of £123,000. The main variances are:

<b>EDUCATION &amp; FAMILY SUPPORT DIRECTORATE</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Family Support Group	3,078	2,388	(690)	-22.4%
Home-to-school transport	8,192	9,508	1,316	16.1%
Education and Family Support Directorate Support Unit	671	410	(261)	-38.9%
Catering Services	1,525	1,724	199	13.1%
Corporate health and safety	403	256	(147)	-36.5%
Vulnerable Groups Support Group	641	521	(120)	-18.7%
Historic pension and redundancy costs	983	780	(203)	-20.7%

#### **Schools' delegated budgets**

Total funding delegated to schools in 2022-23 was £117,607 million (including Post-16 grant funding of £7.012 million).

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

The year-end position for 2022-23 was:

- Net overall school balances totalled £14.228 million at the start of the financial year. During 2022-23 school balances decreased by £7.330 million to £6.898 million at the end of the financial year, representing 5.94% of the total funding allocated in 2022-23.
- Out of a total of 59 schools, there are 10 schools with a deficit balance (9 primary and 1 special school) and 32 schools (23 primary, 8 secondary, and 1 special

school) that have balances in excess of the statutory limits (£50,000 primary and £100,000 for secondary and special schools) in line with the School Funding (Wales) Regulations 2010. These balances will be analysed in line with the Council's agreed 'Guidance and Procedures on Managing Surplus School Balances'.

- A summary of the position for each sector and overall is provided below:-

	<b>Balance brought forward</b>	<b>Funding allocated in 2022-23</b>	<b>Total Funding available</b>	<b>Actual Spend</b>	<b>Balance at year end</b>
	£'000	£'000	£'000	£'000	£'000
Primary	6,994	52,828	59,822	56,947	2,875
Secondary	6,524	53,255	59,779	56,045	3,734
Special	710	11,524	12,234	11,945	289
<b>Total</b>	<b>14,228</b>	<b>117,607</b>	<b>131,835</b>	<b>124,937</b>	<b>6,898</b>

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

#### Family Support

- The Family Support Group has an under spend of £690,000.
- A budget pressure of £188,000 was approved for 2022-23 to increase the provision of universal youth support (for example youth clubs) across the county borough and to improve the digital offer to young people. However, due to difficulties in sourcing suitable venues for the youth clubs, the setting up of these additional centres has been delayed. The service is working to progress these new centres in 2023-24, therefore the under spend should not be recurring in 2023-24.
- The Youth Justice Service has an under spend of £118,000 due to staff vacancies. The service is actively looking to recruit to the vacant posts, therefore the saving should not be recurring in 2023-24.
- The remainder of the under spend within the Family Support Group area is due to maximisation of grant funding - Children and Communities Grant (£230,000), Promoting Positive Engagement (£87,000), and the Turnaround Grant (£29,000).

#### Home-to-school transport (HtST)

- A MTFS budget pressure of £2.472 million was approved by Council in February 2022 to support the increased costs of HtST reported in 2021-22. These included the increased provision of taxis and minibuses for pupils with additional learning needs attending our special schools requiring dedicated transport as bespoke packages of support. There have also been significant increased costs associated with the transportation of the current cohort of nursery pupils in dedicated minibuses and taxis. Several retendering exercises on home-to-school transport contracts have been required over the last year for vehicles of all types in line with contracts naturally ending and to ensure the local authority follows both procurement and Contract Procedure Rules. Market conditions are not favourable, and these procurement exercises have resulted in generally 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 has a £1.316 million over spend, primarily as a result of the retendering exercises and additional support provided to suppliers in 2022-23 to reflect inflationary pressures in the market. Fuel prices have started to decrease, therefore close monitoring of this budget will be required to determine whether there continues to be a pressure on this service area in 2023-24.

#### Education and Family Support Directorate Support Unit (EDSU)

- The EDSU provides administrative support to the education and family support service and Schools. There is an under spend of £261,000 due to 10 vacant posts, 5 within EDSU and 5 within the Knowledge Management Team. Some of these posts were filled during the latter part of 2022-23, and the service area is actively seeking to fill the remaining vacant posts in 2023-24, therefore the under spend should not be recurring in 2023-24.

#### Catering Services

- The price of school meals remained the same in 2022-23 and demand for school meals also increased across all sectors. However, the over spend of £199,000 is primarily due to the service being unable to achieve full cost recovery due to the impact of high inflation on food purchases. The cost of food purchases will be closely monitored in 2023-24 to determine whether inflationary pressures continue to impact cost recovery in this service area.

#### Corporate Health and Safety Unit

- The under spend of £147,000 within the Corporate Health and Safety Unit primarily relates to staff vacancies. The service area is actively looking to recruit to the vacant posts therefore this saving should not be recurring in 2023-24.

#### Vulnerable Groups Support Group

- The under spend of £120,000 within the Vulnerable Groups Support Group budget is due to a combination of staff vacancies (£97,000) and maximisation of the Parenting Support Grant (£35,000). The service area is actively seeking to recruit to the vacant posts, therefore this saving should not be recurring in 2023-24.

#### Historic pension and redundancy costs

- The £203,000 under spend is due primarily to a reduction in redundancy costs requiring funding in 2022-23. Due to the reduction in schools in a deficit position since 2020-21, fewer staffing restructures have been required in 2022-23. There has also been a reduction in the costs of supporting historic employee pension costs - there will be an incremental reduction each year as members pass away. The budget will be monitored in 2023-24 to determine if any of these savings can be proposed for future MTFs savings.



### 3.3.2 **Social Services and Wellbeing Directorate**

The net budget for the Directorate for 2022-23 was £85.387 million and the actual outturn was £96.255 million following planned draw down of £3.809 million from earmarked reserves, resulting in an over spend of £10.868 million. The over spend has increased since the projected over spend reported at quarter 3 of £9.421 million. This is mainly due to 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, pressures in learning disabilities and within older persons residential placements.

The main reasons for the £10.868 million over spend are:-

- An exponential increase in need for children's social care as evidenced through increasing contacts, increasing numbers of assessments and high numbers of children on the child protection register. To keep the 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 over the budgeted establishment– in particular this has placed pressure in the Multi Agency Safeguarding Hub and Information, Advice and Assistance Service, safeguarding localities and the Care Experienced Children's Team and the Children's Social Work Team in children's social care. A business case is being developed to inform the level of workforce required to sustainably deliver safe services in a way that reduces need for statutory interventions. A significant review of learning disability services has also been undertaken which will set out recommendations from a service and financial perspective.
- There is also an increasing complexity of need in adults' and children's services with service over spends for key population groups, particularly care experienced children with more requiring residential placements, learning disability services with significant over spends in commissioned supported living and day opportunities, equipment and direct payment budgets and also services for older people. Some increased complexity can be attributed to the impact of extended covid lockdowns on physical and mental health, but they also reflect cost pressures experienced by providers.
- A reduction in specific grants previously available to social care services has also increased the pressure on core budgets in 2022-23. In 2021-22 significant one-off grant income was received such as the Social Care Recovery Fund (£2.916 million) and the Social Care Pressures Grant (£2.221 million). Whilst the Social Care Recovery Grant primarily funded one-off costs, the combined value of these grants (£5.137 million) supported pressures in 2021-22 and were primarily allocated to the following service areas:- Children's Social Care (£1.886 million), Learning Disabilities (£992,000), Prevention and Wellbeing (£617,000), Mental Health (£454,000) and Older People (£441,000).

In March 2023, as part of the budget setting process Council approved budget pressures of £8.174 million for the Social Services and Wellbeing Directorate for 2023-24. This will cover areas such as Real Living Wage uplifts on commissioned contracts, demographic pressures, Children's Residential and Independent Residential Care, Learning Disabilities and increased demand and increased costs of commissioned services.

The most significant variances are:

<b>SOCIAL SERVICES AND WELLBEING DIRECTORATE</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Adult Social Care	57,740	62,516	4,776	8.3%
Prevention and Wellbeing	6,048	5,850	(198)	-3.3%
Childrens Social Care	21,599	27,889	6,290	29.1%

#### Adult Social Care

There is a net over spend of £4.776 million on the Adult Social Care budget. The most significant variances contributing to this over spend were:-

<b>ADULT SOCIAL CARE</b>	<b>Actual Variance Over/(under) budget</b>
	<b>£'000</b>
Learning Disabilities Home Care	1,826
Older People Residential Care	1,149
Learning Disabilities Residential Care	822
Learning Disabilities Day Opportunities	630
Equipment & Adaptions	460
Mental Health Home Care	415
Learning Disabilities Direct Payments	307
Assessment and Care Management	59
Mental Health Supported Accommodation	-219
Older People Home Care	-586

- Learning Disabilities Home Care – the over spend has decreased by £390,000 since quarter 3 due primarily to maximisation of Housing Support Grant (£208,000), and additional joint funding confirmed by Cwm Taf Morgannwg University Health Board (£157,000). However, there is still an over spend of £1,826 million with the service seeing unprecedented demand. Firstly, the number of hours of care covered by home care services has increased as people have either opted to not return to, or are having a reduced service from, the 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. Thirdly, the service has experienced an increase in agency costs in internal homecare due to difficulty in recruiting.
- Older People Residential Care – the over spend of £1.149 million mainly relates to an increase in the number of care packages. It was reported in the quarter 2 revenue monitoring report that care packages had increased from 328 placements at quarter 1 to 345 placements at quarter 2. This increase has continued throughout the remainder of 2022-23, to reach 400 placements at quarter 4. In addition, all contributions towards residential care are financially assessed in

accordance with the Social Services and Wellbeing (Wales) Act 2014 but the average income received each year will vary in total depending on the financial position of the people needing care during the financial year – e.g. if there are a large number of people who have no savings or assets, and are therefore reliant on the local authority paying their contribution in full then this will decrease the overall average income received per person.

- Learning Disabilities Residential and Respite Care - there is an over spend of £822,000, increasing from the over spend of £584,000 projected at quarter 3. The increase is primarily due to one-off restructure costs in the Breakaway Respite Service. This service has undergone extensive remodelling to deal with increasing complex needs, emergency respite support and specialist support with a 24 hour support model when required. The underlying over spend is due to increased costs for existing placements within the residential and nursing service due to changing needs.
- Learning Disabilities Day Opportunities - the over spend of £630,000 mainly relates to placement numbers exceeding the available budget for externally commissioned day services (£449,000). Placement numbers are similar to those in 2021-22, however the pressure was offset in the prior year by one-off grant income of £302,000. Secondly, 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. Thirdly, transport costs are higher (£177,000) due to the service having to hire vehicles on a short term basis as the service has experienced delays in the delivery of replacement vehicles due to chassis parts being difficult to obtain. The delays, originally due to a backlog of orders from Covid but further impacted by the Ukraine war, are still being experienced so further pressures relating to vehicle hire are expected in 2023-24. 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, work is continuing to further develop the remodelling to enable the savings target to be met in full in 2023-24 as reported in section 3.2.4. A plan has been formulated to achieve the remaining savings in 2023-24.
- Equipment & Adaptions - the over spend of £460,000 is because of continuing demand for equipment due to the need to support individuals in line with Welsh Government's rehabilitation and recovery model. The outturn for 2021-22 saw a comparable underlying pressure in this service area of £401,000 demonstrating this is an ongoing pressure, and one which will continue into 2023-24. Budget growth of £298,000 was approved by Council as part of the Medium Term Financial Strategy (MTFS) budget setting process in March 2023 which will alleviate some of the pressure in 2023-24, however this budget will require close monitoring going forward.
- Mental Health Home Care - this includes supported living, short breaks and domiciliary care. The over spend of £415,000 is mainly due to supported living packages of care exceeding the available budget based on needs of people using the service. There are currently 38 placements, an increase of 3 placements since quarter 3, and whilst supported living packages of care have decreased slightly since the 40 reported in 2021-22, the one-off Social Care Pressures Grant funding received was utilised to offset a considerable element of the prior year over spend of £454,000.

- Learning Disabilities Direct Payments - there is an over spend of £307,000 as the service area has seen a shift to people choosing to opt for direct payments in line with the legal requirement for choice. This shift does not necessarily result in under spends in other service area budgets as there is currently significant demand for social services support across the directorate.
- Assessment and Care Management – there is an over spend of £59,000 which is primarily due to the increased costs of having to rely on agency staffing in the Community Network teams. Various recruitment activities and initiatives have been actioned in order to fill vacant posts, but appointments have been affected by the acute lack of availability of staff and increasing demands across the Care sector.

These are partially offset by under spends in the following areas:-

- Mental Health Supported Accommodation - the £219,000 under spend primarily relates to maximisation of Innovation grant funding.
- Older People Home care – the under spend of £586,000 has improved by £646,000 from a projected over spend of £216,000 at quarter 3. This is mainly due to a reduction in the average hours of care being provided in Independent Domiciliary Care and Short Breaks placement costs (£256,000). Additional income of £318,000 was also received in quarter 4 relating to non-residential charges.

#### Prevention and Wellbeing

- The under spend of £198,000 is primarily due to the maximisation of grant funding opportunities (Transformation, Summer of Fun, Local Authority Partnership Agreement, Disability Sports and Families First grant). A payment of £190,000 was made to the Council's leisure provider to contribute towards the residual impact of running the leisure services in 2022-23 due to Covid-19. This was funded from the Council wide Covid-19 budget that was approved for 2022-23 specifically to meet ongoing budget pressures as a result of the Covid-19 pandemic.

#### Children's Social Care

There is a net over spend of £6.290 million on the Children's Social Care budget, which is an increase on the projected net over spend of £5.123 million at quarter 3. The main reason for this is the increase in Independent Residential Care placements (£786,000).

The most significant variances contributing to this over spend were:-

<b>CHILDREN'S SOCIAL CARE</b>	<b>Actual Variance Over/(under) budget £'000</b>
Care Experienced Children	3,497
Commissioning & Social Work	2,414
Management & Administration	333

- The over spend of £3.497 million for care experienced children is due to a combination of factors:-
  - Children's Residential Services have an over spend of £582,000 mainly due to additional spend on agency staff of £721,000 as a result of the challenging recruitment market and need to staff services safely to meet the needs of children within Bridgend homes. This was offset by under spends on core staff budgets (£254,000).
  - The independent residential care budget (previously known as out of county) has an over spend of £2.419 million, an increase of £786,000 since quarter 3. Two further placements have been made in quarter 4 increasing the number of children currently placed in independent residential care to 24 compared with the 22 placements reported at quarter 3. The extent of the pressure on this budget is further demonstrated when comparing this with the 9 placements at quarter 4 in 2021-22. This is due to a number of factors, including high numbers of care experienced children, sufficient 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. The average yearly placement cost is £130,000, however this can vary depending on the individual cases. It should be noted that this budget area can be volatile and small changes in demand/complexity can result in relatively high costs being incurred.
  - A budget pressure of £650,000 for Independent Residential Care placements was approved by Council for the 2023-24 budget, however demand has increased from the basis upon which this pressure was calculated. The budget will require close monitoring during 2023-24. Additional in-house capacity will become operational in 2023-24 which should be more cost effective and achieve better outcomes for children.
  - There is an under spend on independent fostering agency placements (£194,000) and fostering placements (£19,000). This is due to a shortage of foster carers and hence alternative placement options being utilised, including in-house residential provision (£582,000 as noted above) and special guardianship orders, which ended the year on an over spend position of £335,000. These budgets will continue to be monitored closely in 2023-24 and budgets vired as appropriate.
  - The fostering team (who manage all the Fostering placements) have an over spend of £140,000, which has reduced from the quarter 3 projected over spend of £160,000. This is due to reduced use of agency staffing as management are actively trying to recruit permanent staff where possible, however this is proving to be a considerable challenge given the current recruitment market. Progress is however being made.
  - The placements team have an over spend of £123,000 primarily as they have had to rely on agency staff. Various recruitment activities and initiatives have been actioned in order to fill vacant posts, but appointments have been affected by the acute lack of availability of staff and increasing demands across the care sector.
  - In terms of funding for budget pressures for 2023-24, Children's Services received over £2.533 million covering areas such as key personnel to strengthen leadership oversight which is a key finding for Care Inspectorate Wales (CIW), Independent Residential Care placements which is a pressure area as noted above, Direct Payments for children with disabilities, support for the Information, Advice and Assistance Team which addresses some but not all the workforce pressures to keep the service safe and caseload at a reasonable level, and Children's Residential Services so the new in-house service has safe staffing levels and can

achieve CIW registration. This will alleviate some, but not all, key pressure areas in Children’s Services in the forthcoming financial year, and further consideration will need to be given by Council in future year budgets to the sustainable resource required to improve the quality of outcomes for children and families in Bridgend.

- Commissioning & Social Work – the over spend of £2.414 million is mainly due to having to continue to rely on agency staffing across all the children’s social work teams due to the need to resource child protection and safeguarding teams combined with ongoing recruitment challenges. A sustainability plan will be considered by Cabinet which will set out the level of workforce required to safely staff services which may present an ongoing budget pressure.. The outturn 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. Every opportunity is taken to convert agency arrangements into permanent employment where possible.
- Management & Administration – the over spend of £333,000 relates primarily to an 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.

### 3.3.3 Communities Directorate

The net budget for the Directorate for 2022-23 was £31.040 million and the actual outturn was £30.601 million following planned draw down of £2.965 million from earmarked reserves, resulting in an under spend of £439,000. The main variances are:

<b>COMMUNITIES DIRECTORATE</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Planning and Development	691	637	(54)	-7.8%
Economy, Natural Resources & Sustainability	1,665	1314	(351)	-21.1%
Waste Disposal & Collection	9,836	9,882	46	0.5%
Fleet Services	177	493	316	178.5%
Highways Services (DSO)	3,245	2,959	(286)	-8.8%
Engineering Services	101	(47)	(148)	-146.5%
Corporate Landlord	3,095	3,479	384	12.4%
Parks, Playing Fields & Bereavement	2,454	2,166	(288)	-11.7%

### Planning and Development

- The under spend in planning and development of £54,000 is primarily due to an upturn in planning application income. Fee income is subject to considerable fluctuations between years, depending on number of types of applications. For example in 2020-21 the service generated a surplus of £14,000, and in 2021-22 a deficit of £249,000.

### Economy, Natural Resources and Sustainability

- The under spend of £351,000 is primarily due to staff vacancies in the Climate Response Change section. Various recruitment activities have been actioned in order to fill vacant posts, but appointments have been affected by challenging market conditions. Of the 5 vacant posts in 2022-23, 3 have now been filled and the service area is actively looking to recruit and fill the remaining 2 vacancies, therefore this saving will not be recurring in 2023-24.

### Waste Disposal and Collection

- There is a net over spend of £46,000 on the waste disposal and collection budgets. This is made up of:
  - an under spend of £247,000 on the waste disposal budget. Whilst there has been a delay in the achievement of COM 2 – Re-location of Community Recycling Centre from Tythegston to Pyle of £60,000 (see para 3.2.2) this has been offset by a reduction in the disposal fee of residual waste at the Material Recovery and Energy Centre (MREC) and a slight reduction in the tonnage figures in 2022-23.
  - an over spend of £294,000 on the waste collection budget. This is primarily due to a one-off invoice from Kier to correct a historic undercharge relating to the application of inflationary costs to the contract.

### Fleet Services

- There is an over spend on Fleet services of £316,000. The fleet services team operate on a break-even basis with re-charges for work undertaken on directorate, South Wales Police (SWP) and the general public's vehicles, generating income to support staffing and overhead costs. Productivity continues to be impacted by long term sickness as well as recruitment and retention difficulties. A review of the service is currently being undertaken which is looking at productivity and maximising the provision provided by SWP and the Council and to review any overlap provided, to maximise productivity and to identify any possible efficiencies. A report outlining options in regard of the operating model and charging mechanisms is in the final stages of development in mitigating the budget position of fleet services. It is anticipated that this will be available in quarter 2 of 2023-24.

### Highways Services

- There is an under spend within highways services of £286,000 which is partly due to staff vacancies as a result of recruitment difficulties. The following teams in particular are experiencing difficulties in recruiting – hazing (£78,000), and stores (£26,000). The balance of the under spend is due to core funded staff being utilised to support work on capital schemes – e.g. replacement of street lighting works. In these cases, the salary costs can be capitalised, thus generating one-off income for the service area.

### Engineering Services

- There is an under spend on engineering services of £148,000. 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 an over spend of £384,000 against the Corporate Landlord service for 2022-23.
- There are shortfalls in income generated from properties run by the Council due to occupancy shortfall. These include:-

<b>Property</b>	<b>Income Shortfall</b>	<b>Narrative</b>
Science Park	£26,500	A review of each of the budget lines on this property is required as there has been a shortfall on service charges and commission/insurance as was the case for 2021-22
Innovation Centre	£124,500	The building was partly vacated ready to develop the enterprise hub. This project has since been aborted and the vacant units have not been filled
Bridgend Market	£113,000	Shortage in rental income due to a number of empty stalls

- The Corporate Landlord service has also incurred additional one-off costs of £82,000 net in respect of works undertaken as part of the Enterprise Hub Development Programme which are reflected in the outturn position. Officers are continuing to seek sources of funding to complete the physical development of the business units.

### Parks, Playing Fields & Bereavement

- There is an under spend £288,000 on Parks, Playing Fields and Bereavement Services.
- £85,000 of this is within Bereavement services which is primarily due to an increase in burial income compared with budgeted income levels. It is anticipated that income levels will return to normal levels in 2023-24.
- The Parks budget has an under spend of £69,000 due to staff vacancies. The service area has successfully recruited to one of the vacant posts and is actively looking to recruit and fill the remaining vacancy, therefore this saving will not be recurring in 2023-24.
- The Playgrounds budget has an under spend of £116,000 due to staff vacancies (£92,000) and the corresponding under spend on supply budgets linked to these vacant posts (£24,000). The service area is actively looking to recruit to the vacant posts in 2023-24, therefore the saving should not be recurring in 2023-24.



### 3.3.4 Chief Executive's

The net budget for the Directorate for 2022-23 was £23.498 million and the actual outturn was £21.446 million following planned draw down of £2.631 million from earmarked reserves, resulting in an under spend of £2.052 million. The projected under spend at quarter 3 was £1.172 million. The main reason for the improved year end position was the receipt in quarter 4 of an increase to the 'No One Left Out' grant for homelessness from WG of £1.021 million.

The main variances are:-

<b>CHIEF EXECUTIVE'S</b>	<b>Net Budget</b>	<b>Actual outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Legal, Democratic & Regulatory	5,495	5,528	33	0.6%
ICT	4,052	4,341	289	7.1%
Housing & Homelessness	3,431	1,167	(2,264)	-66.0%
Elections	114	311	197	172.8%
Business Support	1,418	1,198	(220)	-15.5%
Partnerships	2,256	2,090	(166)	-7.4%

#### Legal, Democratic & Regulatory

- Whilst there is a small net over spend of £33,000 across Legal, Democratic and Regulatory services, legal fees continue to be a budget pressure as reported in the previous budget monitoring reports. The pressure experienced in 2021-22 on public and private law childcare cases, along with an increase in volume of complex cases that have required Senior Counsel, continued into 2022-23. The final over spend for legal fees for 2022-23 was £417,000 however this was supported by earmarked reserve draw down of £340,000 during the year to cover the continuing pressure in this service area.

#### ICT

- There is a net over spend of £289,000 across ICT budgets. As highlighted in 2021-22, due to reduced printing activity ICT have been unable to cover the fixed costs of printers and photocopiers through the re-charge to service departments. Consequently, reduced spend will have been incurred on printing budgets across the service departments and included in the projections for individual service areas. A review will take place during 2023-24 and a budget realignment exercise undertaken to mitigate this from recurring. The under recovery of fixed costs and print room costs of £148,000 will continue to be monitored as to whether any future budget virements will need to be actioned in 2023-24. Additional costs of £35,000 were also incurred on postage budgets as a consequence of a combination of providing support for council wide staff working from home before the introduction of the hybrid working model and a general increase in postage costs. This will continue to be monitored in 2023-24 as part of the Future Service Delivery Model.

### Housing & Homelessness

- There is an under spend of £2.264 million on Housing & Homelessness. This has improved from the projected under spend of £1.278 million reported at quarter 3 primarily due to additional grant funding and the delay in payment in relation to the V2C scheme (see below).
- 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. The budget was approved prior to confirmation from WG that the Covid Hardship Fund was to be extended through 2021-22.
- Despite the Hardship fund not being in place for 2022-23, WG recognised the need for homelessness accommodation to be secured in advance to continue the commitment to focus on support for homeless individuals and approved £1.479 million to cover these costs for the first six months of 2022-23. In addition, the accommodation element of the Hardship Fund was replaced in 2022-23 by a WG 'Homelessness – No One Left Out' initial grant award of £1.046 million. During quarter 4 additional one-off funding of £1.021 million was provided by WG under the No One Left Out scheme to support the in-year housing pressures. Of the overall £3.546 million support provided by WG in 2022-23, £2.5 million is one-off.
- The actual spend on Homelessness accommodation in 2022-23 was £3.824 million.
- The accommodation costs have been offset against the combined WG funding of £3.546 million referred to above with the shortfall of £217,000 being covered by the budget growth of £2.192 million.
- The service area had planned to utilise part of the under spend against the core budget to fund a revenue contribution to capital of £530,000 for a refurbishment programme working with Valleys to Coast (V2C). V2C confirmed that the properties will be available to the Council for nomination rights and to support those individuals and families in temporary accommodation. The capital budget was approved by Council on 20 July 2022, however due to delays in completing the legal agreement, an earmarked reserve has been established to enable the project to go ahead in 2023-24.
- The accommodation spend is based on increased numbers of homeless households and individuals supported, from 187 households and 298 individuals (94 of these children) in March 2022 to 250 households and 479 individuals (179 of these children) in March 2023.
- The demand for accommodation is anticipated to continue into 2023-24. Council approved a budget pressure in the MTFS in March 2023 of £700,000 based on increased numbers of households and individuals supported with accommodation, increasing the core budget to £2.892 million. WG have confirmed £898,694 for the 'No one left out grant' in 2023-24 resulting in a total accommodation budget of £3.791 million in 2023-24. Given that the actual accommodation costs for 2022-23 were £3.824 million this budget will require close monitoring in the new financial year.

### Elections

- An earmarked reserve of £116,000 was previously established to cover the costs of the local government elections in May 2022. The costs of the local elections and by-elections during 2022-23 exceeded the earmarked reserve, resulting in a one-off over spend of £197,000.

### Business Support

- The under spend of £220,000 relates primarily to staff vacancies. The service area is actively looking to recruit and fill these vacancies therefore this saving will not be recurring in 2023-24.

### Partnerships

- This service areas includes Transformation, Partnerships and Customer Services & Engagement. The under spend of £166,000 is primarily due to staff vacancies in the Customer Care section (£155,000). Various recruitment activities have been actioned in order to fill vacant posts, but appointments have been affected by challenging recruitment market conditions.

## 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 2022-23 was £41.221 million and the actual outturn was £31.684 million, resulting in an under spend of £9.537 million.

The most significant variances were:-

<b>COUNCIL WIDE BUDGETS</b>	<b>Net Budget</b>	<b>Actual Outturn</b>	<b>Actual Variance Over/(under) budget</b>	<b>% Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Capital Financing Costs	7,203	5,070	(2,133)	-29.6%
Council Tax Reduction Scheme	16,054	14,885	(1,169)	-7.3%
Insurance Premiums	1,363	1,671	308	22.6%
Repairs and Maintenance	497	-	(497)	-100.0%
Other Council Wide Budgets	6,814	960	(5,854)	-85.9%

### Capital Financing Costs

- The under spend of £2.133 million mainly relates to interest paid and received due to a combination of lower borrowing than anticipated as the Council uses its own internal resources to finance schemes, and additional interest from current investments. The additional interest from current investments is primarily due to the continuing increase in interest rates with the Bank of England confirming a further increase to 4.5% in May 2023, the highest it has been since 2008.

### Council Tax Reduction Scheme

- There is an under spend of £1.169 million on the Council Tax Reduction Scheme. This is a demand led budget and take-up is difficult to predict with an increase of £400,000 included within the budget for 2022-23 in anticipation of increased demand. Take up is slightly lower than 2021-22 when the gross spend in this budget area was £15.239 million. However, the budget will be closely monitored in 2023-24 as it is possible that there could be an additional call on the scheme in view of the impact of the cost of living crisis on personal financial circumstances and a potential increase in the number of benefit claimants.

### Insurance Premiums

- There is an over spend of £308,000 on the insurance budget as a result of increased insurance premiums and the value of claims settled in 2022-23. As a result of a recent procurement exercise, insurance premiums will be less in 2023-24. In addition, the value of claims settled is anticipated to be a one-off pressure, but the insurance budget will be monitored closely in 2023-24 and any early indication of any ongoing significant changes will be reported to Cabinet through the quarterly budget monitoring reports.

### Repairs and Maintenance

- There is an under spend of £497,000 which is as a result of slippage on some minor works schemes and feasibility studies, which will now be completed in 2023-24. An earmarked reserve has been established to meet these costs in the next financial year.

### Other Council Wide Budgets

- Other council wide budgets include funding for pay and price increases along with funding to deal with unexpected costs unforeseen when the budget was set. There is a net under spend of £5.905 million on other council wide budgets. The main areas contributing to this under spend are:-
  - Inflation rates have fluctuated since the budget was set – CPI was 6.2% when the budget was set in February 2022, had increased to 10.7% in November 2022, reducing slightly to 10.1% in the 12 months to March 2023. The majority of the budget estimated for price inflation is retained centrally within council wide budgets and allocated to directorates/schools as further information is known about specific contractual price increases – e.g for energy. The majority of the under spend relates to reductions in requirements to allocate price budgets to service areas in-year as the Council did not see the increases in CPI impact on contractual arrangements in 2022-23. However, even though CPI has fallen to 8.7% in April 2023, there is ongoing uncertainty around the impact of the war in the Ukraine and, along with the known energy cost increases in 2023-24, it is likely that the provision set aside in the MTFS for 2023-24 will need to be supplemented by any funding not committed from the council wide budgets this financial year.
  - There has also been a reduction in corporate support required to fund redundancy costs as, following the better than anticipated WG settlement for 2022-23, fewer budget savings had to be made. In addition, there was a lower than anticipated requirement against the £1 million MTFS Covid-19 pressure approved by Council in February 2022.

## **3.4 Review of Earmarked Reserves**

- 3.4.1 The Council is required to maintain adequate financial reserves to meet the needs of the organisation. The MTFS includes the Council's Reserves and Balances Protocol which sets out how the Council will determine and review the level of its Council Fund balance and earmarked reserves. During 2022-23 Directorates drew down funding from specific earmarked reserves and these were reported to Cabinet through the quarterly monitoring reports. The final draw down from reserves was £18.910 million and is summarised in Table 5 below. A more detailed breakdown of the movement on reserves is outlined in **Appendix 4**.

**Table 5 – Draw Down from Earmarked Reserves during 2022-23**

	Draw down from Earmarked Reserves 2022-23 £'000
Education & Family Support	1,903
Schools	7,330
Social Services & Wellbeing	3,809
Communities	2,965
Chief Executives	2,631
Council Wide	272
<b>Total</b>	<b>18,910</b>

3.4.2 The net under spend position of £2.057 million for 2022-23, as set out in 3.1.2, along with the unwinding of existing earmarked reserves, where no longer required, has enabled a limited amount of new earmarked reserves to be created at year end, the most significant being £1.3 million towards the Cost of Living Fund, £530,000 contribution to capital for a refurbishment programme working with Valleys to Coast (V2C) (see 3.3.4), £301,000 carry forward of minor works revenue projects and £114,000 feasibility studies unable to be completed in 2022-23 (see 3.3.5).

3.4.3 A full breakdown of the total movement on earmarked reserves at 31st March 2023 is provided in **Appendix 4**. Table 6 below summarises the final position on all useable reserves for the year, including the Council Fund.

**Table 6 – Summary of Movement on Earmarked Reserves 2022-23**

Opening Balance 1 April 2022 £'000	Reserve	Movement at Quarter 4		Closing Balance 31 March 2023 £'000
		Additions/ Reclassification £'000	Drawdown £'000	
10,110	<b>Council Fund Balance</b>	-	-	10,110
59,195	Council Wide Reserves	11,836	(10,299)	<b>60,732</b>
24,064	Directorate Reserves	4,139	(9,022)	<b>19,181</b>
9,245	Equalisation & Grant Reserves	1,247	(4,789)	<b>5,703</b>
14,228	School Balances	-	(7,330)	<b>6,898</b>
<b>106,732</b>	<b>Total Earmarked Reserves</b>	<b>17,222</b>	<b>(31,440)</b>	<b>92,514</b>
<b>116,842</b>	<b>Total Reserves</b>	<b>17,222</b>	<b>(31,440)</b>	<b>102,624</b>

3.4.4 In terms of financial reserves, the Council Fund balance represents 3.16% of the net revenue budget for 2022-23, or 4.84% of the net revenue budget, excluding schools. This aligns closely with MTFs Principle 9 which states that:-

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

3.4.5 A thorough review of earmarked reserves is being undertaken by Corporate Management Board during quarter 1 of 2023-24, including assessing the draw down profile and re-profiling of existing earmarked reserves against emerging risks for the Council as a whole. The results of this exercise will be reported in the quarter 1 budget monitoring report to Cabinet in July.

#### **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. Recommendation**

9.1 The Committee is recommended to consider the revenue outturn position for 2022-23.

#### **Background documents:**

Individual Directorate Monitoring Reports

## PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2022-23

Ref.	Budget Reduction Proposal		Original Reduction and RAG £000	Revised RAG £000	Total amount of saving achieved in 22-23 £000	Reason why not achieved	Proposed Action in 2023-24 to achieve
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## RAG STATUS KEY

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

## COMMUNITIES

COM19 (2017-18)	Permitting Scheme road works net of existing income of £95,000		100		100	A response from Welsh Government is still outstanding in consideration of the business case for the Permitting Scheme. Attempts continue to be made to make contact with the appropriate officers to gain a formal response on the submission. However, an alternative saving has been identified from with the Communities Directorate.	A review of the budgets within the Communities Directorate was undertaken during quarter 2 to identify a replacement saving for the original budget reduction proposal. A recurring saving on the Street Lighting Budget of £100,000 was identified as the LED replacement programme has generated savings due to reduced energy consumption. No further action required
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 7 (2021-22)	WG National AHP Waste Programme - capital contribution from WG towards 7.5 tonne vehicle to collect AHP recycling		19		19	New vehicle purchased part-way through 2021-22 therefore only partial saving achieved in prior year.	No action required - saving made in full in 2022-23.
<b>Total Communities Directorate</b>			<b>179</b>		<b>119</b>		
<b>GRAND TOTAL OUTSTANDING REDUCTIONS</b>			<b>179</b>		<b>119</b>		
<b>REDUCTIONS SHORTFALL</b>					<b>60</b>		

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**MONITORING OF 2022-23 BUDGET REDUCTIONS**

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget Reductions 2022-23 £'000	Value of Saving Achieved 2022-23 £'000	Reason why not achieved	Proposed action in 2023-24 to achieve
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**EDUCATION & FAMILY SUPPORT**  
**CENTRAL EDUCATION & FAMILY SUPPORT**

EFS1	Rationalisation of Adult Community Learning Service	Remove the council subsidised support to adult learners although there are other providers - e.g. College. Less opportunity for adults to gain new skills.	68	68	Welsh Government changed the terms and conditions of the grant for this service area which impacted on the core budget and deliverability of this proposal. In 2022-23, the Education and Family Support Directorate identified alternative budget reduction proposals to replace this saving through a review of supplies and services budgets across the directorate.	None required - alternative saving identified and achieved in 2022-23
<b>Total Education and Family Support</b>			<b>68</b>	<b>68</b>		

**SOCIAL SERVICES & WELLBEING**

SSW1	Across Adults and Children's services embed and consolidate outcome focussed practice and commissioning for all services areas.	This will support people to live their lives and will require our systems to be adapted to support the changes in practice. There will be a shift to embed outcome focussed practice which will have a focus on targeted prevention initiatives and by developing collaborative, long term relationships with providers as well as maximising the opportunities of the use of technology. This will be underpinned by planning accommodation, care and support together and listening to people who are experts in their own lives and acting upon what will make a difference.	200	200	Full saving achieved in 2022-23	None required - saving made in full in 2022-23
SSW2	Remodelling day service provision for older people and learning disability services	The recent experience of the pandemic has enabled the service to find new ways of working and the service are proposing to review and refine the operating model for day time opportunities.	115	34	Efficiencies were identified and implemented in 2022-23, and work has continued to further develop the remodelling to enable the savings target to be met in full in 2023-24.	None required - 2023-24 will see the delivery of this saving target in full.
SSW3	Remodelling Supported Living Services	A review of the service provision and alternative delivery models based on the current and predicted needs of individuals	50	50	Full saving achieved in 2022-23	None required - saving made in full in 2022-23
<b>Total Social Services &amp; Wellbeing Directorate</b>			<b>365</b>	<b>284</b>		

**MONITORING OF 2022-23 BUDGET REDUCTIONS**

Page 38	Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget Reductions 2022-23 £'000	Value of Saving Achieved 2022-23 £'000	Reason why not achieved	Proposed action in 2023-24 to achieve
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**COMMUNITIES**

COM1	Strategic Regeneration Fund - reduction to annual allocation	The reduction to the Strategic Regeneration Fund will directly impact on the Council's ability to provide match-funding, through which to lever other external funding. There will be no funding for feasibility or development work, on which to prepare bids for funding. Also potential for a loss of private sector investment as a result of inability to engage productively with developers and present Bridgend County in a positive light.	20	20	Full saving achieved in 2022-23	None required - saving made in full in 2022-23
COM2	Cessation of Tourism contract with AMA Associates an external Public Relations Company who promote Bridgend with a range of publishers.	News coverage about Bridgend County will reduce and this potentially would have implications for visitor numbers and the local economy.	25	25	Full saving achieved in 2022-23	None required - saving made in full in 2022-23
COM3	Change the composition of Household Food Waste bags	The current bags cause issues with bio-degrading due to the speed of the food waste digestion process. Change the supply of bags to remove this issue.	35	0	Ongoing national research and debate surrounding composition of Household Food Waste Bags. Budget reduction proposal has been delayed until the outcome of the review is known to ensure any potential changes in legislation do not impact on the proposal. Changes to national composting standard is awaited.	The saving will be met through alternative one off efficiencies in 2023-24 to deliver a balanced budget position.
COM4	Remove Business in Focus from running Enterprise Centres in Bridgend	This would be dependent on Corporate Landlord picking up the responsibilities and ensuring a higher rate of occupancy of the units to remove voids.	20	10	Staffing vacancies have delayed the implementation of this saving proposal, however the appointment of a Senior Portfolio Surveyor will make this a priority as we move forward.	This work has now commenced however the saving may not be fully achieved in 2023-24. If this is the case, the saving will be met through alternative one off efficiencies in order to deliver a balanced budget position.
COM5	Commercially let a wing of Ravens Court to a partner organisation or business.	Savings would be predicated on reduction in utilities from not occupying the space and rental income	50	0	Delay in progressing budget reduction proposal whilst the Future Service Delivery model was being developed.	This work has now commenced, with commercial agents engaged, however the saving may not be fully achieved in 2023-24. If this is the case, the saving will be met through alternative one off efficiencies in order to deliver a balanced budget position.
<b>Total Communities Directorate</b>			<b>150</b>	<b>55</b>		

**CHIEF EXECUTIVES**

CEX2	Efficiency saving targeting supplies and services budgets across the Chief Executive's Directorate	Limited impact as review has identified small historic underspends against this budget category	48	48	Full saving achieved in 2022-23	None required - saving made in full in 2022-23
<b>Total Chief Executive's Directorate</b>			<b>48</b>	<b>48</b>		

<b>GRAND TOTAL REDUCTIONS</b>	<b>631</b>	<b>455</b>
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<b>REDUCTION SHORTFALL</b>	<b>176</b>
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**MONITORING OF 2022-23 BUDGET REDUCTIONS**

Ref.	Budget Reduction Proposal	Impact, including on 5 Ways of Working as set out in the Wellbeing of Future Generations Act	Budget Reductions 2022-23 £'000	Value of Saving Achieved 2022-23 £'000	Reason why not achieved	Proposed action in 2023-24 to achieve
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93	411
88	135
450	85
631	631

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BRIDGEND COUNTY BOROUGH COUNCIL	Budget 2022-23			Actual Outturn	Actual Variance Over/(under) budget	% Variance
	Expenditure Budget	Income Budget	Net Budget			
	£'000	£'000	£'000			
<b>EDUCATION AND FAMILY SUPPORT</b>						
School Delegated Budgets	131,897	(21,302)	110,595	110,595	-	0.0%
Learner Support	7,915	(1,207)	6,708	6,632	(76)	-1.1%
Family Support	8,579	(5,501)	3,078	2,388	(690)	-22.4%
Business Support	15,402	(4,447)	10,955	11,982	1,027	9.4%
Schools Support	1,506	(837)	669	672	3	0.4%
School Modernisation	4,014	(214)	3,800	3,778	(22)	-0.6%
Vulnerable Groups Support	737	(96)	641	521	(120)	-18.7%
Other Education and Family Support	1,921	-	1,922	1,677	(245)	-12.7%
<b>TOTAL EDUCATION AND FAMILY SUPPORT</b>	<b>171,971</b>	<b>(33,604)</b>	<b>138,368</b>	<b>138,245</b>	<b>(123)</b>	<b>-0.1%</b>
<b>SOCIAL SERVICES AND WELLBEING</b>						
Adult Social Care	79,345	(21,605)	57,740	62,516	4,776	8.3%
Prevention and Wellbeing	7,021	(973)	6,048	5,850	(198)	-3.3%
Childrens Social Care	22,765	(1,166)	21,599	27,889	6,290	29.1%
<b>TOTAL SOCIAL SERVICES AND WELLBEING</b>	<b>109,131</b>	<b>(23,744)</b>	<b>85,387</b>	<b>96,255</b>	<b>10,868</b>	<b>12.7%</b>
<b>COMMUNITIES DIRECTORATE</b>						
Planning & Development Services	2,336	(1,645)	691	637	(54)	-7.8%
Strategic Regeneration	3,106	(1,413)	1,693	1,692	(1)	-0.1%
Economy, Natural Resources and Sustainability	6,804	(5,139)	1,665	1,314	(351)	-21.1%
Cleaner Streets and Waste Management	13,489	(1,502)	11,987	12,025	38	0.3%
Highways and Green Spaces	23,682	(12,056)	11,626	11,178	(448)	-3.9%
Strategic Management	283	-	283	276	(7)	-2.5%
Corporate Landlord	12,634	(9,539)	3,095	3,479	384	12.4%
<b>TOTAL COMMUNITIES</b>	<b>62,334</b>	<b>(31,294)</b>	<b>31,040</b>	<b>30,601</b>	<b>(439)</b>	<b>-1.4%</b>
<b>CHIEF EXECUTIVE'S</b>						
Chief Executive Unit	483	-	483	500	17	3.5%
Finance	47,127	(42,994)	4,133	4,128	(5)	-0.1%
HR/OD	2,514	(398)	2,116	2,183	67	3.2%
Partnerships	3,483	(1,227)	2,256	2,090	(166)	-7.4%
Legal, Democratic & Regulatory	6,445	(950)	5,495	5,528	33	0.6%
Elections	163	(49)	114	311	197	172.8%
ICT	5,340	(1,288)	4,052	4,341	289	7.1%
Housing & Homelessness	11,289	(7,858)	3,431	1,167	(2,264)	-66.0%
Business Support	1,529	(111)	1,418	1,198	(220)	-15.5%
<b>TOTAL CHIEF EXECUTIVE'S</b>	<b>78,373</b>	<b>(54,875)</b>	<b>23,498</b>	<b>21,446</b>	<b>(2,052)</b>	<b>-8.7%</b>
<b>TOTAL DIRECTORATE BUDGETS</b>	<b>421,809</b>	<b>(143,517)</b>	<b>278,293</b>	<b>286,547</b>	<b>8,254</b>	<b>3.0%</b>
Council Wide Budgets	42,191	(970)	41,221	31,684	(9,537)	-23.1%
Accrued Council Tax Income				(774)	(774)	0.0%
Appropriations to / from Earmarked Reserves				2,057	2,057	0.0%
Transfer to Council Fund				-	-	0.0%
<b>NET BRIDGEND CBC</b>	<b>464,000</b>	<b>(144,487)</b>	<b>319,514</b>	<b>319,514</b>	<b>-</b>	<b>0.0%</b>

NB: Differences due to rounding of £000's

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**TOTAL MOVEMENT ON EARMARKED RESERVES AS AT 31<sup>ST</sup> MARCH 2023**

Opening Balance 01 Apr 22	Reserve	Movement as at 31 March 2023		Closing Balance 31 Mar 23
		Net Additions/ Reclassification	Draw-down/ unwound	
£'000		£'000	£'000	£'000
	<b>Corporate Reserves:</b>			
912	Asset Management Plan	-	(146)	766
1,920	Building Maintenance Reserve	376	(527)	1,769
1,056	Capital Asset Management & Asbestos Fund	-	(606)	450
645	Capital Feasibility Fund	206	(220)	631
40,025	Capital Programme Contribution	9,646	(5,696)	43,975
1,114	Change Management	-	(230)	884
1,429	Digital Transformation, ICT & Finance Systems	775	(259)	1,945
800	Economic and Future Resilience Fund	-	-	800
2,160	Insurance Reserve	-	-	2,160
4,149	Major Claims Reserve	833	(1,902)	3,080
906	MTFS Budget Contingency	-	-	906
192	Property Disposal Strategy	-	(13)	179
3,593	Service Reconfiguration	-	(700)	2,893
294	Welfare Reform Bill	-	-	294
<b>59,195</b>	<b>Total Corporate Reserves</b>	<b>11,836</b>	<b>(10,299)</b>	<b>60,732</b>
	<b>Directorate Reserves:</b>			
5,970	City Deal Reserve	588	-	6,558
15,340	Directorate Issues	4,270	(8,099)	11,511
905	Highways Asset Management Reserve	(540)	(207)	158
578	Looked After Children	(167)	(98)	313
103	Porthcawl Regeneration	-	-	103
180	Property Reserve	-	(180)	-
11	Safe Routes to Schools	-	(11)	-
309	School Projects Reserve	-	(37)	272
669	Wellbeing Projects	(12)	(391)	266
<b>24,065</b>	<b>Total Directorate Reserves</b>	<b>4,139</b>	<b>(9,023)</b>	<b>19,181</b>
	<b>Equalisation &amp; Grant Reserves:</b>			
25	Building Control Reserve	7	-	32
50	Civil Parking Enforcement	-	(34)	16
128	Election Costs	-	(128)	-
791	HWB Schools Infrastructure	402	(249)	944
5,888	IFRS Grants	838	(3,078)	3,648
153	Legal Fees	-	-	153
158	Local Development Plan	-	-	158
815	Special Regeneration Fund	-	(63)	752
1,236	Cost of Living Grant	-	(1,236)	-
<b>9,244</b>	<b>Equalisation &amp; Grant Reserves:</b>	<b>1,247</b>	<b>(4,788)</b>	<b>5,703</b>
14,228	School Balances	-	(7,330)	6,898
<b>106,732</b>	<b>TOTAL RESERVES</b>	<b>17,171</b>	<b>(31,440)</b>	<b>92,463</b>

NB: Differences due to rounding of £000's

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# Agenda Item 5

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>3 JULY 2023</b>
<b>Report Title:</b>	<b>CORPORATE PLAN DELIVERY PLAN 2023-24 AND PERFORMANCE FRAMEWORK</b>
<b>Report Owner / Corporate Director:</b>	<b>CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY</b>
<b>Responsible Officer:</b>	<b>ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER</b>
<b>Policy Framework and Procedure Rules:</b>	<b>Council priorities in the Corporate Plan and Delivery Plan inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.</b>
<b>Executive Summary:</b>	<ul style="list-style-type: none"> <li>• The report proposes a new one-year Delivery Plan to monitor progress against the Corporate Plan.</li> <li>• The Delivery Plan addresses criticisms posed by self-assessment 2022, Audit Wales’ review of performance management and internal audit findings from a PI audit</li> <li>• The main changes include: <ul style="list-style-type: none"> <li>○ Having the 7 well-being objectives comprehensively reflected by 44 aims, 101 commitments and 98 Performance Indicators (PIs)</li> <li>○ Having clear and agreed aims to provide detail underneath each well-being objective and help us effectively monitor progress and performance</li> <li>○ Having performance indicators that more effectively measure whether the Council is achieving its aims, better focused on outputs and outcomes, that can be benchmarked over time and with others</li> </ul> </li> <li>• The report also seeks supports from Corporate Overview and Scrutiny Committee (COSC) for consideration of more radical change in the longer term focused on - <ul style="list-style-type: none"> <li>○ Objectives and Key Results</li> <li>○ Use of service use perspectives</li> </ul> </li> <li>• A new draft performance framework is also proposed</li> </ul>

## 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 us 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 our 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 via blue, red, yellow, amber and green (BRAYG) ratings quarterly (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 The approach was also 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

- 2.5 Following agreement of the approach, 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.
- 2.6 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.
- 2.7 Proposed improvements to performance management arrangements also included the development of a Performance Framework.

### 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 98 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

#### **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 The Corporate Overview and Scrutiny Committee is recommended to: -

- Consider the first draft Corporate Plan Delivery Plan 2023/24 in **Appendix 1**
- Note the proposal for additional work with the Corporate Performance Team to inform the Year 2 Delivery Plan
- Consider the updated Corporate Performance Framework in **Appendix 2** and how best to use the document across the Council.

### **Background documents**

None.

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Appendix 1 – Corporate Delivery Plan 2023-24

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"> <li>• New - The percentage of eligible carers who were offered a carer’s assessment (SSWB)</li> </ul> <p>Children’s social care</p> <ul style="list-style-type: none"> <li>• Timeliness of visits to                             <ul style="list-style-type: none"> <li>a) children who are care experienced</li> <li>b) children on the child protection register (SSWB)</li> </ul> </li> <li>• SSWB40 - Safe reduction in the number of care experienced children (SSWB)</li> <li>• New - Safe reduction in the number of children on the child protection register (SSWB)</li> </ul> <p>Adult social care</p> <ul style="list-style-type: none"> <li>• New – Percentage of enquiries to the Adult Social Care front door which result in information and advice only</li> <li>• AD/010 The total number of packages of reablement completed during the year (SSWB)</li> <li>• AD/011c) Percentage of reablement packages completed that mitigated need for support (SSWB)</li> <li>• New - Number of people who access independent advocacy to support their rights (SSWB)</li> </ul>	<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>Early help</p> <ul style="list-style-type: none"> <li>• DEFS29 Percentage of completed Team Around the Family (TAF) plans closed with a successful outcome (EFS)</li> <li>• DEFS160 Number of two-year-olds accessing childcare through the Flying Start programme (EFS)</li> </ul>	
1.2 Supporting people in poverty to get the support they need / help they are entitled to	<ul style="list-style-type: none"> <li>• 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)</li> <li>• Percentage of people supported through FASS who have received advice and support in managing or reducing household debt (CEX)</li> </ul>	<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>
1.3 Supporting people facing homelessness to find a place to live	<ul style="list-style-type: none"> <li>• PAM/012- Percentage of households threatened with homelessness successfully prevented from becoming homeless (CEX)</li> <li>• 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)</li> </ul>	1.3.1 Develop a new homeless strategy with partners to deliver new projects to prevent and reduce homelessness (CEX)
1.4 Supporting children with additional learning needs to get the best from their education	<ul style="list-style-type: none"> <li>• New DEFS164 - Percentage of schools that have an ALN policy in place (EFS)</li> </ul>	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)
1.5 Safeguarding and protecting people who are at risk of harm	<ul style="list-style-type: none"> <li>• CORPB1 - Percentage of council staff completing safeguarding awareness training (CEX/All)</li> <li>• Percentage of Adult safeguarding inquiries which receive initial response within 7 working days (SSWB)</li> </ul>	<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>



	<ul style="list-style-type: none"> <li>• Percentage of Childrens referrals where decision is made within 24 hours (SSWB)</li> <li>• New - Percentage of child protection investigations completed within required-timescales (SSWB)</li> <li>• New - Average waiting time on the Deprivation of Liberty Safeguards (DoLS) waiting list (SSWB)</li> </ul>	
<p>1.6 Help people to live safely at home through changes to their homes</p>	<ul style="list-style-type: none"> <li>• New – Average number of days taken to deliver a Disabled Facilities Grant for::             <ul style="list-style-type: none"> <li>○ low level access showers</li> <li>○ stair lifts</li> <li>○ ramps</li> <li>○ extensions_(CEX)</li> </ul> </li> <li>• DOPS41 - Percentage of people who feel they can live more independently as a result of receiving a DFG in their home (CEX)</li> </ul>	<p>1.6.1 Improve the process and access to grants for older and disabled people who need to make changes to their home (CEX)</p>
<p>1.7 Support partners to keep communities safe</p>	<ul style="list-style-type: none"> <li>• New - Percentage of council staff completing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) training (Level 1) (CEX/All)</li> <li>• New - Number of instances where CCTV supports South Wales Police in monitoring incidents (baseline)(CEX)</li> <li>• New - DEFS161 - Percentage of children being released from custody who attend a suitable education, training and employment arrangement (EFS)</li> </ul>	<p>1.7.1 Invest £750K 'safer streets' funding into extra CCTV, youth activities and women's self-defence classes (CEX)</p> <p>1.7.2 Identify children who are more likely to offend and provide them with support to reduce offending behaviour. (EFS)</p>

## 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 skills they need for work	<ul style="list-style-type: none"> <li>• DEFS82 - Number of participants in the Employability Bridgend programme going into employment (COMM)</li> <li>• DEFS84 – The number of under-employed participants leaving Employability Bridgend with an improved labour market position (COMM)</li> <li>• New (baseline setting) - Number of referrals to the employment service in ARC (SSWB)</li> </ul>	<p>2.1.1 Invest £22m of Shared Prosperity Funding in projects in the County Borough by 2025, with third sector partners, 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>
2.2 Making sure our young people find jobs, or are in education or training	<ul style="list-style-type: none"> <li>• DEFS80 - The number of participants in the Employability Bridgend programme supported into education or training (COMM)</li> <li>• PAM046 - Percentage of Year 11 leavers not in education, training, or employment (NEET) in the careers Wales annual destination statistics (EFS)</li> </ul>	<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>
2.3 Improving our town centres, making them safer and more attractive		<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,</p>

<p>2.4 Attracting investment and supporting new and existing local businesses</p>	<ul style="list-style-type: none"> <li>• New - Number of businesses receiving support through Shared Prosperity Funding (COMM)</li> <li>• New - Number of business start-ups assisted (COMM)</li> <li>• New - Number of local businesses attending procurement workshops (Annual) (CEX)</li> <li>• New - Local spend on low value BCBC procurement and contracts under £100,000 (CEX)</li> </ul>	<p>providing links between bus services and trains, in partnership with Welsh Government and Network Rail. (COMM)</p> <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"> <li>• 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?</li> <li>• 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.</li> </ul>	<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"> <li>New - Number of sign up of new subscribers to the staff extranet (CEX)</li> </ul>	
<p>2.6 Ensuring employment is fair, equitable and pays at least the real living wage</p>	<ul style="list-style-type: none"> <li>New - Number of real living wage employers identified (by size of contract) (CEX)</li> </ul>	<p>2.6.1 Encourage our suppliers to become real living wage employers (CEX)</p> <p>2.6.2 Encourage employers to offer growth/ training options to employees (CEX)</p>

### WBO3 - A County Borough with thriving valleys communities

Aim	Performance indicators	Commitments / projects
3.1 Investing in town centres, including Maesteg town centre	<ul style="list-style-type: none"> <li>• New - Number of commercial properties assisted through the enhancement grant scheme (COMM)</li> </ul>	<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>
3.2 Creating more jobs in the Valleys		<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>
3.3 Improving community facilities and making them more accessible	<ul style="list-style-type: none"> <li>• New - Value of investment with CATs in Valleys (COMM)</li> <li>• New - Number of visits to venues for all purposes (SSWB)</li> </ul>	<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>

3.4 Improving education and skills in the Valleys		<p>3.4.1 Establish three new Flying Start provisions, offering free childcare for two-year-olds in Nantymoel, Ogmore Vale and Pontycymmer. (EFS)</p> <p>3.4.2 Open Welsh-medium childcare in the Ogmore Valley and Bettws, with 32 full-time-equivalent childcare places. (EFS)</p>
3.5 Investing in our parks and green spaces and supporting tourism to the valleys		<p>3.5.1 Develop a regeneration strategy for the valleys (including Ogmore 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>
3.6 Encourage the development of new affordable homes in the valleys	<ul style="list-style-type: none"> <li>• New - Number of affordable homes built in the Valleys (CEX)</li> </ul>	<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
4.1 Providing safe, supportive schools with high quality teaching	<ul style="list-style-type: none"> <li>• New - DEFS156 – Number of schools judged by Estyn to be in ‘significant improvement’ or ‘special measures’</li> <li>• PAM032 - Average ‘Capped 9’ score for pupils in Year 11</li> <li>• EDU016a/PAM007 Pupil attendance in primary schools (percentage)</li> <li>• EDU016b/PAM008 Pupil attendance in secondary schools (percentage)</li> <li>• EDU010a Percentage of school days lost due to fixed-term exclusions during the school year in primary schools</li> <li>• EDU010b Percentage of school days lost due to fixed-term exclusions during the school year in secondary schools</li> <li>• DEFS155 percentage of schools that have self-evaluated themselves as ‘green’ as part of their annual safeguarding audit</li> </ul>	<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>
4.2 Improving employment opportunities for people with learning disabilities		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)
4.3 Expanding Welsh medium education opportunities	<ul style="list-style-type: none"> <li>• DEFS138 Percentage of Year 1 pupils taught through the medium of Welsh</li> <li>• New - DEFS157 Percentage of learners studying for assessed qualifications through the medium of Welsh at the end of Key Stage 4</li> <li>• New - DEFS158 Number of learners studying for Welsh as a second language</li> </ul>	4.3.1 Deliver the actions in the Welsh Language Promotion Strategy and WESP (EFS)

4.4 Modernising our school buildings		<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>
4.5 Attract and retain young people into BCBC employment	<ul style="list-style-type: none"> <li>• DOPS36 - Number of apprentices employed across the organisation (CEX)</li> <li>• New - Percentage of those concluding apprenticeships and obtaining a non-apprentice role (CEX)</li> </ul>	4.5.1 Work with local schools to promote the Council as an employer and promote apprenticeships (CEX)
4.6 Offering youth services and school holiday programmes for our young people	<ul style="list-style-type: none"> <li>• New - Participation in targeted activities for people with additional or diverse needs (SSWB)</li> <li>• New - Participation in the national free swimming initiative for 16 and under</li> <li>• New - Participation in active for life and holiday playworks programmes</li> </ul>	<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>
4.7 Work with people to design and develop services		<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>
4.8 Supporting and encouraging lifelong learning	<ul style="list-style-type: none"> <li>• New - DEFS159 Percentage of learners enrolled in local authority community learning per 1,000 adult population (EFS)</li> </ul>	4.8.1 Run more sessions that communities have expressed an interest in – provide 20 more in-person training sessions (EFS)



<p>4.9 Being the best parents we can to our care experienced children</p>	<ul style="list-style-type: none"> <li>• 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"> <li>a)12 months since leaving care</li> <li>b)13- 24 months since leaving care (SSWB)</li> </ul> </li> <li>• Percentage care leavers who have experienced homelessness during the year (SSWB)</li> </ul>	<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>
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**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"> <li>• New – Reduction in emissions (COMM)               <ul style="list-style-type: none"> <li>○ Buildings</li> <li>○ Fleet &amp; equipment</li> <li>○ Streetlighting</li> <li>○ Business travel</li> <li>○ Commuting</li> <li>○ Homeworking</li> <li>○ Waste</li> <li>○ Procured goods and services</li> </ul> </li> <li>• DCO20.01 Annual Gas Consumption across the Authority (kWh)</li> <li>• DCO20.02 Annual Electricity Consumption across the Authority (kWh)</li> <li>• DCO20.03 Annual CO2 related to gas consumption across the Authority (tonnes)</li> <li>• DCO20.04 Annual CO2 related to electricity consumption across the Authority (tonnes)</li> <li>• Levels of nitrogen dioxide (NO2) pollution in the air (micrograms per m3) (CEX SRS)</li> </ul>	<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"> <li>• New - The number of green flag parks (target set to maintain) (COMM)</li> <li>• New - The number of blue flag beaches (target set to maintain) (COMM)</li> </ul>	<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>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"> <li>• PAM/018 Percentage of all planning applications determined within 8 weeks</li> <li>• PAM/019 Percentage of planning appeals dismissed</li> </ul>	<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"> <li>• DCO20.05 – Percentage of street cleansing waste prepared for recycling (COMM)</li> <li>• PAM/030 – Percentage of municipal waste collected by local authorities             <ul style="list-style-type: none"> <li>○ prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way</li> <li>○ prepared for reuse</li> <li>○ prepared for being recycled</li> <li>○ as source segregated biowastes that are composted or treated biologically in another way</li> </ul> </li> <li>• PAM/043 - Kilograms of residual waste generated per person (COMM)</li> <li>• PAM/010 – Percentage of highways land inspected by the Local Authority to be found to be of a high / acceptable standard of cleanliness (COMM)</li> </ul>	<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"> <li>• New - Percentage of statutory sustainable drainage systems (SuDS) applications processed within 7 weeks from receipt of appropriate scheme drawings (COMM)</li> </ul>	<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
6.1 Celebrating and supporting diversity and inclusion and tackling discrimination	<ul style="list-style-type: none"> <li>• New - People employed by the authority on 31 March by protected characteristic</li> </ul>	<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>
6.2 Improving the way we engage with local people, including young people, listening to their views and acting on them.	<ul style="list-style-type: none"> <li>• 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?</li> <li>• New - Level of engagement (Welsh / English)               <ul style="list-style-type: none"> <li>a) across consultations</li> <li>b) with corporate communications to residents</li> <li>c) across all corporate social media accounts</li> </ul> </li> </ul>	<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>
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	<ul style="list-style-type: none"> <li>• CED5 - Percentage first call resolutions (via Customer Contact Centre)</li> <li>• New - Number of online transactions using the digital platform</li> <li>• New - Number of hits on the corporate website</li> <li>• New - Percentage of staff with Welsh language skills</li> </ul>	<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"> <li>• DCO16.8 - Number of council owned assets transferred to the community for running (CATs) (COMM)</li> <li>• New - Value of investment with CATs (COMM)</li> <li>• New - Number of people supported to have their needs met in their communities by local community co-ordinators and community navigators (SSWB)</li> </ul>	<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"> <li>• New active travel routes (length in KM) (COMM)</li> </ul>	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"> <li>• New - Number of visits by older adults to physical activity opportunities supported (SSWB)</li> <li>• New - Number of individuals who commence programmes and complete 16 weeks of activity (SSWB)</li> <li>• 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)</li> <li>• New - Participation in the summer reading challenge in libraries (SSWB)</li> <li>• New - Participation in Childrens events in libraries (SSWB)</li> </ul>	<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"> <li>• New - Value of investment in play areas (COMM)</li> <li>• New - Number of play areas that have been refurbished (COMM)</li> </ul>	<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. (SSWB)</p>

		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"> <li>• New DEFS163 - Percentage of nursery, reception, year 1 and year 2 learners offered a free school meal (EFS)</li> <li>• New DEFS162 - Percentage of non-maintained settings that are judged by Care Inspectorate Wales as at least 'good' (EFS)</li> </ul>	<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"> <li>• New - Number of people delayed in their transfer of care on the 'discharge to recover and assess' pathways (SSWB)</li> </ul>	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"> <li>• New - Number of completed affordable new build dwellings provided by RSLs (Annual) (CEX)</li> <li>• New - Total number of empty properties returned to use with local authority intervention (CEX)</li> </ul>	<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"> <li>• The percentage of staff that have completed a Personal Review/Appraisal (excluding school staff)</li> <li>• The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence,</li> </ul> <p>Asset management data (capital receipts, building compliance, carbon etc)</p> <ul style="list-style-type: none"> <li>• DCO16.9 Realisation of annual capital receipts targets (COMM)</li> <li>• New- Percentage of statutory compliance across BCBC operational buildings (big 5) (COMM)</li> </ul> <p>Business continuity / resilience</p> <ul style="list-style-type: none"> <li>• DOPS34abc Network Availability (CEX)</li> </ul> <p>Procurement</p> <ul style="list-style-type: none"> <li>• Climate change standards, Social value, Circular economy</li> </ul> <p>Finance measures</p> <ul style="list-style-type: none"> <li>• CORP6.1.1 Budget reductions achieved</li> </ul>	<p>Develop clear and agreed actions to address recommendations from regulators, including</p> <ul style="list-style-type: none"> <li>• Workforce strategy (and specific social services recruitment)</li> <li>• Asset management improvements</li> <li>• Procurement review Audit Wales</li> <li>• Performance management improvement plan</li> <li>• Digital strategy</li> <li>• MTFS / Capital Strategy</li> </ul>
<p>2) One council, working well together with partners</p>		<ul style="list-style-type: none"> <li>• A collaborative approach to achieving aims, establishment of regional PSB, TCCs, RPB, Corporate Parenting, Awen &amp; Halo, third sector</li> <li>• Town and Community Council Review</li> </ul>

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

## **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.

Address: Corporate Performance Team  
Corporate Performance  
Chief Executive Directorate  
Bridgend County Borough Council  
Civic Offices| Angel Street| Bridgend | CF31 4WB

Phone/Ffôn: (01656) 643382

Email/E-bost: [talktous@bridgend.gov.uk](mailto:talktous@bridgend.gov.uk)

Website/Gwefan: [www.bridgend.gov.uk](http://www.bridgend.gov.uk)

## Why is performance important?

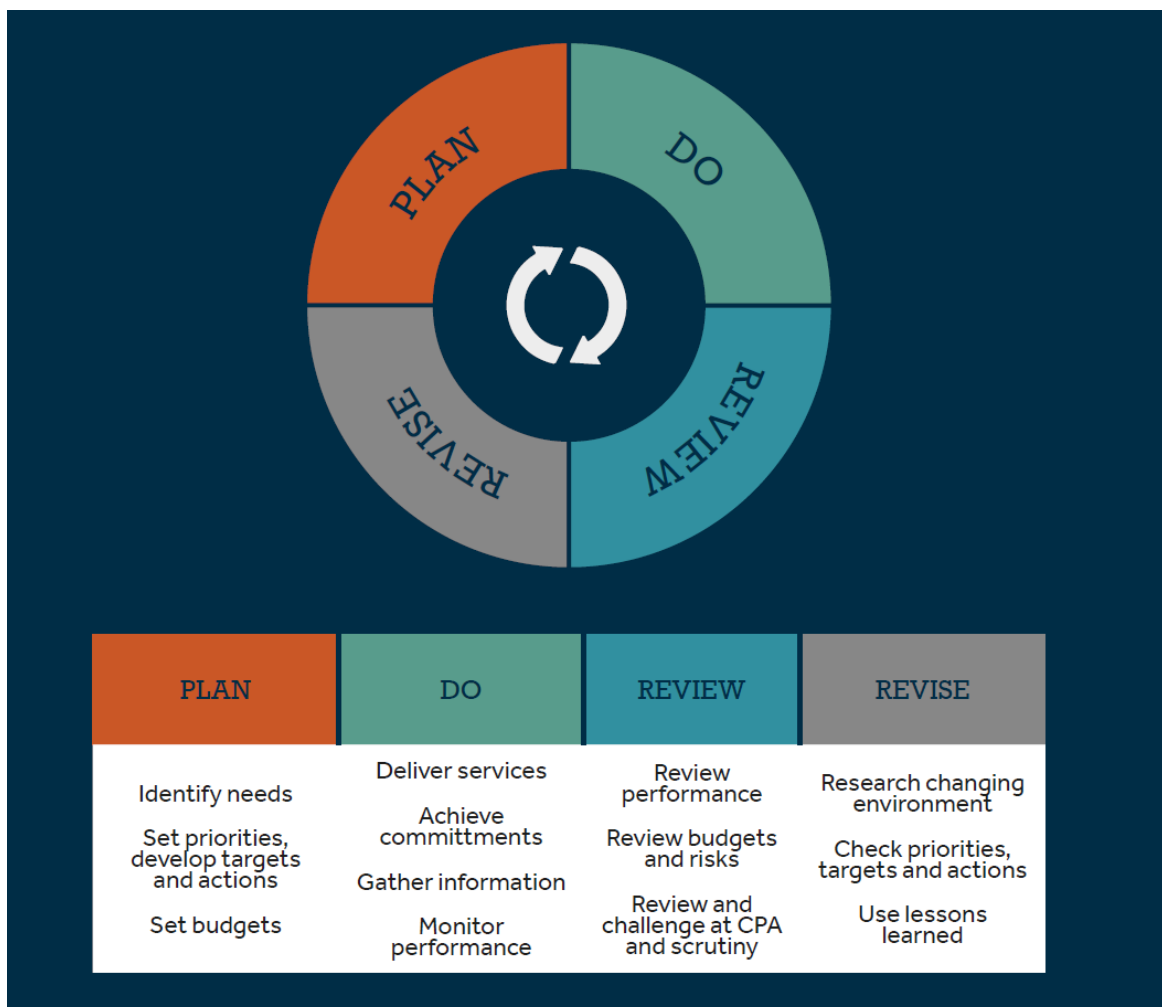
Performance management is defined as ‘taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be’ (Source IDeA).

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.

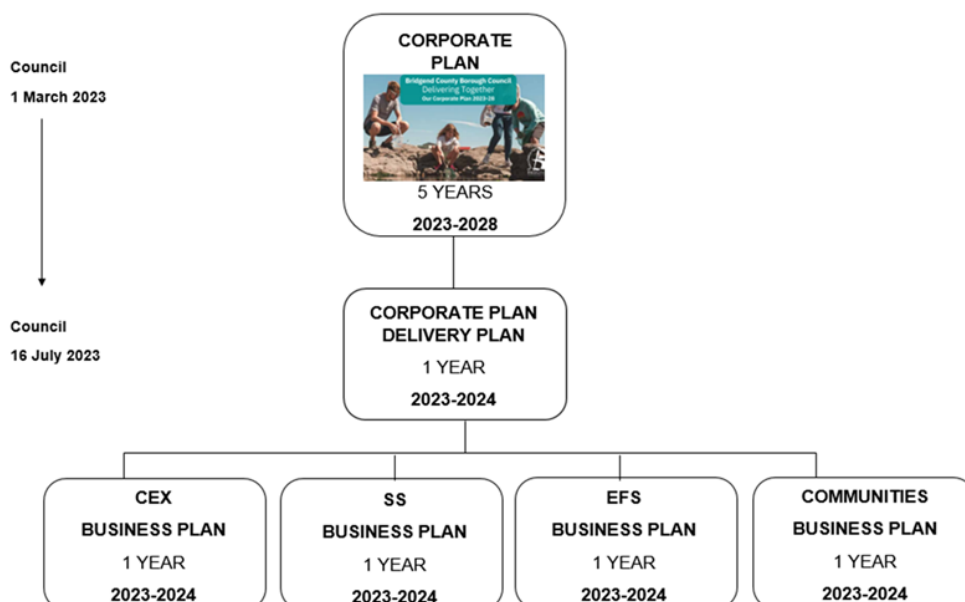


\*CPA: Corporate Performance Assessment

## 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 –

<b>Wellbeing Objective Five - A County Borough that is responding to the climate and nature emergency</b>		
	<b>Commitments</b>	<b>Performance Indicators</b>
Aim 1 – Moving towards net zero carbon	4 projects	2 PIs
Aim 2 – Improving the energy efficiency of our buildings and services	1 projects	1 PIs
Aim 3 – Protecting our landscapes and open spaces and planting more trees	3 projects	2 PIs
Aim 4 – Improving the quality of the built environment through good placemaking principles	1 projects	2 PIs
Aim 5 – Reducing, reusing or recycling as much of our waste as possible	2 projects	4 PIs
Aim 6 – 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, and Chairs of Scrutiny Committees. 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
<b>COMPLETE</b>	Not applicable	Project is completed	Not applicable
<b>EXCELLENT</b>	Very strong, sustained performance and practice	As planned - within timescales, on budget, achieving outcomes	On target and performance has improved / is at maximum
<b>GOOD</b>	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
<b>ADEQUATE</b>	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)
<b>UNSATISFACTORY</b>	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	Red	Red	Yellow	Yellow	Yellow	Orange
Aim 2	Red	Red	Orange	Orange	Red	Red
Aim 3	Yellow	Yellow	Orange	Orange	Green	Green
Aim 4	Yellow	Yellow	Orange	Orange	Green	Green
Aim 5	Yellow	Yellow	Green	Green	Green	Green

## 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	<b>Agree and communicate timetables</b> 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	<b>Collate performance data</b> 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	<b>Create draft dashboards</b> 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 Business Managers	<b>Director input and sign off</b> Review dashboard and address any requests highlighted by the performance team  Update Regulatory Tracker information and BRAYG	To ensure consistency / accuracy  To allow for a broad understanding of Directorate Performance / prepare for CPA

Page 76					Provide overall Director Comments and produce short performance summary presentation for CPA	To respond to initial challenges from the performance team
	n/a	28th Nov 2023	1st March 2024	tbc	Corporate Performance  <b>Papers circulated for CPA</b> <ul style="list-style-type: none"> <li>• Agenda</li> <li>• Performance dashboards</li> <li>• Directorate summaries</li> </ul>	To collate all relevant information into one place  To allow for well informed and constructive member challenge
	n/a	4 <sup>th</sup> Dec 2023	7 <sup>th</sup> March 2024	tbc (June 2024)	CMB members Heads of Service Cabinet Chairs of Scrutiny committees  <b>CPA meeting</b> 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 <sup>th</sup> Dec 2023	Tbc	Tbc	Corporate Performance team  <b>Papers circulated for COSC</b> <ul style="list-style-type: none"> <li>• Cover / summary report</li> <li>• Performance dashboards</li> <li>• Feedback from CPA</li> </ul>	To collate all relevant information into one place and allow for well informed and constructive scrutiny member challenge
n/a	14 <sup>th</sup> Dec 2023	tbc	tbc	  <b>COSC meeting</b> 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 am responsible for:**

- 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](http://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
- 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 CMB member or Head of Service**

### **As a CMB 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 & delivery of Corporate Plan, 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 CPA, Scrutiny etc

### **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 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

### **How do I do this?**

- Contributed 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 CMB 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 CMB / HoS / 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 CMB and HoS 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 PMS including quarterly performance reporting at 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

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# Agenda Item 7

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>3 JULY 2023</b>
<b>Report Title:</b>	<b>CORPORATE PARENTING CHAMPION NOMINATION</b>
<b>Report Owner / Corporate Director:</b>	<b>CHIEF OFFICER – LEGAL &amp; REGULATORY SERVICES, HR &amp; CORPORATE POLICY</b>
<b>Responsible Officer:</b>	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY</b>
<b>Policy Framework and Procedure Rules:</b>	<b>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</b>
<b>Executive Summary:</b>	<p><b>Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004.</b></p> <p><b>The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the ‘Corporate Parent’ therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.</b></p> <p><b>In order to further develop and enhance the Council’s Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.</b></p> <p><b>The Committee is being asked to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.</b></p>

## **1. Purpose of Report**

- 1.1 The purpose of this report is to request the Committee to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

## **2. Background**

- 2.1 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent' therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.
- 2.2 In order to further develop and enhance the Council's Corporate Parenting role with its partners, a Cabinet Committee Corporate Parenting comprising all Members of Cabinet was established by Cabinet on 4 November 2008.
- 2.3 The inaugural meeting of the Cabinet Committee was held on 27 November 2008 where it was agreed that the Cabinet Committee will meet quarterly. The terms of reference for the Cabinet Committee Corporate Parenting are:
- to ensure that care experienced children and young people are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership;
  - to seek the views of children and young people in shaping and influencing the parenting they receive;
  - to ensure that appropriate policies, opportunities and procedures are in place;
  - to monitor and evaluate the effectiveness of the Authority in its role as Corporate Parent against Welsh Government guidance.
- 2.4 At its inaugural meeting, the Cabinet Committee requested that a Corporate Parenting "Champion" be nominated from each of the Overview and Scrutiny Committees to become permanent invitees to the Cabinet Committee.

## **3. Current situation / proposal**

- 3.1 The Committee is requested to nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.
- 3.2 The role of the Corporate Parenting Champion is to represent their Overview and Scrutiny Committee, partaking in discussions with Cabinet over items relating to care experienced children and young people.
- 3.3 It is also suggested that in this role each Champion considers how all services within the remit of Scrutiny affect care experienced children and young people and encourage their own Committee to bear their Corporate Parenting role in mind when participating in Scrutiny.



3.4 Scrutiny Champions can greatly support the Committee by advising them of the ongoing work of the Cabinet Committee Corporate Parenting and particularly any decisions or changes which they should be aware of as Corporate Parents.

#### **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 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long Term – The establishment of the Corporate Parenting Cabinet Committee demonstrates the Authority’s long-term commitment to improving and strengthening their role as Corporate Parents to care experienced children and young people.
- Prevention – The Corporate Parenting Cabinet Committee are preventative in their nature and ensure that appropriate policies, opportunities and procedures are in place for all care experienced children and young people.
- Integration – This report supports all the Well-being Objectives.
- Collaboration – All Members are Corporate Parents and this report supports collaborative working with Cabinet and Members of Scrutiny and emphasises the role of Corporate Parents for all Elected Members.
- Involvement – Corporate Parent Champions provide practical support and guidance to care experienced children and young people to ensure they achieve their well-being goals.

5.2 Nomination of a Corporate Parenting Champion assists in the achievement of the following of the Council’s 7 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015**:-

##### **1. A County Borough here we protect our most vulnerable**

Seeking for children in public care, the outcomes every good parent would want for their own children. All Members have a level of responsibility for care experienced children and young people in Bridgend.

#### **4. A County Borough where we help people meet their potential**

Being ambitious for care experienced children and young people and encouraging and supporting their learning and development to fulfill their potential, whether through education, training or employment and ensuring that care experienced children and young people are seen as a priority by the whole of the Authority and by the Children and Young People's Partnership.

#### **6. A County Borough where people feel valued, heard and part of their community**

Seeking the views of children and young people in shaping and influencing the parenting they receive, supporting voice, choice and control in all aspects of Corporate Parenting through a children's rights approach.

#### **7. A County Borough where we support people to live healthy and happy lives**

Taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.

### **6. Climate Change Implications**

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

### **7. Safeguarding and Corporate Parent Implications**

7.1 The Cabinet Committee Corporate Parenting addresses any impact on children or young people within the care of the Authority, under the Council's responsibility as a Corporate Parent. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

### **8. Financial Implications**

8.1 There are no financial implications arising from this report.

### **9. Recommendation**

9.1 The Committee is asked to nominate one Member of the Committee as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.

### **Background documents**

None.

# Agenda Item 8

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	3 JULY 2023
Report Title:	<b>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</b>
Report Owner / Corporate Director:	<b>CHIEF OFFICER – LEGAL &amp; REGULATORY SERVICES, HR &amp; CORPORATE POLICY</b>
Responsible Officer:	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY</b>
Policy Framework and Procedure Rules:	<b>The work of the Overview and Scrutiny Committees relates to the review and monitoring of plans, policy or strategy that form part of the Council's Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</b>
Executive Summary:	<b>On 30 June 2022, the Committee considered the Call in of a Cabinet decision made on 14 June 2022 in relation to the report on Recycling and Waste Service Post 2024. Following its examination of the decision, the Committee concluded that the Decision would not be referred back to Cabinet for reconsideration but made Recommendations to Cabinet. The Committee's Recommendations were formally reported to Cabinet on 18 October 2022. The Cabinet Response is attached to this report as Appendix A, for the Committee's information.</b>

## 1. Purpose of Report

- 1.1 The purpose of this report is to present the Committee with the Cabinet response to the Recommendations made by the Committee on the Call-In of the Decision of Cabinet of 14 June 2022, in relation to the report on Recycling and Waste Service Post 2024, submitted to Cabinet on 18 October 2022. The Cabinet response is attached as **Appendix A**.

## **2. Background**

- 2.1 In accordance with the Council's Constitution, 3 Members of the Overview and Scrutiny Committees, and a Scrutiny Chair, requested that the Executive decision made by Cabinet on 14 June 2022 be Called-In.
- 2.2 The Committee considered the proposed decision by Cabinet including the reasons for the decision, taking into account whether the decision is in line with corporate priorities and policies.
- 2.3 The role of Councillors exercising Overview and Scrutiny is, amongst other things, to ensure that the development of the Council's policies and the way they are being implemented reflect the needs and priorities of local Communities in the County Borough. As such, in holding the Cabinet to account for the efficient exercise of the executive function, the Overview & Scrutiny process aims to strengthen accountability for the decisions and performance of Bridgend County Borough Council.

## **3. Current situation / proposal**

- 3.1 The Committee considered the Call In on 30 June 2022 and, following its examination of the decision, and detailed discussions with the Cabinet Member for Communities and Officers invited, the Committee concluded that the Decision would not be referred back to Cabinet for reconsideration but made the following Recommendations to Cabinet:
  - a) That any future consideration of the Waste contract be presented to the Corporate Overview and Scrutiny Committee at a suitable time so as to enable pre-decision scrutiny and effective input into any forthcoming decision. The Committee requested that this incorporate any specialist advice that is commissioned for the future waste service model, before referring on to Cabinet, as mentioned at paragraph 9.5 of the Cabinet report;
  - b) That going forward, contingency measures as well as a deeper look at other possible options for waste service provision is fully and openly considered and deliberated;
  - c) That the other options that were considered in order for Cabinet to arrive at the current decision for a short-term waste contract from 2024 to 2026, be published in the public domain to ensure full openness and transparency.
- 3.2 The Committee's Recommendations were formally reported to Cabinet on 18 October 2022.
- 3.3 The Cabinet Response to the Committee's recommendations is formally presented in **Appendix A** to this report, for the Committee's information.

## **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 An assessment under the Wellbeing of Future Generations (Wales) Act 2015 has been made and is outlined in Section 7 of the Cabinet report dated 14 June 2022.

**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 The financial implications are outlined in Section 8 of the Cabinet report dated 14 June 2022.

**9. Recommendation**

9.1 The Committee is recommended to note the Cabinet response to the Recommendations made by the Committee on the Call-In of the of the Decision of Cabinet on 14 June 2022 in relation to the report on Recycling and Waste Service Post 2024, submitted to Cabinet on 18 October 2022, which is attached as **Appendix A** to this report.

**Background documents:** None.

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Date of Cabinet	Report Title	Cabinet Decision	Recommendation/Decision Request	Written Response
18 Oct 2022	Call In of Cabinet Decision: Recycling and Waste Service Post 2024	Cabinet considered the recommendations of the Corporate Overview and Scrutiny Committee as outlined in paragraph 4.1 of the report and agreed to provide a written response to the Committee.	<p>COSC on 30 June 2022 made the following Recommendation:</p> <p>Following consideration and detailed discussion with Officers and the Executive, the Committee agreed by majority that it would not refer the matter back to Cabinet for further consideration but to send a report to a future Cabinet meeting recommending the following:</p> <p>a) That any future consideration of the Waste contract be presented to the Corporate Overview and Scrutiny Committee at a suitable time so as to enable pre-decision scrutiny and effective input into any forthcoming decision. The Committee requested that this incorporate any specialist advice that is commissioned for the future waste service model, before referring on to Cabinet, as mentioned at paragraph 9.5 of the Cabinet report;</p> <p>b) That going forward, contingency measures as well as a deeper look at other possible options for waste service provision is fully and openly considered and deliberated;</p> <p>c) That the other options that were considered in order for Cabinet to arrive at the current decision for a short-term waste contract from 2024 to 2026, be published in the public domain to ensure full openness and transparency.</p>	<p>A) This recommendation is accepted and once a feasibility report has been concluded on the proposed options for the delivery of the waste service post 2026, this can be discussed with COSC prior to any Cabinet decision. The proposed timescale for this is early Autumn 2023.</p> <p>B) This is a similar request to point A above and a commitment is made to discuss all waste service options with Scrutiny Pre-Cabinet decision.</p> <p>C) The only feasible option for the interim waste contract, that is 2024 to 2026, was to tender the contract commercially. This was because of the limited timescales surrounding the decision points and the fact that the service is not being changed at this point in time. The same collection methodology and plant and vehicles are being used, for the two-year period. For the waste services delivery from 2026 however, there will be an opportunity to look at all viable delivery options, including a commercial tender, arm's length company and also the possibility of bringing the service back in house. This work will commence in tandem with the interim contract award and as stated in point A above can be discussed later this year with Scrutiny.</p>

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# Agenda Item 9

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>3 JULY 2023</b>
<b>Report Title:</b>	<b>FORWARD WORK PROGRAMME UPDATE</b>
<b>Report Owner / Corporate Director:</b>	<b>CHIEF OFFICER – LEGAL &amp; REGULATORY SERVICES, HR &amp; CORPORATE POLICY</b>
<b>Responsible Officer:</b>	<b>MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY</b>
<b>Policy Framework and Procedure Rules:</b>	<b>The work of the Overview &amp; Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. Any changes to the structure of the Scrutiny Committees and the procedures relating to them would require the Bridgend County Borough Council Constitution to be updated.</b>
<b>Executive Summary:</b>	<p><b>The Council’s Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</b></p> <p><b>The Council’s Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council’s Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.</b></p> <p><b>The Committee is asked to consider and agree its Forward Work Programme, identify any specific information it wishes to be included in and any invitees they wish to attend for the reports for the next two Committee meetings, identify any further items for consideration on the Forward Work Programme having regard to the criteria set out in the report, consider the Recommendations Monitoring Action Sheet and note that the proposed draft Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of COSC.</b></p> <p><b>The Committee is also asked to note the content of the Dashboards for Quarter 3 Performance against the Corporate Plan 2022-23 and the Regulatory Report Tracker</b></p>

## **1. Purpose of Report**

1.1 The purpose of this report is to:

- a) Present the Committee with the proposed draft outline Forward Work Programme (**Appendix A**) for this Committee for discussion and consideration;
- b) Request any specific information the Committee identifies to be included in the items for the next two meetings, including invitees they wish to attend;
- c) Request the Committee to identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6m of this report;
- d) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track responses to the Committee's recommendations made at previous meetings;
- e) Advise that the proposed draft Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of Corporate Overview Scrutiny Committee (COSC), with the comments from each respective Subject Overview and Scrutiny Committee (SOSC), following consideration in their July Committee meetings.
- f) To present for, information, the Dashboards for Quarter 3 Performance against the Corporate Plan 2022-23 for:
  - Chief Executive's Directorate - **Appendix C**;
  - Communities Directorate - **Appendix D**;
  - Social Services and Wellbeing Directorate - **Appendix E**; and
  - Education and Family Support Directorate - **Appendix F**.
- g) To present, for information, the Regulatory Report Tracker 2022-23 as reported to Governance and Audit Committee on 26 January 2023 - **Appendix G**. A further update to the Tracker will be reported to a future meeting for information, following an updated report to the Governance and Audit Committee.

## **2. Background**

- 2.1 The Council's Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.
- 2.2 The Council's Constitution also provides for each Subject Overview and Scrutiny Committee to propose items for the Forward Work Programme having regard for the Council's Corporate Priorities and Risk Management framework, for the Corporate Overview and Scrutiny Committee to have oversight and refer any cross-cutting topics to a Committee or Research and Evaluation Panel.

## Best Practice / Guidance

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

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

### **3. Current situation / proposal**

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

- 3.1 Following the approval of the schedule of Scrutiny Committee meeting dates at the Annual Meeting of Council on 17 May 2023, the standing statutory reports to this Scrutiny Committee of: the Corporate Plan, the Medium Term Financial Strategy (MTFS) and Budget, Performance and Budget Monitoring, etc. have been mapped to the appropriate timely meeting dates into a draft Forward Work Programme.
- 3.2 The draft outline Forward Work Programme for each Scrutiny Committee have been prepared using a number of difference sources, including:
- Corporate Risk Assessment;
  - Directorate Business Plans;
  - Previous Scrutiny Committee Forward Work Programme report topics / Minutes;
  - Committee / Member proposed topics;
  - Policy Framework;
  - Cabinet Work Programme;
  - Discussions with Corporate Directors;
  - Performance Team regarding the timing of performance information.
- 3.3 There are items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, e.g., the MTFS including draft budget proposals scheduled for consideration in December 2023 and January 2024, following which

the Committee will coordinate the conclusions and recommendations from each of the Subject Overview and Scrutiny Committees in a report on the overall strategic overview of Cabinet's draft Budget proposals to the meeting of Cabinet in February 2024.

- 3.4 An effective Forward Work Programme will identify the issues that the Committee wishes to focus on during the year and provide a clear plan. However, at each meeting the Committee will have an opportunity to review this as the Forward Work Programme Update will be a standing item on the Agenda, detailing which items are scheduled for future meetings and be requested to clarify any information to be included in reports and the list of invitees. The Forward Work Programme will remain flexible and will be revisited at each COSC meeting with input from each Subject Overview and Scrutiny Committee reported and any updated information gathered from Forward Work Programme meetings with Corporate Directors.
- 3.5 The Subject Overview and Scrutiny Committee Draft Forward Work Programmes will be reported to the next meeting of COSC, with the comments from each respective Subject Overview and Scrutiny Committee for coordination and oversight of the overall Forward Work Programme. The SOSC Forward Work Programmes will be included in the standing Forward Work Programme Update report from then on with any feedback from each SOSC meeting included.

#### Identification of Further Items

- 3.6 The Committee are reminded of the Criteria Form which Members can use to propose further items for the FWP which the Committee can then consider for prioritisation at a future meeting. The Criteria Form emphasises the need to consider issues such as impact, risk, performance, budget and community perception when identifying topics for investigation and to maximise the impact scrutiny can have on a topic and the outcomes for people. Criteria which can help the Committee come to a decision on whether to include a referred topic, are set out below:

#### Recommended Criteria for Selecting Scrutiny Topics:

PUBLIC INTEREST:	The concerns of local people should influence the issues chosen for scrutiny;
ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and add value to;
PERFORMANCE:	Priority should be given to the areas in which the Council is not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the County Borough, or a large number of the Authority's service users or its population;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

#### Reasons to Reject Scrutiny Topics:

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

### Corporate Parenting

- 3.7 Corporate Parenting is the term used to describe the responsibility of a local authority towards care experienced children and young people. This is a legal responsibility given to local authorities by the Children Act 1989 and the Children Act 2004. The role of the Corporate Parent is to seek for children in public care the outcomes every good parent would want for their own children. The Council as a whole is the 'Corporate Parent', therefore all Members have a level of responsibility for care experienced children and young people in Bridgend.
- 3.8 In this role, it is suggested that Members consider how each item they consider affects care experienced children and young people, and in what way can the Committee assist in these areas.
- 3.9 Scrutiny Champions can greatly support the Committee in this by advising them of the ongoing work of the Cabinet Committee Corporate Parenting and particularly any decisions or changes which they should be aware of as Corporate Parents.
- 3.10 The draft outline Forward Work Programme for COSC is attached as **Appendix A** for the Committee's consideration.
- 3.11 The Recommendations Monitoring Action Sheet to track responses to the Committee's recommendations made at previous meetings is attached as **Appendix B**.
- 3.12 The following Dashboards for Quarter 3 Performance against the Corporate Plan 2022-23 are attached for information:
- Chief Executive's Directorate - **Appendix C**;
  - Communities Directorate - **Appendix D**;
  - Social Services and Wellbeing Directorate - **Appendix E**; and
  - Education and Family Support Directorate - **Appendix F**.
- 3.13 The Regulatory Report Tracker 2022-23 as reported to Governance and Audit Committee on 26 January 2023 is attached as **Appendix G** for information. A further update to the Tracker will be reported to a future meeting for information, following an updated report to Governance and Audit Committee.

#### **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 5 Ways of Working to guide how public services should work to deliver for people. The following is a summary to show how the 5 Ways of Working to achieve the well-being goals have been used to formulate the recommendations within this report:

- Long-term - The approval of this report will assist in the planning of Scrutiny business in both the short-term and in the long-term on its policies, budget and service delivery.
- Prevention - The early preparation of the Forward Work Programme allows for the advance planning of Scrutiny business where Members are provided an opportunity to influence and improve decisions before they are made by Cabinet.
- Integration - The report supports all the wellbeing objectives.
- Collaboration - Consultation on the content of the Forward Work Programme has taken place with the Corporate Management Board, Heads of Service and Elected Members.
- Involvement - Advanced publication of the Forward Work Programme ensures that stakeholders can view topics that will be discussed in Committee meetings and are provided with the opportunity to engage.

5.2 When setting its Forward Work Programme, the Committee should consider how each item they propose to scrutinise assists in the achievement of the Council's 7 Wellbeing Objectives under the **Well-being of Future Generations (Wales) Act 2015** as follows :-

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

## 6. Climate Change Implications

- 6.1 The Committee should consider how each item they scrutinise affects climate change, the Council's Net Zero Carbon 2030 target and how it meets the Council's commitments to protect and sustain the environment over the long term. There are no Climate Change Implications arising from this report.

## 7. Safeguarding and Corporate Parent Implications

- 7.1 The Committee should consider how each item they scrutinise affects care experienced children and young people, and in what way the Committee can assist in these areas. Safeguarding is everyone's business and means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. There are no Safeguarding and Corporate Parent Implications arising from this report.

## 8. Financial Implications

- 8.1 There are no financial implications arising from this report.

## 9. Recommendation

- 9.1 The Committee is recommended to:
- a) Consider the proposed draft outline Forward Work Programme for the Committee in **Appendix A**, make any amendments and agree its Forward Work Programme.
  - b) Identify any specific information the Committee wishes to be included in the items for the next two meetings, including invitees they wish to attend.
  - c) Identify whether there are presently any further items for consideration on the Forward Work Programme having regard to the selection criteria in paragraph 3.6 of this report.
  - d) Consider the Recommendations Monitoring Action Sheet in **Appendix B** to track responses to the Committee's recommendations made at previous meetings;
  - e) Note that the proposed draft Forward Work Programmes for the Subject Overview and Scrutiny Committees will be reported to the next meeting of COSC, with the comments from each respective SOSC following consideration in their July Committee meetings.
  - f) Note the content of the Dashboards for Quarter 3 Performance against the Corporate Plan 2022-23 for:
    - Chief Executive's Directorate - **Appendix C**;
    - Communities Directorate - **Appendix D**;
    - Social Services and Wellbeing Directorate - **Appendix E**; and
    - Education and Family Support Directorate - **Appendix F**.

- g) Note the content of the Regulatory Report Tracker 2022-23 as reported to Governance and Audit Committee on 26 January 2023 - **Appendix G** and that a further update to the Tracker will be reported to a future meeting for information, following its report to Governance and Audit Committee.

### **Background documents**

None.



**Draft Outline Forward Work Programme**  
**Corporate Overview and Scrutiny Committee**

Monday 3 July 2023 at 10.00am		
Report Topic	Any Specific Information Requested	Invitees
Election of Chairperson		NA
Revenue Budget Outturn 2022-23		<p><b><u>All Cabinet Members</u></b></p> <p><b><u>Officers</u></b>            Chief Executive;            Chief Officer - Finance, Performance and Change;            Corporate Director - Education and Family Support;            Corporate Director - Social Services and Wellbeing;            Corporate Director – Communities; and            Chief Officer Legal and Regulatory Services, HR &amp; Corporate Policy</p>
Draft Corporate Plan Delivery Plan 2023-24		<p><b><u>Cabinet Members</u></b>            Leader of the Council;            Cabinet Member for Finance, Resources and Legal;            Cabinet Member for Community Safety and Wellbeing;</p> <p><b><u>Officers</u></b>            Chief Executive;            Chief Officer Finance, Performance and Change; and            Corporate Policy and Public Affairs Manager</p>
Corporate Parenting Champion Nomination report	To nominate one Member as its Corporate Parenting Champion to represent the Committee as an invitee at meetings of the Cabinet Committee Corporate Parenting.	NA
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 Outline Forward Work Programme		NA

Monday 24 July 2023 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2023-24 – Quarter 1 Revenue Forecast		<p><b><u>All Cabinet Members</u></b></p> <p><b><u>Officers</u></b>            Chief Executive;            Chief Officer - Finance, Performance and Change;            Corporate Director - Education and Family Support;</p>

## APPENDIX A

		Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy
<b>Year End Performance Report 2022-23 (including Council's Performance against its Wellbeing Objectives)</b>		As above.
<b>Draft Self-Assessment</b>		<b><u>Cabinet Members</u></b> Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing;  <b><u>Officers</u></b> Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
<b>PSB JOSC Arrangements</b>		

### Monday 4 September 2023 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
<b>Director of Social Services Annual Report 2022/23</b>		<b><u>Cabinet Members</u></b> Deputy Leader of Council and Cabinet Member for Social Services Health; Cabinet Member for Community Safety and Wellbeing;  <b><u>Officers</u></b> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy;  Head of Adult Social Care; Head of Children's Social Care; Group Manager - Sports and Physical Activity; and Group Manager - Commissioning
<b>Scrutiny Annual Report</b>		NA
<b>Scrutiny Methodology and Key Performance Indicators</b>		NA

## APPENDIX A

Monday 23 October 2023 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
<b>Budget Monitoring 2023-24 – Quarter 2 Revenue Forecast</b>		<b><u>All Cabinet Members</u></b>  <b><u>Officers</u></b> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy
<b>Performance Management Improvement Plan Monitoring</b>		As above and Corporate Policy and Public Affairs Manager

Thursday 14 December 2023 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
<b>Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals*</b>		<b><u>Cabinet Members</u></b>  <b><u>Officers</u></b>
<b>Q2 Performance Report 2023-24</b>		<b><u>All Cabinet Members</u></b>  <b><u>Officers</u></b> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and
<b>Workforce Strategy Monitoring Action Plans</b>		<b><u>Cabinet Members</u></b> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Finance, Resources and Legal;  <b><u>Officers</u></b> Chief Executive; Chief Officer Legal and Regulatory Services, HR & Corporate Policy;  Group Manager – Human Resources and Organisational Development

\*If the Budget Settlement is received late as in previous years, the scrutiny of the Draft MTFS and Budget Proposals will need to be moved to meeting dates to be convened after Cabinet in January 2024.

## APPENDIX A

Tuesday 30 January 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
<b>Scrutiny Recommendations on Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process</b>		<u><b>Cabinet Member</b></u> Cabinet Member for Finance, Resources and Legal; and  <u><b>Officer</b></u> Chief Officer - Finance, Performance and Change
<b>Capital Strategy 2024 – 25 onwards</b>		<u><b>Cabinet Members</b></u> Leader of the Council; Cabinet Member for Finance, Resources and Legal;  <u><b>Officers</b></u> Chief Officer Finance, Performance and Change; and Group Manager – Chief Accountant
<b>Budget Monitoring 2023-24 - Quarter 3 Revenue Forecast</b>		<u><b>All Cabinet Members</b></u>  <u><b>Officers</b></u> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities; and Chief Officer Legal and Regulatory Services, HR & Corporate Policy

Thursday 21 March 2024 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
<b>Corporate Plan Delivery Plan (refreshing PI targets)</b>		<u><b>Cabinet Members</b></u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing;  <u><b>Officers</b></u> Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
<b>Q3 Performance Report 2023-24</b>		<u><b>All Cabinet Members</b></u>  <u><b>Officers</b></u> Chief Executive; Chief Officer - Finance, Performance and Change; Corporate Director - Education and Family Support; Corporate Director - Social Services and Wellbeing; Corporate Director – Communities;

**APPENDIX A**

		Chief Officer Legal and Regulatory Services, HR & Corporate Policy; and Corporate Policy and Public Affairs Manager
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<b>Reports to be Scheduled</b>		
<b>Report Topics</b>	<b>Any Specific Information Requested</b>	<b>Invitees</b>
<b>Cessation of Ukrainian Refugee Host Sponsorship</b>		<b><u>Cabinet Members</u></b>  <b><u>Officers</u></b>  <b><u>External</u></b>
<b>Digital Strategy Review</b>		<b><u>Cabinet Members</u></b>  <b><u>Officers</u></b> Chief Officer - Finance, Performance and Change  <b><u>External</u></b>
<b>Cyber Security</b>		<b><u>Cabinet Members</u></b>  <b><u>Officers</u></b>  <b><u>External</u></b>
<b>Lessons Learned from Redevelopment of Maesteg Town Hall</b>		<b><u>Cabinet Members</u></b>  <b><u>Officers</u></b> Corporate Director – Communities  <b><u>External</u></b>

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**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
30 June 2022	Call-in of Cabinet Decision: Recycling and Waste Service Post 2024	<p>The Committee concluded that the Decision would not be referred back to Cabinet but made a number of recommendations:</p> <p>a) That any future consideration of the Waste contract be presented to the Corporate Overview and Scrutiny Committee at a suitable time so as to enable pre-decision scrutiny and effective input into any forthcoming decision. The Committee requested that this incorporate any specialist advice that is commissioned for the future waste service model, before referring on to Cabinet, as mentioned at paragraph 9.5 of the Cabinet report;</p> <p>b) That going forward, contingency measures as well as a deeper look at other possible options for waste</p>	Scrutiny / Cabinet	Recommendations formally reported to Cabinet 18 October 2022 for consideration and response to be provided to COSC.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		service provision is fully and openly considered and deliberated;  c) That the other options that were considered in order for Cabinet to arrive at the current decision for a short-term waste contract from 2024 to 2026, be published in the public domain to ensure full openness and transparency.		
30 June 2022	Revenue Budget Outturn 2021-22	The Committee requested information be provided on the nature and source of insurance claims in 2021-22.	Scrutiny / Chief Officer Finance, Performance and Change	<b>ACTIONED</b> – response and information circulated 2 September 2022.
30 June 2022	Revenue Budget Outturn 2021-22	The Committee requested information be provided demonstrating the Revenue Reserves held by Directorate.	Scrutiny / Chief Officer Finance, Performance and Change	<b>ACTIONED</b> – response and information circulated 2 September 2022.



**APPENDIX B**

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

**APPENDIX B**

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

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		when referring to the Critical Incident instigated in 2022. (c) should reflect not only the increase in demand on Social Care but also the complexity and nature of referrals being made (particularly in Children's Social Care).		incorporated, as far as possible, into Director of Social Services Annual Report 2022-23.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee recommended that they write a letter, in support of the Deputy Leader, to the Welsh Government Minister for Social Services regarding budgetary pressures.	Scrutiny / Chair of COSC	<b>ACTIONED</b> – Letter sent to Welsh Government Minister for Social Services.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested a written response regarding the Adult, Children and Wellbeing Quality Standards detailing the up to date/current position on each of the 'Next Steps' outlined in the Report.	Scrutiny / Corporate Director -Social Services and Wellbeing	<b>ACTIONED</b> – response and information circulated 27 June 2023.
5 September 2022		The Committee requested a copy of the letter sent by the Deputy	Scrutiny / Deputy Leader and	<b>ACTIONED</b> – response and

**APPENDIX B**

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
	Director of Social Services Annual Report 2021-22	Leader to the Welsh Government Deputy Minister for Social Services regarding workforce concerns.	Cabinet Member for Social Services and Early Help	information circulated 21 October 2022.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested Information regarding the Discharge Hub at the Princess of Wales Hospital and information on how Care and Repair support the service.	Scrutiny / Corporate Director -Social Services and Wellbeing / Head of Adult Social Care	<b>ACTIONED</b> – response and information circulated 22 February 2023.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested information on the innovative ways in which the Council is recruiting staff.	Scrutiny / Corporate Director -Social Services and Wellbeing	<b>ACTIONED</b> – response and information circulated 9 December 2022.
5 September 2022	Director of Social Services Annual Report 2021-22	The Committee requested confirmation of whether Social Services plan to engage primary school children in survey work to set wellbeing baselines for the Council’s review of play sufficiency, as they had done with the secondary school children.	Scrutiny / Corporate Director -Social Services and Wellbeing / Group Manager Sports and Physical Activity	Recommendations circulated requesting response - to be provided. Information being collated.

**APPENDIX B**

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee fully supports the Council's discussions with the UK Government regarding further funding or continuation of the 'Homes for Ukraine' Scheme and noted the impact of the 6-month sponsorship period implemented through the Scheme coming to an end and the risk of refugees becoming homeless. The Committee agreed to monitor this as part of their FWP.	Scrutiny / Chair of COSC / Chief Officer – Finance, Performance and Change	<b>ACTIONED:</b> Item has been added to the FWP for the Committee to be scheduled in the next municipal year. Scrutiny Team liaising with Chair of COSC and Chief Officer – Finance, Performance and Change regarding optimal scheduling.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested that when the Council look to make a press release regarding the upcoming budget consultation that Officers be mindful of improving communication to residents and improving understanding of the budget and purpose of reserves held.	Scrutiny / Corporate Policy & Public Affairs Manager	<b>ACTIONED:</b> Recommendation on the communication of purpose of reserves was included in COSC recommendations on the draft MTFS 2023-2027 formally reported to Cabinet 7 February 2023 for response.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee proposed that BREP consider how the budget is set for the Social Services and Wellbeing (SSWB) Directorate to reflect the demographics of the County Borough, the level of demand and the statutory duties of the Directorate.	Scrutiny/BREP	<b>ACTIONED</b> – BREP actioned.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested that early indications of each Directorate's proposed draft budgets be presented to BREP with potential options for budget reductions at the next related meeting each Director has been invited to attend.		<b>ACTIONED</b> – BREP actioned.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested that they received greater detail on the reasons for the 56.2% variance and significant overspend in the Planning and Development section of the Communities Directorate which the Committee noted was an understaffed department.	Scrutiny / Chief Officer – Finance, Performance & Change / Corporate Director - Communities	<b>ACTIONED</b> – response and information circulated 27 June 2023.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	The Committee requested a written response from the Corporate Director -Social Services and Wellbeing on the following:  a. The reliability of agency workers and providers; b. The cost difference between an agency worker compared to a full time Social Worker;	Scrutiny / Corporate Director -Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>c. On average, how many agency workers work in the SSWB Directorate; and                      d. The average length of stay for agency workers in the SSWB Directorate.</p>		
27 October 2022	Temporary Accommodation	The Committee recommended that a review be conducted on the procurement of temporary accommodation and how to secure its longevity and that this be reported back to the Committee at an appropriate time.	Scrutiny / Head of Partnerships	<b>ACTIONED</b> – response and information circulated 6 April 2023
27 October 2022	Temporary Accommodation	The Committee requested information on the package of support that is provided to families and individuals relocated to temporary accommodation with particular consideration of the impact on the welfare of children who are relocated away from family and friends and whether they have to change school.	Scrutiny / Head of Partnerships	<b>ACTIONED</b> – response and information circulated 6 April 2023
15 December 2022	Quarter 2 Performance Report 2022-23	The Committee Recommended that to ensure the time of the Corporate Overview and Scrutiny Committee (COSC) is used to maximum benefit, that the Subject Overview and Scrutiny	Scrutiny / Committee Members	<b>ONGOING</b> - Recommendation to be actioned by the Committee.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		Committees should scrutinise in detail matters in the remit of those respective Committees.		
15 December 2022	Quarter 2 Performance Report 2022-23	The Committee Recommended that the Task and Finish Group considering fixed and permanent exclusions look at and identify best practice in terms of management of pupil behaviour.	Scrutiny / Corporate Director – Education and Family Support	<b>ACTIONED</b> – response and information circulated 27 June 2023.
15 December 2022	Quarter 2 Performance Report 2022-23 - Communities	The Committee requested how many Community Asset Transfers have been completed between April and September 2022.	Scrutiny / Corporate Director – Communities	Recommendations circulated requesting response - to be provided. Chased.
15 December 2022	Quarter 2 Performance Report 2022-23 - Communities	The Committee requested with reference to the Performance Indicator DCO16.9 CP WBO3 on page 48 of the agenda reports pack, to what does the £275,000 remaining capital receipts relate.	Scrutiny / Corporate Director – Communities	Recommendations circulated requesting response - to be provided. Chased.
15 December 2022	Quarter 2 Performance Report 2022-23 - Communities	The Committee requested the budget breakdown of the remaining £9,000,000 not committed to contracts.	Scrutiny / Corporate Director – Communities	Recommendations circulated requesting response - to be provided. Chased.
15 December 2022	Quarter 2 Performance Report 2022-23 – Education and Family Support	The Committee requested an update on the number of and themes surrounding fixed and permanent exclusions.	Scrutiny / Corporate Director – Education and Family Support	<b>ACTIONED</b> – response and information circulated 27 June 2023.



**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
15 December 2022	Quarter 2 Performance Report 2022-23 - Education and Family Support	The Committee requested an update following the Cabinet Member for Education’s meeting with the Welsh Government Minister to discuss the unattractive limited hours offered in school catering contracts and whether a person seeking to fill the position would have their benefits affected or lost.	Scrutiny / Corporate Director – Education and Family Support	<b>ACTIONED</b> – response and information circulated 27 June 2023.
15 December 2022	Cost of Living Payment Scheme Rollout	The Committee requested an update on the likely commencement of the Digital Strategy review and that it be placed on the Forward Work Programme for COSC as a pre-decision item.	Scrutiny / Chair of COSC / Chief Officer – Finance, Performance and Change	<b>ACTIONED:</b> Item has been added to the FWP for the Committee to be scheduled in the next municipal year. Scrutiny Team liaising with Chair of COSC and Chief Officer – Finance, Performance and Change regarding optimal scheduling.
15 December 2022	Cost of Living Payment Scheme Rollout	The Committee requested that when there are difficulties in rolling out schemes such as the Cost of Living Payment Scheme, that Members be briefed so that they may cascade information to the public and help manage their expectations.	Scrutiny / Chief Officer – Finance, Performance and Change	<b>ACTIONED</b> – response and information circulated 27 June 2023.
15 December 2022	Re-Development of Maesteg Town Hall	The Committee requested a written response regarding a	Scrutiny / Corporate	Recommendations circulated requesting response - to be provided. Chased.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		recovery programme to include: <ul style="list-style-type: none"> <li>a. whether the project can be frontloaded with additional workers to complete the project in a shorter timescale; and</li> <li>b. if so, how much it would cost; or</li> <li>c. whether it would be better to keep costs to a minimum; and</li> <li>d. the time of delivery/delays against costs for frontloading.</li> </ul>	Director – Communities	
15 December 2022	Re-Development of Maesteg Town Hall	The Committee requested assurance that there will be no further delays or expenditures incurred for the project.	Scrutiny / Corporate Director – Communities	Recommendations circulated requesting response - to be provided. Chased.
15 December 2022	Re-Development of Maesteg Town Hall	The Committee requested following completion of the project, that a lessons learned report be placed on the Forward Work Programme for COSC.	Scrutiny / Chair of COSC / Corporate Director - Communities	<b>ACTIONED:</b> Item has been added to the FWP for the Committee to be scheduled in the next municipal year following completion of the project. Scrutiny Team liaising with Chair of COSC and Corporate Director - Communities regarding optimal scheduling.

**APPENDIX B**

<b>Date of Meeting</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
18 January 2023	Medium Term Financial Strategy 2023-24 to 2026-27	The Committee made recommendations, comments, and requests.	Scrutiny / Chair of COSC	<b>ACTIONED:</b> Recommendations formally reported to COSC and onward to Cabinet 7 February 2023 for consideration and response to be provided to COSC.
31 January 2023	Budget Monitoring 2022-23 – Quarter 3 Revenue Forecast	The Committee Recommended whilst acknowledging that the PSVAR Regulations prevent commercial places on school transport, that the prospect of commercial places be at the forefront of discussions with new providers due to the rising number of frustrated parents prepared to pay for transport.	Scrutiny / Corporate Director – Education and Family Support	<b>ACTIONED</b> – response and information circulated 27 June 2023.
31 January 2023	Budget Monitoring 2022-23 – Quarter 3 Revenue Forecast	The Committee Recommended that all national legislative commitments need to be fully funded.	Scrutiny / Chair of COSC	<b>ACTIONED:</b> Included in the recommendations formally reported to COSC and onward to Cabinet 7 February 2023 for response.
31 January 2023	Budget Monitoring 2022-23 – Quarter 3 Revenue Forecast	The Committee requested detail of what is entailed in the supplies and services budgets, with reference to paragraph 4.2.6 of the report, that there had been ‘a review of the budgets within the Education and Family Support Directorate took place during quarter 3 with replacement	Scrutiny / Corporate Director – Education and Family Support	<b>ACTIONED</b> – response and information circulated 27 June 2023.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		savings identified from supplies and services budgets’.		
31 January 2023	Budget Monitoring 2022-23 – Quarter 3 Revenue Forecast	The Committee requested sight of the risk register relating to the significant shift of £15.352 million due to the Social Services Directorate projecting an overspend of £9.421 million at year end compared to compared to the 2021-22 outturn position of a £5.931 underspend.	Scrutiny / Corporate Director – Social Services and Wellbeing	<b>ACTIONED</b> – response and information circulated 27 June 2023.
31 January 2023	Budget Monitoring 2022-23 – Quarter 3 Revenue Forecast	The Committee requested, with reference to the table showing the projected variances in the three service areas in Children’s Social Care, the budget allocated to each.	Scrutiny / Chief Officer – Finance, Performance & Change / Corporate Director – Education and Family Support	Recommendations circulated requesting response - to be provided. Information being collated.
31 January 2023	Corporate Plan 2023-2028	The Committee Recommended that consideration be given to accessible promotion and communication of the Corporate Plan to the public with consideration given to the digitally challenged, older residents and those with sight difficulties.	Scrutiny / Corporate Policy and Public Affairs Manager	<b>ACTIONED</b> – response and information circulated 21 February 2023.
31 January 2023	Corporate Plan 2023-2028	The Committee Recommended that consideration be given to engaging Town and Community	Scrutiny / Corporate Policy	<b>ACTIONED</b> – response and information circulated 21 February 2023.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		Councils to promote and distribute the Corporate Plan in local community centres and other hubs.	and Public Affairs Manager	
31 January 2023	Corporate Plan 2023-2028	The Committee Recommended that consideration be given to the infographics of Council Tax and Council spend being sent out with the Council Tax Demand letters.	Scrutiny / Corporate Policy and Public Affairs Manager	<b>ACTIONED</b> – response and information circulated 21 February 2023.
31 January 2023	Corporate Plan 2023-2028	The Committee requested mock-up infographics showing a breakdown of Council spend by per day, per household and per person for the Committee to comment on which would be most helpful to residents.	Scrutiny / Corporate Policy and Public Affairs Manager	<b>ACTIONED</b> – response and information circulated 21 February 2023.
31 January 2023	Corporate Plan 2023-2028	Concerns were expressed over the usefulness of Key Performance Indicators (KPIs) without objectives and key results (OKRs) and the Committee requested the Annual Action Plan which it heard would contain that information and if not available, an indication when it will be.	Scrutiny / Corporate Policy and Public Affairs Manager	<b>ACTIONED</b> – response and information circulated 21 February 2023.
31 January 2023	Capital Strategy 2023-24 Onwards	The Committee Recommended that fleet services consider leasing vehicles and machinery rather than purchasing them outright to determine whether this	Scrutiny / Corporate Director – Communities	Recommendations circulated requesting response - to be provided. Chased.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		could provide savings on maintenance and replacements and that evidence of this be provided in a written response to the Committee.		
31 January 2023	Capital Strategy 2023-24 Onwards	The Committee requested a Member's Briefing to assist Members' understanding of the Capital Strategy.	Scrutiny / Chief Officer - Finance, Performance and Change	<b>ACTIONED</b> – response and information circulated 27 June 2023.
31 January 2023	Scrutiny Recommendations on Medium Term Financial Strategy 2023-24 to 2026-27 and Draft Budget Consultation	The Committee Recommended that all four Scrutiny Committees' recommendations be presented, unamended, to Cabinet as COSC's recommendations.	Scrutiny / Chair of COSC	<b>ACTIONED:</b> Recommendations formally reported to COSC and onward to Cabinet 7 February 2023 for consideration and response to be provided to COSC.
31 January 2023	Scrutiny Recommendations on Medium Term Financial Strategy 2023-24 to 2026-27 and Draft Budget Consultation	The Committee Recommended that there be an additional recommendation from COSC that there be a communication to residents to improve understanding of the purpose of reserves and earmarked reserves held by the Council.	Scrutiny / Chair of COSC	<b>ACTIONED:</b> Recommendations formally reported to COSC and onward to Cabinet 7 February 2023 for consideration and response to be provided to COSC.
2 March 2023	Workforce, Recruitment and Retention	The Committee Recommended in recognition of the value that veterans can bring to Council roles and the Council's Guaranteed Interview Scheme for Veterans that meet the essential	Scrutiny / Chief Officer Legal, Regulatory and Human Resources and Monitoring Officer	<b>ACTIONED</b> – response and information circulated 21 March 2023.

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		criteria for a role, that consideration be given to how best to target veterans to encourage them to apply for vacancies		
2 March 2023	Workforce, Recruitment and Retention	That a review be undertaken to consider the time elapsed between applications to adverts for positions and the time for those new employees to start in their new posts.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources and Monitoring Officer	<b>ACTIONED</b> – response and information circulated 21 March 2023
2 March 2023	Workforce, Recruitment and Retention	1. A written response confirming:  a. Whether any of the Council’s graduates are funded from the Cardiff City Region (CCR) Graduate Scheme; and  b. If not, whether any funding would be forthcoming from the CCR Graduate Scheme to fund future graduate positions; and  c. How many graduates that are funded through the CCR Graduate Scheme work in local authorities.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources and Monitoring Officer	<b>ACTIONED</b> – response and information circulated 21 March 2023

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
2 March 2023	Workforce, Recruitment and Retention	A breakdown of time periods over which the 144 apprenticeships took place.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources and Monitoring Officer	<b>ACTIONED</b> – response and information circulated 21 March 2023
2 March 2023	Workforce, Recruitment and Retention	A breakdown of how many new employees completed their probationary period of employment and how many new employees left the authority within the first 12 months of their employment.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources and Monitoring Officer	<b>ACTIONED</b> – response and information circulated 21 March 2023
2 March 2023	Corporate Plan Delivery Plan	That the plan should: a. Move away from Key Performance Indicators (KPIs) which look back at what has happened in favour of measures that drive behaviour to a transformative change, e.g.: i) Business process measures ii) Customer experience measures b. Have the support of ICT colleagues to assist with the production of a quality programme which allows	Scrutiny / Chief Executive	<b>ACTIONED</b> – response and information circulated 9 May 2023



**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		<p>for a straightforward and prompt analysis of any measures of concern; and</p> <p>c. Demonstrate, across all Directorates, a consistency of approach and understanding of the RAG status.</p>		
2 March 2023	Corporate Plan Delivery Plan	The Committee Recommended That consideration be given to the inclusion of Objective and Key Results (OKRs) which often provide context to KPIs and measures and to the inclusion of trend arrows which may demonstrate areas which have improved and areas which may have declined.	Scrutiny / Chief Executive	<b>ACTIONED</b> – response and information circulated 9 May 2023
2 March 2023	Corporate Plan Delivery Plan	The Committee Recommended In recognition of the intention for the Delivery Plan to be resident focussed, Officers and Members be mindful that measures developed be what residents would consider important to them.	Scrutiny / Chief Executive	<b>ACTIONED</b> – response and information circulated 9 May 2023
2 March 2023	Corporate Plan Delivery Plan	The Committee requested that the Officers map out ideas and what other local authorities are doing to measure how to best drive forward best ways of	Scrutiny / Chief Executive	<b>ACTIONED</b> – response and information circulated 9 May 2023

**APPENDIX B**

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		working and present this to Members at the Members Development Session to be scheduled at the end of April 2023		
2 March 2023	Disabled Facilities Grant (DFG) – Progress Report and Position Statement	The Committee noted that an information leaflet was being co-produced with Occupational Therapists advising DFG applicants of the contact details and process, and recommended that consideration be given to other ways in which communication with applicants can be improved; noting the need for the communication to be accessible to all applicants and to assist in managing their expectations.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources	<b>ACTIONED</b> – response and information circulated 27 June 2023.
2 March 2023	Disabled Facilities Grant (DFG) – Progress Report and Position Statement	The Committee Recommended that the information contained in the leaflet referred to in 10. above be made available on the Council’s website	Scrutiny / Chief Officer Legal, Regulatory and Human Resources	<b>ACTIONED</b> – response and information circulated 27 June 2023.
2 March 2023	Disabled Facilities Grant (DFG) – Progress Report and Position Statement	A breakdown of the number of DFGs awarded by tenure over the last three years.	Scrutiny / Chief Officer Legal, Regulatory and Human Resources	<b>ACTIONED</b> – response and information circulated 27 June 2023.

## CHIEF EXECUTIVE – PERFORMANCE Q3

In a continuation of the headlines from the Quarter 2 update the issues of significant ‘in year’ pressures and increased demand for some services, for example homelessness, legal and human resources, creating issues with capacity, resilience and ability to meet our required service standards are still pertinent. This is compounded by an inability to appoint to some posts leaving high vacancy levels and increasing sickness absence which reduces resilience.

Greater financial uncertainty about future years funding making planning to deliver sustainable services more difficult, pay awards and inflationary costs well in excess of the originally budgeted amounts, creating pressures and challenges across the organisation and within the Directorate, and making it difficult to address all of the issues in service areas where capacity and performance is currently sub optimal.

Commitments 2022-23		RAG – current progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators													
Q3 2022-23 Directorate Commitments to delivering Wellbeing Objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q3 2021-22	Performance vs Target	Trend vs Q3 2021-22 (Excluding finance)												
Wellbeing Objective One – Supporting a successful sustainable economy	1				1																
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	2			1	1																
Wellbeing Objective Three – Smarter use of resources	4			1	3																
<b>Finance</b>						<b>Risks</b>															
<p><b>Revenue Budget</b></p> <ul style="list-style-type: none"> <li>The net revenue budget for the Directorate for 2022-23 is £23.498m.</li> <li>The current year-end projected outturn is £22.326m with a projected under spend of £1.172 million.</li> </ul> <p><b>Capital Budget</b></p> <ul style="list-style-type: none"> <li>At Q3 the capital budget for the Directorate for 2022-23 is <b>£5.783m</b>, with total expenditure of <b>£1.683m</b> and no foreseen under or overspend to planned budget.</li> </ul> <p><b>Efficiency Savings</b></p> <table border="1"> <thead> <tr> <th>Savings (£000)</th> <th>2022-23</th> <th>% 2022-23</th> </tr> </thead> <tbody> <tr> <td><b>Savings Target</b></td> <td>£48</td> <td>100%</td> </tr> <tr> <td><b>Likely to be achieved</b></td> <td>£48</td> <td>100%</td> </tr> <tr> <td><b>Variance</b></td> <td>£0</td> <td>0%</td> </tr> </tbody> </table>						Savings (£000)	2022-23	% 2022-23	<b>Savings Target</b>	£48	100%	<b>Likely to be achieved</b>	£48	100%	<b>Variance</b>	£0	0%	<p>Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix F and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates. The Corporate Risk Assessment was reviewed during this period and reported to Governance and Audit Committee in January 2023. The Committee reviewed the risk SS-2023-01 – Significant service pressures in the health and social care services could impact on the ability of services to support vulnerable individuals – in detail at that meeting.</p> <p>The main risks for the Directorate remain similar to those outlined in Quarter 2, relating to budget, workforce issues of recruitment and retention, compounding issues of capacity and resilience. Increased demand for some services continues to also be prevalent and is acute in our homelessness service.</p> <p>Workforce - The labour market remains very challenging in many disciplines, including social care. Some measures have been implemented to seek to mitigate and treat the risks including use of the new market supplement policy, an enhanced grow your own programme for both apprentices and graduates and more innovative practise around things like international recruitment. However, out of necessity, while clearly undesirable, the use of agency staff remains high in some areas and vacancies impact on the capacity of the organisation to deliver all of its objectives and can lead to an impact on wellbeing and increased pressure on the depleted number of staff in work. The issues of our lack of senior management capacity and resilience as raised as a significant corporate risk by Audit Wales remain. There is also a worrying trend of increased sickness absence particularly around stress and anxiety, which undoubtedly, together with the high vacancy levels in some services, has an impact on those that remain in work. We are also beginning to see experienced staff retire earlier than they might have done, and others leave the organisation. A formal exit interview protocol will be introduced to analyse this issue further.</p>			
Savings (£000)	2022-23	% 2022-23																			
<b>Savings Target</b>	£48	100%																			
<b>Likely to be achieved</b>	£48	100%																			
<b>Variance</b>	£0	0%																			

Additional financial information is provided in the Budget Monitoring 2022-23– Quarter 3 Revenue Forecast report presented to Cabinet on 17 January 2023.

Budget – the budget for the current year remains under significant pressure due to the impact of inflation across the services, in particular energy and commodity costs, the pay rise agreed for this year and the cost of living situation. The projected overspend position had improved at the end of Q3 and the budget will continue to be closely monitored and reported to Cabinet and the Corporate Overview and Scrutiny Committee (COSC). This pressure is also being evidenced in the capital programme in a number of ways including a reduction in the number of tenders being received for schemes, the cost of tenders being higher than anticipated and delays due to issues within the supply chain.

Budget planning – the financial pressures being experienced in the current year are predicted to continue into the 2023/2024 financial year and therefore have been brought into the budget planning process. The final budget proposals have taken into account, where possible, the increased service and financial pressures across all services but finite resources do not allow every issue or growth bid to be addressed.

Homelessness – the number of individuals and families presenting as homeless continues to be above the pre pandemic levels as a result of a change in Welsh Government guidance in this area. There is a shortage of suitable accommodation in the county borough. The service continues to work with the social and private landlords to address this matter, but this will take time to achieve. In the short term, the Council is working with V2C to bring some long-term void properties back into use and these properties are planned to be back in use by the end of this financial year. The other changes to our policies and management of empty homes, and the proposed Council Tax increases on these homes present both a stick and carrot to encourage them to be brought back into beneficial use. However, there remain over 400 people in temporary accommodation awaiting the provision of a suitable, permanent home.

### Consultation, Engagement & Involvement

- The budget survey for the 23/24 budget was launched at the end of Q3. The findings will inform the final budget proposals and Corporate Plan objectives moving forward to be reported to Cabinet at the end of February and Council on March 1st for approval.
- An annual staff survey was circulated during quarter 3. This engaged staff and their responses will feed into the ongoing development of the strategic workforce plan as well as inform some of the corporate plan objectives.
- A peer review, through the Local Government Association, has been commissioned to review our communications and marketing function, recognising the increased need for this to be more effective with regard to both internal and external communications and aligned with our need to consult, engage and involve residents to inform our corporate performance self assessment and delivery of the Corporate Plan.

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

The issues and challenges remain consistent with those set out in Quarter 2, as set out below;

- The Chief Executives Directorate (CEXs) has a saving target of £48,000 in the current financial year and is on target to meet this requirement. The impact of the savings is anticipated to be minimal.
- The service is showing underspends in a number of service as a result of staffing vacancies, which remain vacant despite having been advertised. Whilst this supports the overall financial position, it is putting teams that are already working at capacity, under additional pressure and will impact on the ability of teams to complete work in a timely manner.
- The overall increased demand on services and the workforce challenges which mean that we are often operating with reduced capacity as many posts can not be filled are creating some service performance issues. Forecasted financial reductions moving forward will be difficult to identify without further compromising service quality, which in turn has direct impact on other front line services where the corporate support lies in the CEXs Directorate.

Specifically the current performance challenges include:

- Homelessness indicators continue to be 'red' or trending downwards.
- % of households threatened with homelessness successfully prevented from becoming homeless, achievement at risk. Duty on local authorities brought in during the pandemic has brought unprecedented demand on social housing stock, and Welsh Government (WG) sets a high bar for acceptable solutions.
- 168 Ukrainian refugees in Bridgend requiring long term housing has increased demand for homes.
- Impact of the Renting Homes (Wales) Act 2016 and a buoyant private sector market, has reduced the number of homes available to rent as landlords choose to pursue other options.
- Directorate sickness has increased marginally, as measured by the number of working days or shifts per FTE lost due to sickness, The overall Council position at quarter 3 is 9.77 days.
- The majority of sickness in the CEXs is long term at 75%. There is a continuing upward trend (from 72% in Q3 last year, 74% in Q2)
- Over 50% of all sickness relates to stress, anxiety and depression.

- Significant recruitment and retention problems mean that vacancy levels are high in many services causing capacity issues but leading to increased pressure on those staff working and a fatigued and depleted workforce.
- Increased demand for many services means that the design and resourcing of some services can not easily cope.
- Increased uncertainty in terms of service sustainability and ongoing changes to work practices and environment.
- Progress with regard to further sharing office space with South Wales Police and rationalising our estate.
- Hybrid working policy generally proving successful, ongoing work looking to improve 'responsiveness', and deal with outstanding issues such as the reintroduction of the staff and elected member parking scheme
- Member portal and referral system undertaking a current review, hugely increased volume of referrals causing capacity issues and some elected member frustration.

Regulatory Tracker							
Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	BRAG (at Q3)	Open/Closed
Oct 2022	Audit Wales, Springing Forward - Strategic Workforce Management	R1 The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.	Kelly Watson	June 2023	There has been engagement with WLGA to identify priorities for improvement for workforce planning across the Council.	Amber	Open
		R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Kelly Watson	September 2023	These will be developed over time as workforce planning arrangements and service workforce plans evolve.	Amber	Open
		R3 The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.	Kelly Watson	June 2023	A sub group of the HRD (HR Directors) network has been established and terms of reference were established in November 2022. The aim is to review workforce benchmarking, to ensure value, what info / data is needed, why and how it will be used.  A set of clear definitions will be established to focus on and illustrate what good workforce management looks like in a local authority.	Green	Open
June 2021	Audit Wales, Review of Arrangements to Become a 'Digital Council'	P1 The Council could improve its Digital Strategy.	Martin Morgans	December 2023	A light touch review of the Digital Strategy was completed in 2022. A full review will be undertaken in 2023 when the Digital priorities for the Council have been reaffirmed.	Amber	Open
		P2 The Council should strengthen some governance arrangements to deliver the strategy.	Carys Lord	n/a	A digital Transformation Board is now in place, consisting of representation from across all service areas. Updates from each Board meeting is fed back to Directorate DMT meetings and to CMB on a quarterly basis.	Blue	Closed
		P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change.	Martin Morgans	December 2023	When the new digital strategy is agreed, it is proposed to launch the new strategy and then a regular update will be included in the staff news letter. Work is also being done to develop an Extranet/Intranet to aid communication with employees that don't have corporate ICT so that they can access via their own ICT equipment.	Amber	Open





**KEY:**

Page 134

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

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

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

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	<b>CP</b>	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		



## WBO1: Supporting a successful sustainable economy

### Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: • Deliver and implement the corporate procurement strategy to boost the foundational economy (CED)	Green	Quarter 3: Work is continuing with procurement strategies factoring in social value/carbon reduction. The majority of tenders are weighted heavily on quality as opposed to price. Work is ongoing and strategies are starting to include pre market engagement events to work with the market on Covid recovery, Brexit and any potential barriers the tendering process brings to bidders. We have recently invested in a Category Specialist attending a Circular Economy Innovation Communities Programme (CEIC). The CEIC Programme supports public services officers to develop new service solutions to enhance productivity and deliver Circular Economy (CE) benefits. A fully-funded 10 month programme from Swansea University and Cardiff Met delivers workshops, site visits, action learning, peer learning and expert support to enable officers to co-create new products or service solutions and to implement with support. Work is progressing with the development of a new pre-tender form, that will be re-named to a commissioning form, this will ensure commissioners and procurement staff are considering social value/decarbonisation and the circular economy. A recent project has been set up - Supplier Relationship Management with the intentions of understanding and developing the local economy.	Following the completion of the CEIC programme, knowledge will be shared across the council.

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

### Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.3	Work with households and partners to prevent people from becoming homeless, and support vulnerable people including rough sleepers, by providing a range of accommodation options reacting to the changing guidance from Welsh Government as part of the COVID19 response. Aiming to support households to transition into long term solutions to prevent homelessness and escalation into statutory services. (CED)	Green	Quarter 3: The all in approach continues and homelessness presentations continue to increase as a result, accommodation is being sought from the private sector including the tourism sector ie AirBNB. Work continues to take place with RSL's of the development programme and investigation of schemes or projects that could be developed by The Transitional Accommodation Capital Programme. This grant is currently funding works of 35 long term empty properties with V2C supplemented by capital support from the Council. Investigation of other schemes are on-going	

### Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
DOPS39 CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. <b>Lower Preferred</b>	19.2%	30%	4%	30%	6%	10.6%	↑	Quarterly Indicator <b>Target Setting:</b> WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response <b>Performance:</b> <i>No Performance Comments</i>

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">PAM/012 (DOPS15)</a> CP WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless <b>Higher Preferred</b>	30.5%	30%	12.4%	30%	11.4%	7.9%	↑	Quarterly Indicator <b>Target Setting:</b> WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response <b>Performance:</b> The number of households presenting as homeless have increased considerably since the covid pandemic. The demand on social housing far outweighs supply resulting in households having to wait longer for accommodation, most certainly it is not available during the period in which a household is supported under a prevention duty. There was an influx of applicants presenting as a result of notices being served in the Private Rented Sector (PRS), anecdotally we see this as a result of the new renting homes legislation. The PRS continues to shrink as a result of landlord selling and those still in the market considerably increase their rent prices or, move into the tourism sector and offer properties through air BnB to receive a much higher return.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO2.2.4</a>	Work with landlords to return empty properties back into use helping to increase the availability of housing for sale or rent in line with the empty property strategy. (CED)	Amber	Quarter 3: The Renting Homes Act continues to have an impact with anecdotal evidence being that private sector landlords are not encouraged to enter the sector and that social housing rent levels are so low compared to market rents that it is not proving an incentive.	A report is going to Cabinet on 7th Feb for approval to participate in the new Empty Properties Scheme and enter into a SLA with RCT as the lead organisation

## Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">PAM/045</a> CP WBO2	Number of additional dwellings created as a result of bringing empty properties back into use <b>Higher Preferred</b>	3	7	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Target Retained <b>Performance:</b> No Performance Comments
<a href="#">PSR004 (PAM/013)</a> CP WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority <b>Higher Preferred</b>	4.89%	6%	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Target Retained <b>Performance:</b> No Performance Comments



## Other indicators linked to achieving WBO2

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">AM/015 (PSR002)</a> Local WBO2	Average number of calendar days taken to deliver a Disabled Facilities Grant <b>Lower Preferred</b>	282.12 days	240 days	280.32 days	240 days	295.03 days	261.42 days	↓	Quarterly Indicator <b>Target Setting:</b> Target set to reflect internal and external factors currently in place <b>Performance:</b> Staff recruitment has had a detrimental effect on delivery timescales with only 1 senior surveyor and 1 assistant surveyor as permanent members of staff being in place for periods of time. Mitigating action has been taken and the team has taken on agency surveyors to increase turnover as soon as possible. Fluctuations between quarters is to be expected due to the many variable involved in delivering a DFG which can include holiday periods, availability of contractors and materials, applicants preferences.
<a href="#">PSR009a</a> Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people <b>Lower Preferred</b>	421 days	240 days	91 days	240 days	91 days	374.33 days	↑	Quarterly Indicator <b>Target Setting:</b> Target set to reflect internal and external factors currently in place <b>Performance:</b> The value of zero days reported at Q3 indicates that there were no DFGs certified as complete within the period. Staff recruitment has had a detrimental effect on delivery timescales with only 1 senior surveyor and 1 assistant surveyor as permanent members of staff being in place for periods of time. Mitigating action has been taken and the team has taken on agency surveyors to increase turnover as soon as possible. The mitigating actions identified above will increase turnover. Children's cases tend to be large complex cases which can cross over reporting periods. With cases started in one period not concluding for many months.
<a href="#">PSR009b</a> Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults <b>Lower Preferred</b>	286.27 days	240 days	280.32 days	240 days	295.03 days	280.49 days	↙	Quarterly Indicator <b>Target Setting:</b> Target set to reflect internal and external factors currently in place <b>Performance:</b> Staff recruitment has had a detrimental effect on delivery timescales with only 1 senior surveyor and 1 assistant surveyor as permanent members of staff being in place for periods of time. Mitigating action has been taken and the team has taken on agency surveyors to increase turnover as soon as possible. Fluctuations between quarters is to be expected due to the many variable involved in delivering a DFG which can include holiday periods, availability of contractors and materials, applicants preferences.

## WBO3: Smarter use of resources

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.1</a>	Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend. (CED)	Amber	Quarter 3: Work is still ongoing with the regional delivery group and the priority for this year is the re-tender of the food frameworks led by Caerphilly. There has been delays with the re-tendering of these frameworks due to capacity within Caerphilly and the need to carry out market research on local supply chain.  For common and repetitive spend, where economies of scale is appropriate, national frameworks will continue to be utilised. There have been 6 Regional frameworks set up so far. We will also continue to utilise the SEWSTAP consultancy framework for specialist projects.	The next steps are for the regionally food group to convene to agree specifications and lotting strategies. The intention is for Caerphilly to award these frameworks by the end of the year. Bridgend has put standalone contracts in place to ensure compliance until the regional frameworks are running.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.2</a>	Provide support to facilitate organisational and cultural change. This will include workforce engagement; the development of new and existing employees; and enhancing skills capacity through investment in the corporate apprenticeship programme. (CED)	Green	Quarter 3: There has been regular promotion of wellbeing resources to employees including new resources on financial wellbeing. The staff survey was launched in December 2022 and provides opportunity for employees to comment on a variety of areas including culture, performance, communication, learning and development, employee wellbeing and hybrid working. The survey closed at the end of January and responses will be reviewed and analysed. Our grow your own schemes offer opportunities for skills development while assisting the council with workforce planning. 4 graduates have taken up employment during Q3.	

## Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">CED28</a> Local WBO3	Percentage of staff participating in the staff survey <b>Higher Preferred</b>	33.04%	44.5%	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Target Retained <b>Performance:</b> No Performance Comments
<a href="#">DOPS36</a> CP WBO3	The number of apprentices employed across the organisation <b>Higher Preferred</b>	40	36	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> To increase the number of apprentices employed across the organisation <b>Performance:</b> No Performance Comments
<a href="#">PAM/044</a> Local WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees <b>Higher Preferred</b>	14.06	N/A	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> To increase the number of apprentices employed across the organisation <b>Performance:</b> No Performance Comments

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.3</a>	Implement the planned budget reductions identified in the MTFS, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (CED)	Green	Quarter 3: The Chief Executive's Directorate is currently projecting no shortfalls against any of the MTFS proposals for 2022-23. The net budget for the Directorate for 2022-23 is £23.498 million. Projections at Quarter 3 anticipate an under spend against this budget of £1.172 million. Future MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	

## Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DRE6.1.1</a> CP WBO3	Percentage budget reductions achieved (Overall BCBC budget) <b>Higher Preferred</b>	96.3%	100%	61.3%	100%	72.1%	96.3%	N/A	Quarterly Indicator <b>Target Setting:</b> Target Retained <b>Performance:</b> The current position is a projected shortfall on the 2022-23 savings target of £176,000 or 27.9% of the overall reduction target. The most significant budget reduction proposals unlikely to be achieved in full are:- • SSWB 2 – remodelling of day service provision for older people and learning disability services (£81,000 shortfall). Efficiencies have been identified, however work is ongoing to further develop the remodelling to meet the savings target in full. • COM 3 – change the composition of household food waste bags (£35,000 shortfall). Budget reduction proposal has been delayed due to ongoing national research and debate surrounding composition of household food waste bags, to ensure any potential changes in legislation do not impact on the proposal. • COM5 – commercially let a wing of Ravens Court to a partner organisation or business (£50,000 shortfall) – delay in progressing budget reduction proposal whilst the future service delivery model is being developed. Directors continue to work with their staff to deliver their proposals or alternatives and this is reflected in the forecast year end spend.

## Performance Indicators

PI Ref No	PI Description	Annual indicator target 22-23 £'000	Performance as at Q3						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">CED21</a> CP feeder Local WBO3	The value of proposed MTFs budget savings in the Chief Executive's Directorate <b>Higher preferred</b>	£48	£0	0%	£0	0%	£48	100%	See WBO3.2.3

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.4</a>	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (CED)	Green	Quarter 3: The Future Service Delivery Board continues to direct work to ensure the Council is able to adapt its ways of working, make better use of assets and build on the technical progress accelerated by Covid whilst ensuring alignment with the work of the Digitalisation Board. The Council now has its new Flexitime scheme and Hybrid Working Policy in place and the hybrid meeting rooms have been rolled out alongside the revised office layout. All continue to be monitored with input being sought from staff via the staff survey. In addition, software options are being explored that could allow us to further progress the automation of Council services.	

## Other indicators linked to achieving WBO3

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">PAM/023 (PPN009)</a> Local WBO3	Percentage of food establishments that meet food hygiene standards <b>Higher Preferred</b>	97.38%	94%	98.21%	94%	98.27%	97.42%	↑	Quarterly Indicator <b>Target Setting:</b> Target Retained <b>Performance:</b> 1310 premises are broadly compliant out of the 1333 premises inspected.

## Other Performance Indicators (not linked to WBOs)

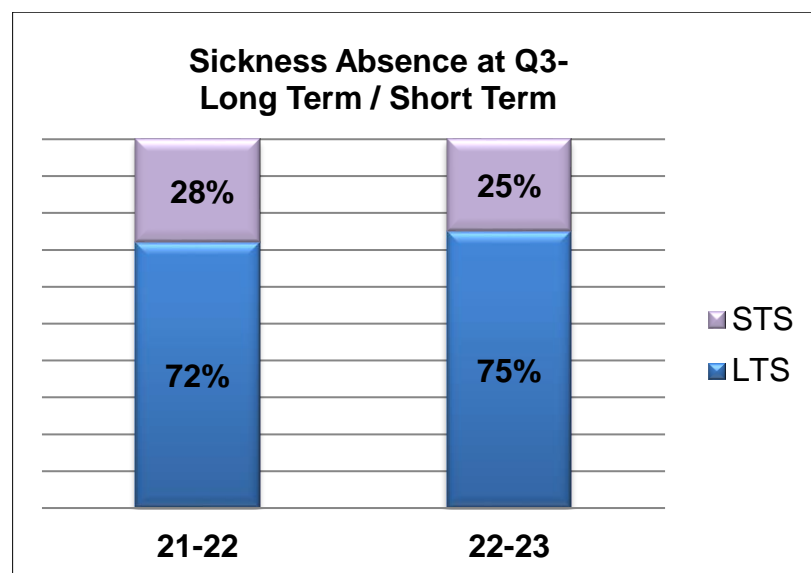
PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">CED22</a> Local Other priority	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate <b>Lower Preferred</b>	7.08 days	No target	3.55 days	No target	6.24 days	5.39 days	↓	Quarterly Indicator <b>Target Setting:</b> To improve performance <b>Performance:</b> The Directorate's absence rate has seen an increase when compared with the previous year for 1 April to 31 December. Overall monitoring of absence levels is undertaken at the Directorate Management Team meetings, where there is a focus on compliance with policy and procedures. All longer term absences are being managed in accordance with the absence management policy and there continues to be a focus on supporting employees to manage their wellbeing.
<a href="#">CHR002 (PAM/001)</a> Local Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) <b>Lower Preferred</b>	12.36 days	No target	5.89 days	No target	9.77 days	8.96 days	↙	Quarterly Indicator <b>Target Setting:</b> To improve performance <b>Performance:</b> No Performance Comments
<a href="#">CORPB1</a> Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (BCBC Overall) <b>Higher Preferred</b>	76.65%	100%	data unavailable	100%	75.15%	72.88%	↑	Quarterly Indicator <b>Target Setting:</b> Mandatory training for all staff, therefore target set at 100% <b>Performance:</b> Reporting systems are back in place to chase up non-completions.
<a href="#">CORPB1c</a> Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Chief Executives Directorate) <b>Higher Preferred</b>	98.40%	100%	data unavailable	100%	98.23%	97.79%	↑	Quarterly Indicator <b>Target Setting:</b> Mandatory training for all staff, therefore target set at 100% <b>Performance:</b> Reporting systems are back in place to chase up non-completions.

## Sickness broken down by Service Area

Unit	FTE 31.12.2022	QTR3 2021-22			QTR3 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support	34.97	55.16	10	1.66	50.00	8	1.43	5.63	4.07
Finance, Performance & Change	271.50	621.13	67	2.42	830.09	80	3.06	5.76	6.82
Legal, HR & Regulatory Services	105.28	151.50	15	1.52	228.72	24	2.17	4.43	5.47
<b>Chief Executive Directorate Total</b>	<b>411.75</b>	<b>827.79</b>	<b>92</b>	<b>2.12</b>	<b>1108.81</b>	<b>112</b>	<b>2.69</b>	<b>5.39</b>	<b>6.24</b>

### Sickness Absence by Reason

Absence Reason	Chief Executive Directorate				
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	75.92	15.00	67.30	158.22	6.22%
Cancer	0.00	0.00	23.00	23.00	0.90%
Chest & Respiratory	24.97	12.98	61.90	99.86	3.93%
Coronavirus COVID - 19	7.00	15.54	41.27	63.81	2.51%
Eye/Ear/Throat/Nose/Mouth/Dental	33.70	28.00	98.01	159.72	6.28%
Genitourinary / Gynaecological	1.00	4.28	0.00	5.28	0.21%
Heart / Blood Pressure / Circulation	61.00	16.00	28.00	105.00	4.13%
Infections	10.00	21.00	57.22	88.22	3.47%
MSD including Back & Neck	11.50	26.04	39.00	76.54	3.01%
Neurological	45.65	10.03	19.00	74.68	2.94%
Other / Medical Certificate	48.51	8.00	52.00	108.51	4.27%
Pregnancy related	24.00	7.00	32.82	63.82	2.51%
Stomach / Liver / Kidney / Digestion	47.82	52.61	57.39	157.81	6.21%
Other Mental illness	0.00	56.00	37.83	93.83	3.69%
Stress/Anxiety/Depression not work related	169.41	419.13	437.08	1025.63	40.33%
Stress/Anxiety/Depression work related	80.00	102.00	57.00	239.00	9.40%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00%
<b>TOTALS</b>	<b>640.48</b>	<b>793.62</b>	<b>1108.81</b>	<b>2542.91</b>	



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## COMMUNITIES DASHBOARD – PERFORMANCE Q3

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

At Q3 the Directorate has a projected underspend of £333k. This is largely due to a high volume of vacancies, some 33 existing in key managerial and professional services posts. These include in Structural Engineers, Quantity Surveying, Transport Planning and Highway Engineers. These posts have been advertised on a number of occasions, but it is clear that current market conditions are making these vacancies very challenging to fill. As a result, it is becoming clear that the pressures of an increased workload, significant priority projects and the sustained delivery of high-quality visible front facing services, against this backdrop of an increasing number of staff vacancies, is having an impact on the resilience of the very lean staff resources. It is not possible to progress all projects in a timely fashion and continuous prioritisation of work is essential for delivery. Sickness levels in the Directorate have returned to pre-pandemic levels, however the numbers of staff absent through stress/anxiety/depression has increased. This will need to be monitored closely and the Directorate will continue to work with HR colleagues on addressing this issue.

Key areas of focus for the teams continue to be the delivery of the front-line services and large capital projects. These include the Maesteg Town Hall project, the regeneration of Porthcawl waterfront, including the Metro Link Bus facility, the sea flood defences and the progression of the Bridgend Town Centre Masterplan with the new Bridgend College facility as a catalyst, the progression of the Local Development Plan (LDP) to Examination in Public with PEDW which has just commenced and the innovative energy schemes, including the Bridgend District Heat Network and the HyBont project. Other major areas of work include progressing the options for the Waste Service Contract post 2024 and looking at switching corporate fleet to ultra-low emission vehicles. Officers are also heavily engaged on a number of large grant fund schemes, including the £18m allocation from the Levelling up Fund for the Grand Pavilion at Porthcawl and multiply projects that form the £23m Shared Prosperity Fund programme for the County.

Commitments 2022-23	BRAG – progress against commitment				
	Total	Blue	Red	Amber	Green
Q3 Directorate Commitments to delivering Wellbeing objectives					
Wellbeing Objective One – Supporting a successful sustainable economy	5				5
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	1				1
Wellbeing Objective Three – Smarter use of resources	8			5	3

### Finance

#### Revenue Budget

- The net revenue budget for the Directorate for 2022-23 is £31.013m.
- The current year-end projected outturn is **£30.680m** with a projected under spend of **£333,000**.

#### Capital Budget

- At Q3 the capital budget for the Directorate for 2022-23 is **£38.862m** with total expenditure of **£9.133m** and no foreseen under or overspend to planned budget.

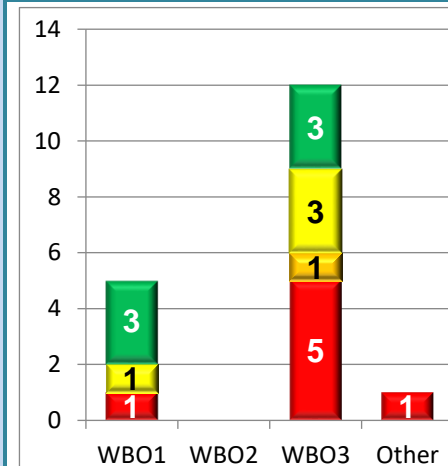
#### Efficiency Savings

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

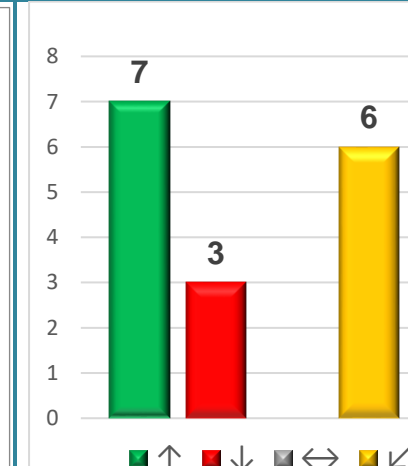
Additional financial information is provided in the Budget Monitoring 2022-23–Quarter 3 Revenue Forecast report presented to Cabinet on 17 January 2023

### All Indicators (incl. Finance and sickness PIs)

#### Performance vs Target

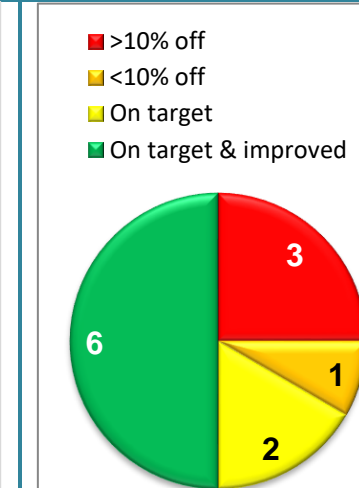


#### Trend vs Q3 2021-22

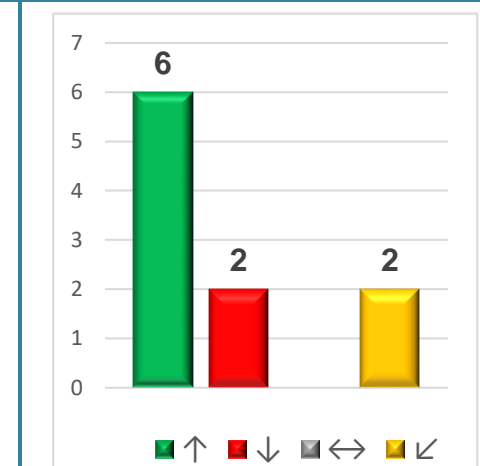


### Corporate Plan Indicators

#### Performance vs Target



#### Trend vs Q3 2021-22 (Excluding finance)



### Risks

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

### Consultation, Engagement & Involvement

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

- Local Development Plan – Examination in Public – Commenced in January 2023
- PAC Consultation on the Hybont Project at Brynmenyn Industrial Estate
- HR Consultation on a restructure of the Planning Department

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

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

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

## Regulatory Tracker

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







**KEY:**

Page 145

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

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

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

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	<b>CP</b>	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

## WBO1: Supporting a successful sustainable economy

### Commitment

Page 146

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.2.1</a>	As part of regeneration to support the growth and prosperity of the county borough key developments are planned: • The redevelopment of town centres across the County Borough; including delivering the projects outlined in the Bridgend Town Centre Masterplan, including assisting in the relocation of Bridgend College to brand new building on the former the South Wales Police site in the town centre. Also, to complete the £8m redevelopment of Maesteg Town Hall, providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs. • The regeneration of the Porthcawl waterfront including, a Placemaking Strategy, developing a new Metro Link bus facility and the development of the Salt Lake area for a mixed use sustainable development of retail, housing and leisure and the redevelopment of the Grand Pavilion (COMM)	Green	Quarter 3: A planning application has been submitted for the development of a new town centre college Campus by Bridgend College, with a view that a decision is reached this spring. Demolition of the cheapside police station is to begin shortly, and completed by the summer. The regeneration of the Porthcawl waterfront is progressing, with the commencement of the Aldi store development at Salt Lake and the work on cosy corner progressing well. Public and Stakeholder consultation will commence on public open space this spring, whilst the Sea Defence work is coming to an end. Maesteg Town Hall redevelopment is continuing, despite the project being delayed, officers are working with the contractor to bring the programme back on track.	

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.2.2</a>	Create better town centres through improving property and the environment. Including seeking opportunities to work collaboratively with key stakeholders for mixed use developments which combine, live, work and social spaces to add vibrancy and promote conditions for growth and prosperity. (COMMM)	Green	Quarter 3: Officers continue to work alongside local RSL's and key public and private sector partners to invest in the fabric of the town centres, This includes development at Sunnyside, relocation of Bridgend College to the Town centre, completion of the Harlequin building in Porthcawl and commencement of the Aldi development at Salt Lake. These development sits alongside capital grants being offered via our transforming towns programme to businesses and landlords for investment in property across our high streets	

### Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO1.1.3i</a> CP WBO1	Number of vacant premises in town centres: Bridgend <b>Lower Preferred</b>	78	benchmarking	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. <b>Performance:</b> No Performance Comments
<a href="#">DCO1.1.3ii</a> CP WBO1	Number of vacant premises in town centres: Maesteg <b>Lower Preferred</b>	19	benchmarking	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. <b>Performance:</b> No Performance Comments
<a href="#">DCO1.1.3iii</a> CP WBO1	Number of vacant premises in town centres: Porthcawl <b>Lower Preferred</b>	17	benchmarking	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. <b>Performance:</b> No Performance Comments
<a href="#">DCO1.1.3iv</a> CP WBO1	The number of vacant premises in town centres: Pencoed <b>Lower Preferred</b>	8	benchmarking	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. <b>Performance:</b> No Performance Comments

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO16.1</a> CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development <b>Higher Preferred</b>	£14,200,000	£20,000,000	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> These projects should continue & complete within 2022/23 <b>Performance:</b> No Performance Comments
<a href="#">DCO18.11</a> CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). <b>Higher Preferred</b>	2,716,863	2,716,863	1,607,261	2,037,647.25	2,234,383	2,174,014	↑	Quarterly Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery <b>Performance:</b> Going into the years 'golden quarter', the high street faced a series of unprecedented challenges. In October, political turmoil led to The Bank of England putting in place a series of interest rates rises. This added to consumer worries and the deepening cost of living crisis for households. Nationally, footfall remains down on pre-pandemic levels (2019), although dwell time was reported to be up as was the average transaction value. The year ended with a series of strikes by rail, postal and NHS workers. Weather wise, October and November were mild, although heavy rain at the end of November depressed footfall. December brought some low temperatures and heavy rain over the Christmas and New Year period. In Porthcawl, the Victorian Christmas event successfully drew 11,078 people into the town centre on the day. According to Springboard, in Porthcawl the footfall for Q3 was up +7% on 2021 figures.
<a href="#">DCO18.12</a> CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) <b>Higher Preferred</b>	4,537,984	4,537,984	2,374,211	3,403,488	3,583,124	3,476,450	↑	Quarterly Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery <b>Performance:</b> Going into the years 'golden quarter', the high street faced a series of unprecedented challenges. In October, political turmoil led to The Bank of England putting in place a series of interest rates rises. This added to consumer worries and the deepening cost of living crisis for households. Nationally, footfall remains down on pre-pandemic levels (2019), although dwell time was reported to be up as was the average transaction value. The year ended with a series of strikes by rail, postal and NHS workers. Weather wise, October and November were mild, although heavy rain at the end of November depressed footfall. December brought some low temperatures and heavy rain over the Christmas and New Year period. In Bridgend, heavy rain adversely affected the Christmas lights switch on event, which drew 16,829 people on the day, this was 1,248 fewer people than the previous week. According to Springboard, in Bridgend the footfall for Q3 was up +6% on 2021 figures.
<a href="#">DCO21.01</a> CP WBO1	The number of visitors to town centres (annual footfall in Maesteg) <b>Higher Preferred</b>	906,129	906,129	534,088	679,596.75	748,619	675,541	↑	Quarterly Indicator <b>Target Setting:</b> To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery <b>Performance:</b> Going into the years 'golden quarter', the high street faced a series of unprecedented challenges. In October, political turmoil led to The Bank of England putting in place a series of interest rates rises. This added to consumer worries and the deepening cost of living crisis for households. Nationally, footfall remains down on pre-pandemic levels (2019), although dwell time was reported to be up as was the average transaction value. The year ended with a series of

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
									strikes by rail, postal and NHS workers. Weather wise, October and November were mild, although heavy rain at the end of November depressed footfall. December brought some low temperatures and heavy rain over the Christmas and New Year period. In Maesteg, the Town Council's Christmas Parade proved to be its most successful yet, attracting 5,562 people into the town centre on the day. According to Springboard, in Maesteg the footfall for Q3 was up +8% on 2021 figures.

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.2.3</a>	Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity. (COMM)	Green	Quarter 3: Employability Bridgend continues to perform strongly against targets for jobs and engagement despite the continuing difficulties with the economic situation in the reduction of those seeking employment as well as companies being wary of recruiting due to concerns about being able to continue trading. We held our annual jobs fair this quarter, which was changed to include training providers and council careers for Year 11 pupils as there were fewer employers than normal attending.	

### Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DEFS82</a> CP WBO1	The number of participants in the Employability Bridgend programme going into employment. <b>Higher Preferred</b>	556	347	213	260.25	304	465	↓	Quarterly Indicator <b>Target Setting:</b> Continue to target those most in need of the services. Target dependent on funding agreements which are yet to be confirmed <b>Performance:</b> Progress is solid. Jobs market is buoyant so customers with few barriers are in short supply. Customers with barriers are harder to put in work.
<a href="#">DEFS84</a> Local WBO1	The number of under-employed participants leaving Employability Bridgend with an improved labour market position. <b>Higher Preferred</b>	84	82	21	61.50	48	58	↓	Quarterly Indicator <b>Target Setting:</b> Continue to target those most in need of the services. Target dependent on funding agreements which are yet to be confirmed <b>Performance:</b> Progress has been good in the last quarter and all the more so with only 50% of the delivery team in post.

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.2.4</a>	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: • Supporting business start ups • Supporting resilience of businesses (COMMS)	Green	Quarter 3: The Economic Development Strategy for the County was presented to and approved by Cabinet in December 2022. This will now be used to guide the priorities of the Shared Prosperity Fund Programme and continuing support for businesses.	Implement the Strategy



## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO18.08</a> CP WBO1	Number of start-up business <b>Higher Preferred</b>	550	530	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> We will continue to promote and support new business startups & focus on resilience <b>Performance:</b> No Performance Comments

Page 149

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.2.5</a>	Improving the visitor experience to boost tourism in the wake of the COVID19 crisis by: • Enhancing the natural environment and act as host for the Valleys Regional Park Programme team. • Take forward the Cosy Corner project as part of the Visit Wales Tourism Attractor Destination Programme. (COMM)	Green	Quarter 3: Phase 1 of the Valleys Regional Park programme has ended & we currently developing an outline business plan model for a potential future phase This will be discussed with the Programme board and the executive group in Q4. The Cosy Corner redevelopment is progressing well and should be completed by summer 2023 with the financial support of a £1m grant from Visit Wales.	

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO1.2.3</a> CP WBO1	Total annual expenditure by tourists <b>Higher Preferred</b>	£225,140,000	£151,000,000	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Target growth of 2% per year from 20/21 figure <b>Performance:</b> No Performance Comments

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

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO2.2.2</a>	Work in partnership with town and community councils, third sector and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services. (COMM)	Green	Quarter 3: There have been a further 3 CAT transfers undertaken in Q3. Some transfers have been slightly delayed due to complex landownership issues but should be as per target by the end Q4	

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO16.8</a> CP WBO2	Number of council owned assets transferred to the community for running <b>Higher Preferred</b>	11	20	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> The target reflects planned transfers under the CAT programme for 2022-23 <b>Performance:</b> No Performance Comments

## WBO3: Smarter use of resources

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.1.1</a>	Fewer better buildings by disposing of or releasing surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained. (COMMS)	Green	Quarter 3: During Q3 the Council completed the land deal for the Aldi retail site in Salt Lake, Porthcawl and a capital receipt of £3.5m was banked. This receipt is now included within the Council's Capital Programme and ringfenced to infrastructure improvements in Porthcawl.	

Page 150

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO16.9</a> CP WBO3	Realisation of capital receipts targets <b>Higher Preferred</b>	£48,840	£3,775,000	£0	£2,831,250	£3,500,000	£48,840	N/A	Quarterly Indicator <b>Target Setting:</b> Projected disposal programme for 2022-23 <b>Performance:</b> Sale of Retail Food Store site at Salt Lake, Porthcawl completed to Aldi at £3.5m. Sale of Glan-yr-Afon to V2C at £210,000 and smaller plot sales remain scheduled for completion during Q4. .
<a href="#">DCO19.02</a> CP WBO3	Percentage of full statutory compliance across BCBC operational buildings <b>Higher Preferred</b>	64.4%	100%	66.4%	100%	73.5%	66.1%	↑	Quarterly Indicator <b>Target Setting:</b> 100% compliance will always be the target that we aim to achieve <b>Performance:</b> Overall compliance continues to improve and is now up to 73.5% overall, including combined totals for statutory and non-statutory compliance checks. Big – 5 compliance is up to 88% and set to be improved as new contract for Legionella water testing is awarded. No open high risk or safety items presently. Several new compliance linked supply contracts procured and awarded and new suppliers improving service delivery. New integrated works management system to be procured to further enhance compliance delivery. .

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.3</a>	Implement the planned budget reductions identified in the MTFs, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (COMM)	Amber	Quarter 3: The current projection for the Communities Directorate Budget at Q3 is an anticipated underspend of 333K compared to the projected underspend of 459K at Q1. This is as a result of maximising the use of grant funding, income from fees, staff vacancy management and the reduction in the disposal fees for residual waste at the Materials Recovery & Energy Centre (MREC). The anticipated financial savings from the budget for 22/23 were £160k. From this 65k has been achieved to date with 95K still outstanding. This will be resolved from within the Communities Directorates existing budgets. The Directorate is currently working corporately on the very challenging MTFs position for 23/24. A number of difficult savings proposals and pressure bids have been submitted for consideration. The high number of vacancies, over 30, in the senior management and professional services structure still presents challenges for the Directorate in ensuring the delivery of high quality and sustainable front line services.	Continue to provide effective financial management of the Communities Budget.

## Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q3						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DCO6.1.1i</a> <a href="#">CP feeder</a> <a href="#">WBO3</a>	Value of planned budget reductions achieved (Communities)	£150	£85	57%	£20	13%	£45	30%	See comment under WBO3.2.3.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.4</a>	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (COMM)	Amber	Quarter 3: The Future Service Delivery Board have worked proactively with key stakeholders and TU representatives to ensure the future use of Ravens Court as an operational base is reviewed. The South Wales Police have let space within Ravens Court for the Neighbourhood Policing Team and two further wings are now with Letting Agents to seek new occupiers.	Continue to actively market the commercial office space in Ravens Court with Letting Agents.

Page 151

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.3.1</a>	Invest £1.3m to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions. (COMM)	Green	Quarter 3: Phase 1 of the Re-fit project is complete with 19 properties in the education estate having energy efficiency measures fitted, including solar PV Panels. Following the success of Phase 1, a second phase is currently being developed.	Continue to develop Phase 2 of the Re-fit Programme.

## Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCO20.01</a> Local WBO3	Annual Gas Consumption across the Authority - kWh <i>Lower Preferred</i>	29,604,029	Establish Baseline	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission <b>Performance:</b> No Performance Comments
<a href="#">DCO20.02</a> Local WBO3	Annual Electricity Consumption across the Authority - kWh <i>Lower Preferred</i>	18,003,343	Establish Baseline	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission <b>Performance:</b> No Performance Comments
<a href="#">DCO20.03</a> Local WBO3	Annual CO2 related to gas consumption across the Authority - kWh <i>Lower Preferred</i>	Awaiting Data	Establish Baseline	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission <b>Performance:</b> No Performance Comments
<a href="#">DCO20.04</a> Local WBO3	Annual CO2 related to electricity consumption across the Authority - kWh <i>Lower Preferred</i>	Awaiting Data	Establish Baseline	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission <b>Performance:</b> No Performance Comments

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.3.2</a>	Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the: • Caerau Heat Scheme • Bridgend District Heat Network (COMM)	Amber	Quarter 3: a re-profile for the Caerau scheme has been approved with the approach towards a lessons learnt toolkit having been approved. The work on a financial re-model of the BDHN as a result of inflation and interest rates rises.	Continue to progress the innovative energy schemes in the county and seek grant opportunities to offset the costs of future projects.

## Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.3	Continue to exceed the national recycling targets and increase opportunities for reuse of materials by: • Operating the new community recycling centre and a reuse shop in Pyle • Recycling street scene waste, • Raising public awareness of how to reduce, reuse and recycle by using public campaigns and publicity. (COMM)	Amber	Quarter 3: New community recycling centre works have been completed however environmental permit from NRW is still awaited and is required before opening. Reuse shop has at Maesteg CRC has encountered issues due to staffing but appropriate items are now being removed from the site for reuse so an increase in performance here is expected during the next quarter. Recycling of Street litter is going well with over 40% being recycled currently. Public campaigns are ongoing around food waste recycling, reminders on what to place in recycling containers, AHP and garden waste. Anti dog fouling messages, and messages regarding the departments enforcement policy have also been promoted. Projects in areas where excess refuse is being presented continue to be carried out to assist with improving recycling rates.	Community Recycling Centre at Pyle works are complete and as soon as licence is granted will become operational

Page 152

## Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
DCO20.05 CP WBO3	Percentage of Street cleansing waste prepared for recycling <i>Higher Preferred</i>	40.70%	40%	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Target increased as the contract has now been in place a year and improvements are being seen on performance <b>Performance:</b> No Performance Comments
PAM/030 CP WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way <i>Higher Preferred</i>	72.97%	70%	72.25%	70%	70.72%	71.48%	↙	Quarterly Indicator <b>Target Setting:</b> Target increased in line with national target of 70% by 24/25. <b>Performance:</b> This performance is still above the WG target & BCBC target set for Q3. Trend related to lower figures for refuse and composting impacting on overall recycling figure for municipal waste.
PAM/030 a) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse <i>Higher Preferred</i>	1.24%	1%	0.51%	1%	0.37%	0.8%	↓	Quarterly Indicator <b>Target Setting:</b> Target retained; reuse shop not yet open due to NRW delays <b>Performance:</b> the same as Qtr2 we are still experiencing delays with the approval of the licencing application for Pyle which is with the NRW.
PAM/030 b) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled <i>Higher Preferred</i>	51.29%	47%	50.99%	47%	52.35%	51.55%	↑	Quarterly Indicator <b>Target Setting:</b> Target increased taking into account reduced tonnages being presented. <b>Performance:</b> No Performance Comments
PAM/030 c) CP WBO3	Percentage of municipal waste collected by local authorities as source segregated biowastes that are composted or treated biologically in another way <i>Higher Preferred</i>	20.44%	20%	20.76%	20%	18.01%	19.12%	↙	Quarterly Indicator <b>Target Setting:</b> Slight increase on 20/21 performance <b>Performance:</b> Compared to this year's Qtr3 figures kerbside tonnages are decreasing –due to more people returning to the workplace. The food waste tonnage is also this year compared to last year which results in a lower composting PI. The current cost of living crisis is likely to be having an impact too with people wasting less food and buying less products with packaging that needs recycling.
PAM/043 CP WBO3	Kilograms of residual waste generated per person <i>Lower Preferred</i>	131.65 Kg	131.65 Kg	60.43 Kg	98.74 Kg	90.41 Kg	98.45 Kg	↑	Quarterly Indicator <b>Target Setting:</b> Working practices have changed with blended models of working meaning more people are working from home and producing more waste <b>Performance:</b> Figure updated.



## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.3.4</a>	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough. (COMM)	Green	Quarter 3: A new Biodiversity Duty Plan has been submitted to and approved by Cabinet & the action plan will now be implemented to ensure that the biodiversity of the County is both enhanced and protected.	Continue to implement the strategy and action plan.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.3.5</a>	Deliver the Corporate Decarbonisation Strategy - Bridgend 2030 and associated action plan. (COMM)	Amber	Quarter 3: The final strategy Bridgend 2030 Net Zero Carbon was presented to and approved by Cabinet in December 2022. The Action Plan will now be implemented and reviewed annually.	Continue to implement the strategy and action plan and report back to Welsh Government annually via the Greenhouse Gas Emissions protocol.

## Other indicators linked to achieving WBO3

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">PAM/010</a> Local WBO3	Percentage of highways inspected of a high or acceptable standard of cleanliness <i>Higher Preferred</i>	98.53%	97%	97.7%	97%	97.7%	98.53%	↘	Quarterly Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> This PI is on target for this year however is marginally lower than last year due to staff being directed to carry out work with the implementation of the WG 20mph statutory speed limit roll out. The standard is still very high.
<a href="#">PAM/018</a> Local WBO3	Percentage of all planning applications determined in time <i>Higher Preferred</i>	64%	80.1%	60%	80.1%	66%	70%	↘	Quarterly Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> 1 Senior Planning Officer was on sick leave at the beginning of November and didn't return to work until January. This resulted in that officer's work being distributed amongst existing staff which caused increased workloads and a drop in performance. Performance has dropped at Q3 this year compared to Q3 last year due to staff turnover and one instance of staff sickness. We are shortly to go through a restructure where additional staff will be recruited.
<a href="#">PAM/019</a> Local WBO3	Percentage of planning appeals dismissed <i>Higher Preferred</i>	76%	66%	34%	66%	69%	75%	↘	Quarterly Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> Performance has marginally dropped for Q3 this year compared to Q3 last year. Planning and Environment Decisions Wales (formerly the Planning Inspectorate) determine planning appeals, which we have no control over..
<a href="#">PAM/020</a> Local WBO3	Percentage of: Principal (A) roads in overall poor condition <i>Lower Preferred</i>	3.88%	4.5%	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> No Performance Comments
<a href="#">PAM/021</a> Local WBO3	Percentage of: non-principal (B) roads in overall poor condition <i>Lower Preferred</i>	2.06%	4.2%	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> No Performance Comments
<a href="#">PAM/022</a> Local WBO3	Percentage of: non-principal (C) roads in overall poor condition <i>Lower Preferred</i>	6.88%	8.6%	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> No Performance Comments

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">PAM/035</a> Local WBO3	Average number of days taken to clear fly tipping incidents <i>Lower Preferred</i>	2.65 days	2.50 days	2.90 days	2.50 days	3.20 days	1.79 days	↓	Quarterly Indicator <b>Target Setting:</b> Targets Retained during pandemic recovery period <b>Performance:</b> We have had a vacant post within the team for a number of months and also other staffing issues.

Page 154

## Other

## Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">CHR002i</a> Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) <i>Lower Preferred</i>	11.33 days	no target	6.20 days	No target	8.95 days	8.62 days	↙	Quarterly Indicator <b>Target Setting:</b> Target retained <b>Performance:</b> Whilst Staff Absence rates have increased slightly over Q3, which is not unusual for the winter period, it is still lower than the outturn from 21/22 currently and is on target for an improved position overall.
<a href="#">CORPB1b</a> Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Communities Directorate) <i>Higher Preferred</i>	65.55%	100%	data unavailable	100%	68.12%	64.71%	↑	Quarterly Indicator <b>Target Setting:</b> Target set at 100% corporately <b>Performance:</b> We are currently ensuring that all those who have not got access to the e-learning module are completing the training via the workbooks.

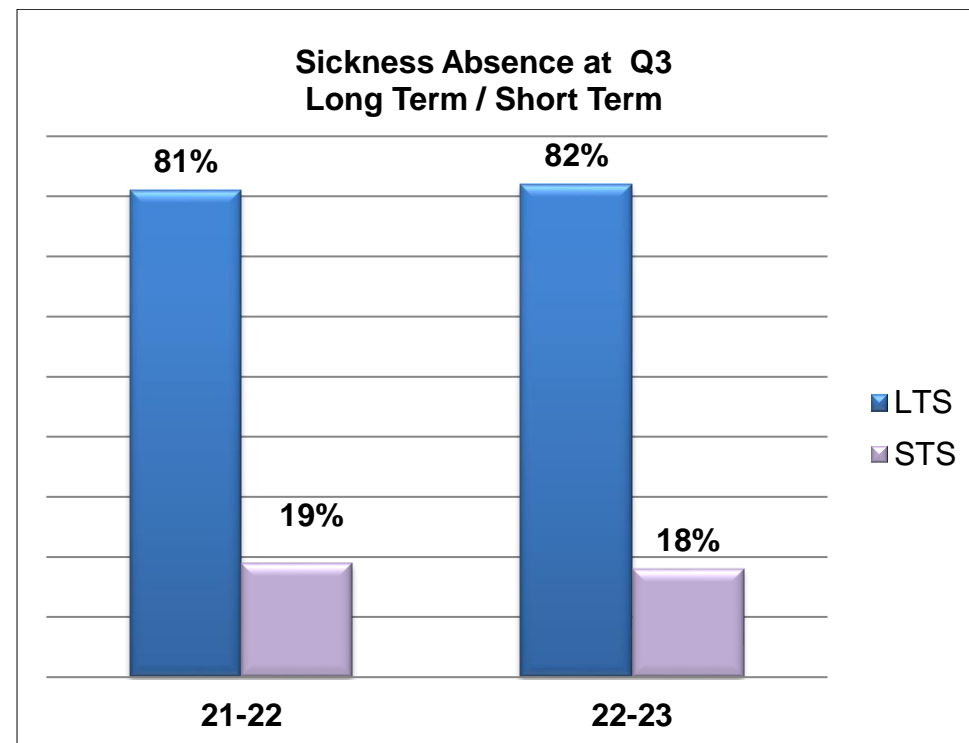
## Additional Sickness Information by Service Area

Unit	FTE 31.12.2022	QTR3 2021-22			QTR3 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23	
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE			
Operations - Communities Services	Cleaner Streets & Waste Contract Management	54.00	212.00	14	4.61	226.50	17	4.19	16.50	10.16
	Corporate Landlord	114.07	612.29	114	4.79	345.13	85	3.03	11.56	10.14
	Economy, Natural Resources & Sustainability	65.92	139.50	15	2.09	193.23	22	2.93	5.92	5.74
	Highways & Green Spaces	161.57	376.34	38	2.33	414.77	38	2.57	7.39	10.93
Planning & Development Services	33.35	41.43	7	1.14	46.00	3	1.38	1.28	2.51	
Strategic Regeneration	13.16	8.00	3	0.60	0.00	0	0.00	4.38	2.78	
<b>Communities Directorate Total</b>	<b>445.57</b>	<b>1389.56</b>	<b>191</b>	<b>3.05</b>	<b>1225.63</b>	<b>165</b>	<b>2.75</b>	<b>8.62</b>	<b>8.95</b>	

## Sickness Absence by Reason

Page 155

Absence Reason	Communities Directorate				
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related		4.59	46.89	51.49	1.28%
Cancer	34.53	29.53		64.05	1.59%
Chest & Respiratory	65.04	93.17	182.66	340.86	8.45%
Coronavirus COVID - 19	37.00	11.58	33.47	82.05	2.03%
Eye/Ear/Throat/Nose/Mouth/Dental	80.94	10.20	51.14	142.28	3.53%
Genitourinary / Gynaecological	46.53		2.30	48.82	1.21%
Heart / Blood Pressure / Circulation	11.68	1.00	4.77	17.45	0.43%
Infections	59.19	73.70	104.97	237.86	5.90%
MSD including Back & Neck	372.35	534.04	337.59	1243.98	30.84%
Neurological	50.91	151.46	126.93	329.30	8.16%
Other / Medical Certificate	4.00	4.00	40.00	48.00	1.19%
Pregnancy related		66.00	3.00	69.00	1.71%
Stomach / Liver / Kidney / Digestion	79.08	163.55	117.81	360.44	8.94%
Other Mental illness				0.00	0.00%
Stress/Anxiety/Depression not work related	225.13	268.88	64.11	558.12	13.84%
Stress/Anxiety/Depression work related	153.62	176.00	110.00	439.62	10.90%
Tests / Treatment / Operation				0.00	0.00%
<b>TOTALS</b>	<b>1219.99</b>	<b>1587.71</b>	<b>1225.63</b>	<b>4033.33</b>	



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## SOCIAL SERVICES & WELL-BEING DASHBOARD – PERFORMANCE Q3

The Social Services and Well-being Directorate has focussed on working to ensure that there is a clear focus across the Directorate on continuous improvement of quality and performance against a context of significantly increasing need and demand in children's social care, unprecedented challenges in the health and social care system and a fragile workforce position in adult and children's social care. There have been challenges in meeting care and support needs in a timely way in adult services. There has been excellent progress in the recovery of the leisure and culture sector. Whilst there is significant operational challenge, progress is being made in delivering the strategic priorities in relation to practice improvement, workforce, provision of services, hearing and acting on the voice of people and effective partnership. In quarter 3 CIW undertook an improvement check of children's social care which noted - 9 areas identified 'Improvements made, further action is required' and 2 areas identified 'Significant improvements made and must be sustained'. This represents clear progress, however, the challenge of sustaining progress at the required pace is clear given the fragility of the children's social care workforce, changes at a senior level with the departure of the deputy head of service and a longstanding group manager and, in common with most other Local Authorities in Wales, challenges in meeting children's assessed care needs in regulated settings.

In November 2022 a child practice review was published following the murder of Logan Mwangi. The Regional Safeguarding Board has close oversight of progress with the review's recommendations. BCBC, with safeguarding partners, is focusing on ensuring learning is embedded and impacts on outcomes. The Improving Outcomes for Children Board, chaired by the Chief Executive and informed by an independent advisor, continues to provide assurance on the delivery of the actions in the 3-year strategic plan approved by Cabinet in February 2022 which align with the actions in the Care Inspectorate Wales (CIW) Performance Evaluation Inspection.

Children's Services is delivering timely and focussed improvement plans with 6 week and 6 month plans for all parts of children's social care and continued with gold, silver and bronze governance structures in view of the significant operational pressures which include continued high levels of contacts to MASH and IAA, high numbers of assessments and very high numbers of children on the child protection register (300 as at December 2022) and high numbers of care experienced children (399 as at December 2022).

Retention and recruitment of the social care workforce continues to have the highest priority in adults and children's social care. A continued key focus is workforce wellbeing and there is close working with colleagues in human resources to ensure that in addition to the wellbeing support available to all parts of the Council, that where needed, specialist support is available in a timely way. This support has made a significant difference for those members of the workforce who have accessed it. There are challenges in workforce retention and recruitment across the whole of the directorate, but the most acute challenges are experienced in the care worker workforce (care and support at home and children's residential) and children's social work. Workforce plans are being progressed to ensure there are short-, medium- and long-term actions to sustainably improve the workforce position. In children's social work, the short-term actions have included long term strategic engagement of the agency workforce to ensure that statutory duties are being met. Social worker support officer roles have been implemented in case management teams. Market supplements have been applied in the teams where the criteria has been met. A social worker charter has been developed for all Bridgend social workers and will be formally launched on World Social Workday. In the medium-term international recruitment is being progressed. In the longer term, social worker trainees and secondees are being supported and will be key to the Council securing a professional social worker workforce. A dedicated marketing resource is being recruited for social care to promote the opportunities in all social care roles. The '12 jobs of Christmas' recruitment campaign has had some success in attracting more applications for care and support roles. In addition, a number of actions are being progressed to address the challenges in care worker recruitment. A trial group has been identified for implementation of electric vehicles and new rota arrangements. Joint recruitment processes with the Cwm Taf Morgannwg Health Board are being progressed. In the short term an agency provider is continuing to provide up to 450hrs support, although there remain delays in people having their care and support needs met in a timely way due to the ongoing challenges. Independent domiciliary care providers continue to be offered support and one provider has progressed international recruitment.

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

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

Budgets in the Social Services and Wellbeing directorate are driven by the statutory requirements to meet the assessed care needs of individuals in a way which supports people to be safe and achieve the outcomes that matter to them. Social work practice is strength based, and significant savings have been made since the introduction of the Social Services and Wellbeing (Wales) Act 2014 as practice focuses on the resources of individuals and family networks with services commissioned or provided by the Council only forming part of the care plan if people's needs cannot be met in any other way. Local community co-ordinators prevent people's needs escalating at the edge of care and support in part of the County Borough. Despite all the prevention and wellbeing service, the needs of children and families and adults with care and support needs has increased following the pandemic. As at quarter 3 there were significant and growing budget pressures evident in children's and adult's services as a consequence of the cost and quantum of services and workforce pressures including the costs and number of agency workers engaged to meet statutory services. Sustainable service and financial plans will be critical to the confidence of regulators and the Council that the right resourcing and operating models are in place. Sustainability requires a rebalancing of the model of care to prevent escalation of need and to achieve best outcomes for people. This requires a whole Council and partnership leadership to meet the needs of the most vulnerable in the most effective and cost-effective way.



Commitments 2022-23	BRAG – progress against commitment				
	Total	Blue	Red	Amber	Green
Q3 Directorate Commitments to delivering Wellbeing objectives					
Wellbeing Objective One – Supporting a successful sustainable economy	0				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	5			5	
Wellbeing Objective Three – Smarter use of resources	2			1	1

Page 158

### Finance

#### Revenue Budget

- The net revenue budget for the Directorate for 2022-23 is **£85.076m**.
- The current year-end projected outturn is £94.497m with a projected overspend of £9.421 million.

#### Capital Budget

- At Q3 the capital budget for the Directorate for 2022-23 is **£4.109m** with total expenditure of **£1.615m** and no foreseen under or overspend to planned budget.

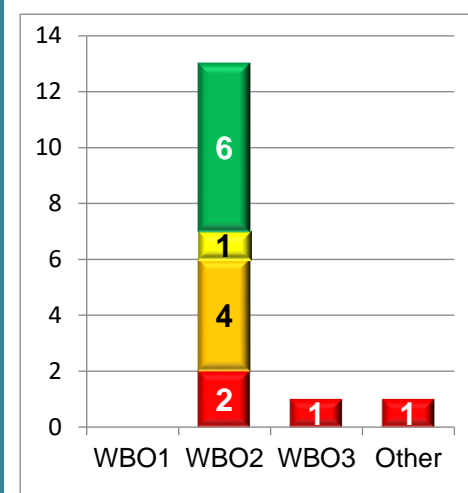
#### Efficiency Savings

Savings (£000)	2022-23	% 2022-23
<b>Savings Target</b>	£365	100%
<b>Likely to be achieved</b>	£284	78%
<b>Variance</b>	£81	22%

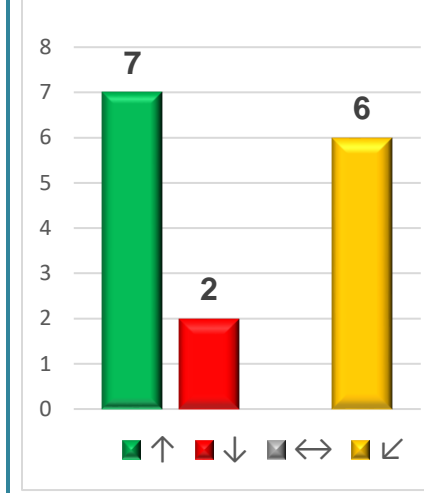
Additional financial information is provided in the Budget Monitoring 2022-23–Quarter 3 Revenue Forecast report presented to Cabinet on 17 January 2023.

### All Indicators (incl. Finance and sickness PIs)

#### Performance vs Target

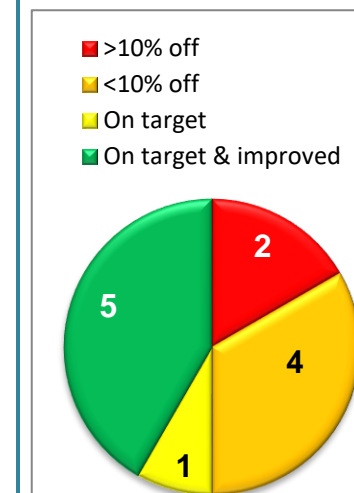


#### Trend vs Q3 2021-22

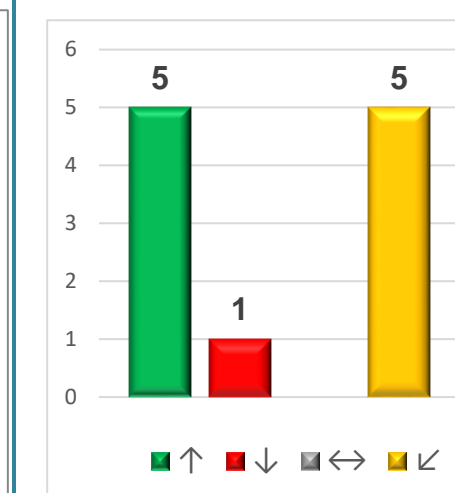


### Corporate Plan Indicators

#### Performance vs Target



#### Trend vs Q3 2021-22 (Excluding finance)



### High Corporate Risks

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

#### Directorate Risks

As noted, in the introductory remarks the Directorate continues to manage a number of inter-related risks. In children’s social care there has been a significant increase in demand across all parts of the service. and it is noted that without adequate budgets and sufficient experienced workforce there is a risk that the Council’s safeguarding arrangements will not be effective, and that children and adults at risk will not be kept safe. The numbers of children on the child protection register is at a higher level that at any time in the history of the Council. There are also unprecedented numbers of adults waiting for social work assessments and to have their assessed needs for care and support at home met.

The Council has carried out a number of actions to mitigate this risk, instigating gold, silver and bronze critical incident arrangements to address operational risks and issues and an Improving Outcomes for Children Improvement Board to progress strategic actions. In adult services, a fortnightly pressures meeting, equivalent to the silver command in children’s social care, is chaired by the Corporate Director. Staff teams have been strengthened in some areas to meet demand and includes the use of agency staff (in both social work and home care staff). However, there is a further risk that with the worsening financial position not all of the investment required will be available on a sustainable basis and therefore significant budget pressures have been identified for consideration through the Council’s Medium Term Financial Strategy.

Workforce is a highly significant risk. There is an overreliance on agency workforce in children’s social work and increasing agency hours in in-house care and support services for adults. Agency is used to mitigate the risk of not meeting statutory duties.

Social services case management requires a case management IT system which supports effective practice. The WCCIS case management system requires development for it to be utilised optimally in Bridgend. There is learning from other local authorities. A WCCIS development group has been established chaired by the corporate director to ensure there is a resourced and prioritised plan to improve functionality of the case management system.

Provider failure is a corporate risk that all directorates are managing. In Social Services and Wellbeing there has been a need to work with individual providers experiencing financial difficulty, within statutory safeguarding frameworks and Council governance, to ensure that the Council meets statutory duties in respect of sufficiency and quality of care services. There has also been additional capacity in the care market through the registration of specialist care beds which is mitigating the risk of individual provider failure.

There are also significant issues in respect of the adequacy of budget to meet need for social care services in Bridgend. There are significant overspends linked to the service and workforce required to meet statutory requirements to safeguard, protect and improve outcomes for the most vulnerable. The Council faces an exponential challenge in meeting the statutory social services requirements and setting and delivering a balanced budget.

## Consultation, Engagement & Involvement

Across the Directorate consultation and engagement is facilitated through a number of mediums.

Within Adult Social Care, as part of the learning disability service development plan the group introduced an app called 'Insight' into Bridgend. This app provides a protected social media platform enabling people with a learning disability to contact and exchange messages with each other. A new group has also been formed in Bridgend for people who have had experience of substance misuse services. The group has met twice and is supported by the regional substance misuse service development team.

During quarter 3, the main focus on engagement within Children's Social Care, has been on the establishment of a Care experienced Youth Forum aged 11 – 16 and a Care Leaver Forum aged 16 – 25. This involved new members getting to know one another and deciding upon how they wish future meetings to be operated. Other consultation and engagement activities include:

- Consultations on behalf of the Brynmenyn Hub Project Board to name the new Residential Children's Home. After a series of interactive exercises, the young people chose for the home to be called 'Meadows View / Golygfa'r Ddôl'
- One of our care leavers has been commissioned to design a brand for the Bridgend Corporate Parenting Board and they have been working in consultation with the Youth Forums on the designs, this work will be completed in quarter 4.
- Two of our young people represent Bridgend CEC Forum as Ambassadors for Voices from Care Cymru. They have been involved in a summit meeting with other care experienced young people and Ministers to discuss the radical reform of the care system in Wales.

Finally, a mapping exercise commenced into understanding how care experienced children, young people and care leavers strengthen their voice in matters that affect them, it is hoped that this work will be concluded in quarter 4 with the Youth Forums' input in readiness to develop plans in the new financial year.

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

### Implications of financial reductions on Service Performance

The Directorate's net budget for 2022-23 is £82.422 million. Current projections indicate an over-spend of £9.421 million at year end. This is a significant shift compared to the 2021-22 Outturn position of a £5.931 million under spend. The underspend from 2021/22 enabled the creation of ear marked reserves in a number of key areas and it is clear that the directorate overspend would be even higher if it were not for the investment of this reserve funding much of which will no longer be available in 2022/23.

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

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

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

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

The position in Bridgend is not unique; the Welsh Local Government Association has written to Welsh Ministers to advise that there is an estimated total cumulative pressure for social services of £407.8m for 2023-24 and 2024-25 across Wales. Within this overall Social Services total the estimated total commissioning cost and demand pressures are £288.4m. Pay inflation pressure totals £75.8m for the two years.

The position in Bridgend is particularly acute as increases in demand in children's social care have been particularly acute due to the particular circumstances of the current operating context. Independent analysis advises these increased pressures will remain for at least a 2-year period.

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

### **Workforce issues impacting on Service Performance**

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

During the reporting period, overall the Directorate has seen an approximate 6.4% increase in days lost to sickness per FTE when compared to the same period last year and a 14% increase in cumulative days lost per FTE. The breakdown in days lost to sickness per FTE when compared to the same time last year is approximately as follows:

- 2.3% decrease in Adult Social Care
- 35% increase in Children's Social Care
- 108% increase in Business Support
- 83.5% decrease in Prevention and Wellbeing

Although the highest increase was in Business Support the number of absences when compared to the same period last year only increased by 1. Within Children's Social Care the total number of absences rose by 20 and in Adult Social Care Adult Social Care, although days lost decreased by 2.3% there was an increase in the number of absences of 77. As reflected at quarter 2, this again suggests that absences in Children's Social Care and Business Support are long term whereas in Adult Social Care they are more short term, reflecting the particular nature of the workforce indicating the need for bespoke solutions.

Failure to attract, develop and retain workforce remains the highest risk and issue for the Directorate. The Directorate continues to mitigate this risk via 'workforce' projects particularly focussing on children's social work and care workers as set out in the director's introduction and through a Corporately led gold, silver and bronze command structure.

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

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

In the long term, for the last 2 years there has been a significant increase in the number of social work degree places supported by BCBC through the 'grow our own' social worker programme. There were 7 secondees who commenced the degree course in 2021/22 and 8 trainees and secondees who commenced the degree in 2022/23. The continued support to the grow our own scheme is crucial over the longer term to addressing social worker recruitment issues. A paper is being prepared for the Corporate Management Board to set out options for 2024/25.

### **Procurement issues impacting on Service Performance**

Close and regular provider engagement and contract monitoring activity, and additional financial support has been provided. The recommissioning of services provides the basis for providers to grow their businesses and for BCBC to respond to increasing needs and demands. Throughout the year to date, we have continued to progress a number of key actions put in place to build resilience. The Directorate has:

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

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

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



## Regulatory Tracker

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
May 2022	CIW, Report of Performance Evaluation Inspection of Children's Services	PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened	Dep HoS/GM Case Management and Transition/Corporate Parenting Officer Principal Officer Training	March 23	<ul style="list-style-type: none"> <li>Number of Consultation and engagement activities and events have taken place with Care Experienced Children and Care Leavers including what makes a good parent, what it is like to be 'in care' or 'a care leaver,' and identifying the most important issues for care experienced children, young people and care leavers when being supported by statutory agencies and partners. The outcome is to inform the priorities of the Bridgend Corporate Parenting Board</li> <li>Young People Interview Panels supporting recruitment</li> <li>Our young people volunteering to be Young Ambassadors with Voices from Care to discuss the future of the Care System in Wales at the Senedd with Ministers and the Children Commissioner for Wales</li> <li>Commissioned a new Specialist Participation Service contracted to run a Care Experienced Forum and a Care Leavers Forum that will both meet monthly from November 22</li> <li>Outcome focused case recording policy and guidance is at final revision stage. Aim to launch by December 2022.</li> </ul> <p>Audit activity will take place 3 months after launch.</p>	GREEN	Open
		PE2 - Limited Evidence of Direct Work	HoS/Principal Officer Training	Dec 22	Practice guidance has been reviewed. There is guidance on listening to and recording the voice of the child, and tools for practitioners to use when undertaking direct work with children and young people available on the children's social care web pages. This area will strengthen further by the development of 'lived experience of the child' practice guidance.	BLUE	Closed
		PE3 - Inconsistent use of chronologies and genograms	n/a	n/a	Completed	BLUE	Closed
		PE4 - Strengthen business support for practitioners	GM Bus Support/Bus Change Prog Manager	March 23	<ul style="list-style-type: none"> <li>New SWSO implemented 1<sup>st</sup> December 2022</li> <li>Training plan completed February 2023</li> <li>Implementation and completion of MoU with Team Managers March 2023</li> </ul> <p>Proposed changes to the fostering service business support team -consultation to complete mid Feb 2023 and then advertisement of posts</p>	GREEN	Open
		PE5 - Variable evidence of management oversight/Quality of supervision	Director/HoS/Principal Officer Training	May 23	<ul style="list-style-type: none"> <li>Review completed and revised policy is with SSWB SMT for approval w/c 21/11/22</li> <li>An external provider has been commissioned who will deliver a programme of training for supervisors and supervisees from Jan 23 onwards</li> <li>Programme is underway</li> <li>The new Q A framework makes clear roles and responsibilities in Q A and the role of QA in driving change and improvement through reflective action learning, training and development and practice guidance.</li> </ul>	GREEN	Closed

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
					Training on facilitating action learning sets is available and teams are encouraged to use action learning sets to share and reflect on practice. Training programme commenced Jan – May 23		
		PE6 - Practice model – implementation of Signs of Safety	n/a	n/a	Completed	BLUE	Closed
		PE7 - Review of direct payments scheme	Dep HoS/GM Commissioning	March 23	<ul style="list-style-type: none"> <li>Draft policy and strategy document is out for engagement with staff and key stakeholders.</li> <li>A face-to-face engagement event with those individuals/carers in receipt of Direct Payments is due to be held on 12<sup>th</sup> December 22</li> </ul>	GREEN	Open
		PE8 - Consistent offer of a carers assessment	Dep HoS/ GM Case Management and Transition/Cares Development Officer	March 23	<p>Following conclusion of the Direct Payments engagement, further engagement with carers will take place before the end of the financial year with a view to co-producing a carers strategy.</p> <p>As an interim measure the managers of the Disabled children team has reviewed paperwork to ensure that the meaningful offer of a carers assessment at the point of contact is captured and recorded within our systems</p>	GREEN	Open
		PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges	HoS Education & Family Support/GM Family Support	March 23	<p><b>Edge of Care / IFSS</b></p> <ul style="list-style-type: none"> <li>Increase of 4.5 posts to support increased demand and prevent escalation</li> <li>Further work has been undertaken to understand specific needs within BCBC, including one programme offering emotional regulation and distress tolerance for parents who are struggling to manage the demands of parenting, another called Family Connections which focuses on conflict resolution skills for whole families</li> <li>A case tracker has been developed within edge of care services / IFSS to monitor timescales and length of support offered to a family to ensure there is no drift in support offered, this is used as a tool in supervision to support staff in developing appropriate exit strategies to alternative services.</li> <li>Commissioning further staff to be trained in 'train the trainer' evidence-based parenting programmes so numerous groups can run simultaneously to offer support to parents.</li> </ul> <p><b>Family Group Conferencing</b></p> <ul style="list-style-type: none"> <li>Since October 2022 the LA has committed to funding FGC's for all families who are open to statutory services for at least 3 months</li> <li>The development of a conflict resolution programme for families who have gone through the FGC process and will require a whole family approach plan to embedded for the longer term.</li> </ul> <p>The terms of reference for the children and young people area planning groups have been finalised and meetings have been set up starting December. A priority focus of the planning group is family support services and intervention</p>	AMBER	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
Page 163					<p>Growing our own Social Work Programme - 4 staff have been seconded on the BSc Social Work Cardiff Met/Bridgend college programme commenced academic year 2022/23. 4 social work trainees have been recruited and have commenced the BSc social work programme (as above). Trainees are supernumery staff, each trainee has an individual programme of learning and development alongside their academic study and practice learning placements they will gain practical experience across Adults and Children's teams</p> <p>A project group has been set up to oversee international recruitment and to date 8 social workers have been offered posts with prospective start dates in January 2023.</p> <p>The social work charter is in draft and workshops have taken place with practitioners and managers to finalise a draft for launch on world social work day 2023.</p>		
		PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity	n/a	n/a	Completed	BLUE	Closed
		PR3 - Placement sufficiency and support	HoS/GM Placements and Provider Services	March 23	<ul style="list-style-type: none"> <li>Prior to opening a root and branch review of the existing service delivery model will be completed to ensure the operating model in the new home is fit for purpose</li> <li>Building work has commenced on the new Home based in Brynmenyn.</li> <li>A Bid has been submitted to Welsh Government to support the review and development of the right multi-agency therapeutic model which will include access to psychological assessments where required and we are currently awaiting the outcome to find out if we have been successful.</li> <li>Hillsboro Residential Home for Children and Young People looked after and in crisis has been registered and provides a solo placement to a young Person.</li> <li>Regional Development of Accommodation Options for UASC in Treforest.</li> <li>Foster Wales Bridgend Recruitment and Retention Strategy has been completed and is awaiting sign off from CSC SMT.</li> <li>Meeting arranged in November 2022 for Regional Leads to discuss Regional Fostering arrangements in respect of Parent and Child Placements, Family Link Placements and Supported Lodgings Providers</li> <li>Bid submitted to Welsh Government to support the development of the MYST approach in BCBC. In the interim scoping has begun in readiness to take the work forward.</li> </ul>	AMBER	Open
		PR4 - Accessibility of information, advice and assistance	Dep HoS/GM Safeguarding	March 23	<ul style="list-style-type: none"> <li>Draft review document produced for consideration and presented to CMB. Final report to be produced on options and resource implications by Feb 23.</li> <li>IPC are progressing with this review draft report due February 2023.</li> <li>IAA focused improvement plan is in place and is updated 6 weekly and reviewed regularly in silver meetings.</li> <li>Workforce project being progressed by CSC workforce project.</li> </ul>	GREEN	Open


Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
		PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	Director/HoS/Principal Officer Training	March 23	<ul style="list-style-type: none"> <li>Further independent audits have been carried out in relation to case management and supervision and findings/recommendations reported to the Improvement Board</li> <li>Review completed and new framework is on agenda for Directorate management team sign off w/c 21/11/22. It will then be launched with teams in December 22 – Jan 23</li> <li>Q and A activity will be reported to the monthly Directorate performance meeting chaired by the statutory Director</li> <li>Team based facilitated briefing sessions have been rolled out across the Directorate.</li> <li>An implementation group has been established. Teams are testing out the new audit tools within WCCIS.</li> <li>A formal launch of the framework will take place in March 23.</li> <li>A Quality Assurance officer post is being recruited to in order lead this work.</li> </ul> <p>Internal audit and review of the framework and its impact will be carried out 12 months after implementation.</p>	GREEN	Open
		PI1 - Inconsistent thresholds and standards of practice	n/a	n/a	Completed	BLUE	Closed
		PI2 - The local authority will need to ensure its communication strategy is sufficiently robust to effectively communicate to staff and partners the vision for children's services and the many developments taking place/planned to take place	Director/HoS	Ongoing	Partnership working has been strengthened through the Regional Safeguarding Board Executive Steering Group and the Bridgend Joint Operational Group. A summit is being held to explore a vision and priorities for integrated working for children and families in Bridgend. Consideration will be given to partner involvement in the improving outcomes for children board.	GREEN	Open
		PI3 - Share learning from audits and reviews with staff and partners	GM Safeguarding &IAA/ Principal Officer Training	Ongoing	<p>Learning from Child Practice Reviews is incorporated into relevant training courses. Bespoke briefing sessions for staff to take place in relation to the Bridgend Child Practice Reviews when reviews the reviews are completed, and reports published.</p> <p>Three practice learning events in relation to Child T are arranged for Dec 22</p>	GREEN	Open
		W1 - Further work is required to improve the timeliness of meeting statutory responsibilities	GM Business Support	March 23	A performance management framework has been implemented across the Directorate which provides management oversight of key performance management data. The Children's Social Care monthly performance management report includes key national metrics as well as local operational information, such as assessments and reviews. The report follows a child / young person's pathway. To further strengthen these arrangements the dashboard presented to silver meeting has been further developed and provides management oversight of key performance information on a weekly basis. Operational service area dashboards continue to be developed to provide management oversight at weekly bronze meetings. Next steps are to prioritise the list of statutory requirements and work with the WCCIS team to	GREEN	Open



Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
					build on the suite of data/performance reports to enhance automated reporting and streamline data validation arrangements.  Performance management mechanisms have been improved and routine meetings in place with the Director to review progress against plans.		
		W2 - Facilitation of supervised contact	GM Case Management & Transition/GM Locality Hubs/Contract Monitoring Officer	March 23	A review will be undertaken by our improvement partner as part of their work to review the operating model, this review will be completed by March 23.  In the interim there is has been a rapid review of the current arrangements that are in place, and a report on the findings and interim recommendations will be presented to CMB in Nov 22	GREEN	Open
		W3 - Consistent high quality written records	Policy Officer	March 23	<ul style="list-style-type: none"> <li>The guidance on the use of chronologies has been included in the revised recording policy.</li> <li>Review of foster carer handbook which includes guidance in relation to recording for foster carers, and further training will be undertaken to support the guidance.</li> </ul> Policy Officer appointed and has commenced a review of policies / guidance across Children's Social Care.	AMBER	Open
		W4 - CSE and CCE – strengthen interventions and mapping	GM Locality Hbs/GM Safeguarding	Ongoing	<ul style="list-style-type: none"> <li>The regional subgroup is established, and the Group Manager for Practice and Improvement is engaged in this area of work.</li> </ul> The pathway document and underpinning toolkit is finalised, and a phased implementation plan is under development. This has been presented to CSC EMT on 16/11/22.	AMBER	Open
		W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	n/a	n/a	Completed	BLUE	Closed
June 2023	Ty Cwm Ogwr Residential Home Priority Action Notices	Regulation 80 - The responsible individual must prepare a report to the service provider including and assessment of the standards of care and support and recommendations for improvement at the service.	n/a	n/a	Q1 - A position statement has been completed on all areas of improvement to meet Reg 80  Q2 - A new Group Manager and Responsible Individual position for Direct Care Provider Services has been created and the person appointed commenced in post on 14/11/22.	BLUE	Closed
		Regulation 60 - The Service Provider must notify CIW of events specified under Part 1 Schedule 3	n/a	n/a	Q2 - Management team submitting Regulation 60 notifications in line with regulatory standards	BLUE	Closed
		Regulation 12 - The Service Provider must ensure appropriate policies and procedures are in place and that these are kept up to date.	Group Manager, Provider Services & Policy Officer	31/03/23	Q3 - A new policy officer position has been created, a policies and procedures programme is in place to update and meet compliance.	GREEN	Open
		Regulation 19 - The service Provider must ensure the written guide is dated,	n/a	n/a	Q2 – The written guide has been reviewed, updated and is available in English and Welsh format.	BLUE	Closed

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		reviewed and updated as needed. It also needs to include information about how to make a complaint and availability of advocacy support.					
June 2022	Maple Tree House Children Residential Home Priority Action Notices	Regulation 69 - The service provider has made arrangements for the manager to manage a second service without discussing or agreeing this with CIW	n/a	n/a	The MTH Residential Manager will not be responsible for a second service (Hillsboro) as a Residential Manager is being recruited specifically for that home.	BLUE	Closed
		Regulation 18 - The service has not ensured the provider assessments are routinely reviewed and updated.	n/a	n/a	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
		Regulation 80 - The responsible individual has not put suitable arrangements in place to monitor, review and improve the quality of care of care provided in the home.	Group Manager, Placements & Provider Services	31/03/23	The Quality Assurance Framework has been reviewed throughout the services and a new system implemented.	BLUE	Closed
		Regulation 8 - The responsible individual has not established and maintained suitable performance and quality assurance systems, completed a review of the quality of care at the required intervals and has not consulted with individuals as part of the quality-of-care arrangements.	n/a	n/a	The Quality-of-Care Report has been completed. The Quality Assurance Framework across children's residential care homes to be reviewed and updated.	BLUE	Closed
		Regulation 36 - The service provider has not ensured care staff receive adequate training to be able to provide care and support for children.	Group Manager, Placements & Provider Services	31/03/23	The induction for care staff is in the process of being reviewed with SCDWP and will be implemented in time for the new service opening in the spring.	BLUE	Closed
		Regulation 35 - The service provider has not conducted a safe or robust recruitment process	Group Manager, Placements & Provider Services	31/03/23	The introduction of an independent Responsible Individual (RI) will ensure there is oversight into the recruitment process.	BLUE	Closed
		Regulation 34 - The service has not provided a sufficient or suitably qualified team of care staff to meet the assessed care and support needs of children.	Group Manager, Placements & Provider Services	31/03/23	Due to the issues highlighted under this regulation the service was placed into dormancy and will not re-open in its current environment.	BLUE	Closed
		Regulation 43 - The service provider does not ensure the premises and facilities are safe, suitable and well maintained.	Group Manager, Placements & Provider Services	31/03/23	Work was immediately undertaken while children were still residing at the premises. Further work was completed while dormant.	BLUE	Closed
		Regulation 21 - The service provider does not ensure care and support is provided to promote and maintain the safety and wellbeing of children.	Group Manager, Placements & Provider Services	31/03/23	The RI is conducting monthly QA audits across all children's residential services to ensure that a high quality of care is being provided.	BLUE	Closed

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
Page 167		Regulation 6 - The service does not have clear arrangements for the oversight and governance of the service.	n/a	n/a	Additional Management Capacity has been established with the implementation of a new Responsible Individual role. The Post Holder will have direct line management of all Residential Managers and have the capacity to provide robust oversight and governance.	BLUE	Closed
		Regulation 7 - The service provider does not ensure a service is provided in accordance with their statement of Purpose.	Group Manager, Placements & Provider Services	31/03/23	Service is now in dormancy and will not be reopening under the auspices of the statement of purpose referred to.	BLUE	Closed
		Regulation 26 - The service provider has failed to ensure children living in the home have been safeguarded from harm.	Group Manager, Placements & Provider Services	31/03/23	The QA framework enables the RI to have systems in place to ensure oversight across all residential services.	BLUE	Closed
		Regulation 14 - The service has not ensured provider assessments are regularly updated and reviewed and risks to others suitably mitigated.	n/a	n/a	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
		Regulation 15 - The service has not created personal plans that promote positive outcomes, capture all necessary information and do not consult with children about their views, wishes and feelings.	Group Manager, Placements & Provider Services	31/03/23	Children and Young People's personal plans are being reviewed and we are working with the young person's panel to redesign feedback and complaints forms to ensure they are child centered.	BLUE	Closed
August 2022	Integrated Leadership Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board	R1 Strategic planning and applying the sustainable development principle Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by: A) taking a longer-term approach to its planning beyond five years, b)ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and c)improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally.	Head of Regional Commissioning Unit	2023/24	The Health and Social Care Regional Integration Fund (the RIF) is a 5-year fund to deliver a programme of change from April 2022 to March 2027.  The RIF builds on the learning and progress made under the previous Integrated Care Fund (ICF) and Transformation Fund (TF) and seeks to create sustainable system change through the integration of health and social care services.  Key features and values of the Fund include; <ul style="list-style-type: none"> <li>• A strong focus on prevention and early intervention</li> <li>• Developing and embedding national models of integrated care</li> <li>• Actively sharing learning across Wales through communities of practice</li> <li>• Sustainable long-term resourcing to embed and mainstream new models of care</li> <li>• Creation of long-term pooled fund arrangements</li> <li>• Consistent investment in regional planning and partnership infrastructure</li> </ul>	AMBER	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
					The RIF is a key lever to drive change and transformation across the health and social care system and in doing so will directly support implementation of several key pieces of policy and legislation over the longer term.		
		<p><b>R2 Governance Arrangements</b> The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB</p>	Head of Regional Commissioning Unit	2023/24	<p>In response to 'Further, Faster' – building an Integrated Community Care Service for Wales Implementation the RPB governance has been refreshed.</p> <p>A Partnership Leadership Board has been established of Directors from Across LA and Health board to drive integration at pace and under the Adult board an Integrated Community Care Group established aligning a number of programmes;</p> <ul style="list-style-type: none"> <li>6 goals for urgent and emergency care</li> <li>Work under the 1000 bed days</li> <li>Accelerated Cluster developments</li> </ul>	AMBER	Open
		<p><b>R3 Performance Management</b> The outcomes and performance framework was still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact</p>	Head of Regional Commissioning Unit	n/a	<p>Framework completed and endorsed by RPB. Framework being used to shape national RIF performance framework.</p>  <p>CTM outcomes and performance framework</p>	BLUE	Closed
		<p><b>R4 Risk Management</b> Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.</p>	Head of Regional Commissioning Unit	Ongoing	<p>Further Faster will establish a comprehensive community care model ensuring a full range of preventative and early intervention services are available locally. This will involve new delivery structures, moving the workforce and creating new roles so that, for example, community first responder services, more therapy and rehabilitation workers, enhanced domiciliary care roles, community nursing and allied health professionals are the priorities for service and workforce development. Building on successful models service specifications will be developed nationally upon which to benchmark and model regional delivery.</p> <p>Risk registers are maintained centrally and reported to Leadership Board.</p>	AMBER	Open
		<p><b>R5 Regional Commissioning Unit</b> Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team</p>	Head of Regional Commissioning Unit	2023/24	<p>Additional Infrastructure for Capital had been agreed regionally and scope for further programme management linked to IRCF funding to support business case development and Community hub infrastructure.</p> <p>Partnership Leadership Team tasked with developing robust model for community services within which Programme management requirements to be identified.</p>	AMBER	Open



Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q3	RAG (at end Q3)	Open / Closed
Page 169		<p><b>R6 Use of Resources</b> Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population</p>	Head of Regional Commissioning Unit	2023/24	<p>Welsh Government officials are currently working to review Part 2 and Part 9 Codes of Practice (Social Services and Wellbeing Act 2014) which will further strengthen partnership arrangement and collaborative service delivery (Consultation planned Autumn 2023).</p> <p>As part of the amendments to codes of practice the duty to co-operate will be established as lying equally on Local Authorities and Health Boards and the role of the RPB as a key vehicle through which that duty should be exercised. Furthermore within chapter 5, pooled funds positioned more clearly within joint commissioning context and greater flexibility given in relation to pooling resources at Regional, sub-regional pan cluster, cluster and individual levels.</p> <p>Section 33 agreement in Bridgend.</p>	AMBER	Open
		<p><b>R7 Regional workforce planning</b> Like many parts of the public sector, the region is experiencing significant workforce challenges. The TLPB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.</p>	Head of Regional Commissioning Unit	Ongoing	<p>One of the four quadruple aims outlined in the document, 'A Healthier Wales: Our Plan for Health and Social Care', is to have a motivated and sustainable health and social care workforce that delivers a truly seamless system of health and care, and calls for a fundamental shift in our understanding of who constitutes the workforce, and how we support the contribution that each individual makes. Requiring not only 'greater parity of esteem' between health and social care professionals, but also recognising and supporting the vital role played by the informal workforce of unpaid carers and of volunteers.</p> <p>To support new models of care, health and social care services must strengthen the support, training, development and services available to the workforce, with a focus on building skills across a whole career and supporting their health and wellbeing.</p> <p>New seamless models of health and care that emerge, require a clear and coherent approach to developing and planning the whole workforce. To meet this need, WG commissioned Health Education and Improvement Wales (HEIW) and Social Care Wales (SCW) to develop a long-term workforce strategy, in partnership with NHS and Local Government, the voluntary and independent sectors, as well as regulators, professional bodies, and education providers. The workforce strategy aims to address the Parliamentary Review's call for joint regional workforce planning.</p> <p>The workforce strategy also identifies dynamic leadership will be needed to instigate change, empower others and lead by example, as well as create conditions for continuous innovation and improvement, to drive up the quality and value of services.</p>	AMBER	Open





**KEY:**

Page 170

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

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

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

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	<b>CP</b>	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

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

## Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.1.1	Develop a sustainable operating model for social care services, as we understand the short, medium and long term impact of the covid-19 pandemic, ensuring that the Local Authority is able to meet needs for care and support through effective assessment, care planning, commissioning and service development. (SSWB)	Amber	<p>The Practice model for Adult Services is in it's final stage of development and we are currently working with Social Care Wales, who are seeking to review this at a National level.</p> <p>Within Children's Services a review of the operating model has been completed by IPC. As a result of the review a business case has been developed in relation to the recommendation into the future operating model which will be presented to CMB in quarter 4. Implementation of signs of safety is underway and the principal officer who will lead on this commences in post on the 30th January. The formal signs of safety launch will take place on the 15th March.</p>	<p>Within Adult Social Care work will progress on the social work review. A detailed service review of learning disability services is also underway which will report in Q1 of 2023/24 which will set out a service and financial recovery plan for this service area.</p> <p>In quarter 4 the leadership team in Children's Social Care will be finalising the signs of safety implementation goals. The commitment statement and workforce pledge will be finalised and Signs of safety launched at a whole service event</p>

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) <b>Higher Preferred</b>	1,981	1,981	1,023	1,485	1,512	1,469	↑	Quarterly Indicator <b>Target Setting:</b> Based on 2021/22 Improved Performance <b>Performance:</b> On target, despite the current difficult situation regarding social care capacity, this may be due to the high numbers of therapy only referrals.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support <b>Higher Preferred</b>	16.81%	33%	9.13%	33%	8.58%	9.47%	↙	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> AD/011c is overperforming, therefore, this metric will underperform.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support <b>Higher Preferred</b>	4.68%	11%	15.87%	11%	17.82%	18.05%	↙	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> This target has overachieved due to the high numbers of therapy only referrals accepted, as access to social care is difficult.
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support <b>Higher Preferred</b>	70.94%	48%	68.75%	48%	67.33%	65.38%	↑	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> This target has overachieved due to the high numbers of therapy only referrals accepted, as access to social care is difficult.
SSWB38d CP WBO2	Percentage of reablement packages completed that increased need for support <b>Lower Preferred</b>	7.88%	8%	6.25%	8%	6.27%	7.1%	↑	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> This is on target due to the service accepting more therapy only referrals than is normal due to the difficulty accessing social care.

## Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.1.3	Ensure a sufficiency and high standards of all social care services. (SSWB)	Amber	The latest improvement check by CIW has noted improvements in performance management arrangements in children's services and there are now also dashboards for adult services to monitor performance and put in place any actions to address issues.	Continue to embed new performance and quality assurance frameworks and progress within set timescales the actions in the inspection improvement plans.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO2.2.1</a>	Continue the safe reduction of care experienced children, and support care experienced children to achieve the best possible outcomes by • Ensuring care experienced children are supported to live with their families and where this is not possible identify alternative permanence options at the earliest opportunity • Ensuring care experienced children enjoy the same life chances as other children (SSWB)	Amber	The number of care experienced children is increasing. There is a combination of factors for this, which include the increase in number of referrals received and children becoming looked after. In order for us to be able to further understand the reasons for the increase we have commissioned an independent Social Worker to audit a sample of the cases of children who have become care experienced. In terms of children's ceasing to be care experienced high turnover of staff and changes of workers has resulted in drift and delay with moving children onto alternative orders or revocation of orders. There are also staffing challenges within the legal department which has led to delays in filling court order discharge applications to court.	These cases and our overarching reduction strategy continue to be monitored to ensure they are progressed in as timely a way as possible.

Page 172

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">PM24 (PAM/028)</a> SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales <b>Higher Preferred</b>	67.46%	85%	70.92%	85%	74.06%	71.87%	↑	Quarterly Indicator <b>Target Setting:</b> Revised Guidance for 2022-23- Establish Baseline <b>Performance:</b> IAA April to December: 76.79% IAA Agency April to December: 64.22% All Other Teams April to December: 82.84% Performance is still not at the levels that we would want them to be however the figures are improving. Significant levels of investment have been put into providing additional staffing capacity within the IAA service. There continues to be a focused improvement action plan in place in relation to IAA that is overseen by the Group Manager IAA & Safeguarding. Performance has improved within the Local Authority run IAA team to 77% but there has been a dip in performance in respect of the managed IAA team at 64%. There was a change in management team with the managed IAA team and a period of time when there were challenges with recruiting, this impacted on performance within the managed team. The managed team is now in a much more stable position and performance is improving.
<a href="#">PM33 (PAM/029)</a> SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. <b>Lower Preferred</b>	12.03%	12%	4.77%	9%	6.77%	9.50%	↑	Quarterly Indicator <b>Target Setting:</b> No Target Setting Comments <b>Performance:</b> Additional measures continue to be in place to support placement stability.
<a href="#">SSWB39 (CH/039)</a> CP, SSWBPM WBO2	The number of children and young people looked after <b>Lower Preferred</b>	374	374	377	374	399	380	↘	Quarterly Indicator <b>Target Setting:</b> Improved performance on 21/22 actual outturn <b>Performance:</b> The number of care experienced children is increasing. There is a combination of factors for this, which include the increase in number of referrals received and children becoming looked after. In order for us to be able to further understand the reasons for the increase we have commissioned an independent Social Worker to audit a sample of the cases of children who have become care experienced. In terms of children's ceasing to be care experienced high turnover of staff and changes of workers has resulted in drift and delay with moving children onto alternative orders or revocation of orders. There are also staffing challenges within the legal department which has led to delays in filling court order discharge applications to court. These cases and our overarching reduction strategy continue to be monitored to ensure they are progressed in as timely a way as possible.
<a href="#">SSWB48a</a> CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months	64.52%	65%	55.56%	65%	61.11%	68%	↓	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> The Team Manager has undertaken a piece of work analysing the



PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
	of employment, education or training in the 12 months since leaving care <b>Higher Preferred</b>								information for all YP who have turned 18 in the past year and their current education/employment and training status. The information evidence that the YP turning 18 prior to the Basic Income Pilot Scheme are on the whole engaged however, there has been a significant decrease in those engaged in education, employment and training who are in receipt of Basic Income Pilot. The team continue to ensure that education/training and employment are key elements of pathway planning. In light of this information the Team Manager plans to undertake a piece of work with the PA's to further consider how we should work with the YP to encourage engagement and support with access to opportunities.
<a href="#">SSWB48b</a> CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 13-24 months since leaving care <b>Higher Preferred</b>	54.55%	55%	63.64%	55%	69.57%	57.14%	↑	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> The Team Manager has undertaken a piece of work analysing the information for all YP who have turned 18 in the past year and their current education/employment and training status. The information evidences that the YP turning 18 prior to the Basic Income Pilot Scheme are on the whole engaged however, there has been a significant decrease in those engaged in education, employment and training who are in receipt of Basic Income Pilot. The team continue to ensure that education/training and employment are key elements of pathway planning. In light of this information the Team Manager plans to undertake a piece of work with the PA's to further consider how we should work with the YP to encourage engagement and support with access to opportunities.
<a href="#">SSWB49</a> CP WBO2	Percentage of care leavers who experience homelessness during the year (as defined by the Housing (Wales) Act 2014) within 12 months of leaving care <b>Lower Preferred</b>	20.69%	17%	9.09%	17%	5%	26.09%	↑	Quarterly Indicator <b>Target Setting:</b> Maintaining Performance <b>Performance:</b> This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation, so this is not necessarily indicative of their actual current situation.
<a href="#">CH/052</a> Local WBO2	Percentage of care leavers who have experienced Homelessness during the year <b>Lower Preferred</b>	8.23%	Establish Baseline	5.26%	Establish Baseline	7.79%	N/A	N/A	Quarterly Indicator <b>Target Setting:</b> Revised Guidance- Establishing Baseline <b>Performance:</b> This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation so this is not necessarily indicative of their actual current situation.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO2.3.1</a>	Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place. (SSWB)	Amber	Multi-disciplinary meetings are held weekly within the Integrated Network Teams to provide a timely and effective response to those complex individuals and families at most need in our community. The meeting is attended by the nine professional groups within the Integrated Teams and invitations are also extended to our GP partners and other surgery staff. Integrated staff also attend the Multi-disciplinary meetings at surgeries and we have link workers attached to many practices. Some integrated staff are co-located at surgeries to support communication. The Integrated Teams are working to identify people in need of assessment and support earlier, through preventative approaches, utilising population segmentation data in partnership with Public Health Wales.	Work with the Health Board and the Cwm Tat Morgannwg region on progressing this model as part of the Accelerated Cluster Development Programme.

Page 174

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">SSWB43</a> CP WBO2	Proportion (%) of individuals in managed care supported in the community <b>Higher Preferred</b>	73.40%	75%	74.56%	75%	74.35%	76.13%	↘	Quarterly Indicator <b>Target Setting:</b> Improved performance on 2021/22 actual outturn <b>Performance:</b> The market for care and support at home remains volatile. It has been impacted by the limitations on the community offer, which has created significant pressure for people and their carers living at home. The impact of the pandemic on our future commissioning projections will have to be considered when projecting all future needs.
<a href="#">SSWB44</a> CP WBO2	Proportion (%) of individuals in managed care supported in a care home setting <b>Lower Preferred</b>	26.6%	25%	25.44%	25%	25.65%	23.87%	↘	Quarterly Indicator <b>Target Setting:</b> Improved performance on 2021/22 actual outturn <b>Performance:</b> It is inevitable, lockdown and Covid 19 restrictions have impacted on the flow of people into regulated care home settings. More people have stayed home for longer and others have been placed in care who would have stayed home for longer at an earlier date had care at home been available. The impact of this on our care home bed capacity will need to be carefully monitored going forward.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO2.3.2</a>	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and supporting individual wellbeing and community Covid recovery. (SSWB)	Amber	Quarter 3: The leisure and cultural sector nationally has recovered to circa 85% of pre pandemic levels and this has been the case locally also. Externally funded programmes have continued to enable covid and cost of living pressure activities and low cost offers to be targeted. Some positive longer-term investment secured e.g. over 60 active leisure, feel good for life programme	Complete capital works and begin developing new opportunities and participation, including from more vulnerable groups. Identify how venues can function as community hubs via schemes such as warm welcome.

## Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">SSWB53</a> CP WBO2	Total library issues, including physical issues, digital issues and books on wheels service to people's homes <b>Higher Preferred</b>	New 22.23	Establish Baseline	221,361	Establish Baseline	337,859	N/A	N/A	Quarterly Indicator <b>Target Setting:</b> New Indicator- Establish Baseline <b>Performance:</b> Total library issues were 116,498 including 88308 for general issues of books, DVD and audio books, 16255 digital downloads and 11395 for the books on wheels service. Continue to operate library services including the warm welcome programme to support residents.
<a href="#">SSWB54</a> CP WBO2	Total visits to leisure centres operated by Halo Leisure for all purposes <b>Higher Preferred</b>	New 22.23	Establish Baseline	597,600	Establish Baseline	867,689	N/A	N/A	Quarterly Indicator <b>Target Setting:</b> New Indicator- Establish Baseline <b>Performance:</b> Halo operated venues supported 270,089 visits during quarter 3 of which 223,526 were for physical activity based purposes. Continue to rebuild participation at centres and develop responses to the cost of living crisis in addition to covid related rebuilding of services.

## WBO3: Smarter use of resources

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.3</a>	Implement the planned budget reductions identified in the MTFs, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (SSWB)	Amber	Quarter 3: The current MTFs requires further remodelling in the learning disability day services in order to fully achieve the savings identified. Given the overspend in the learning disability budgets an independent review has been commissioned to review the operating model and understand the most cost-effective way of delivering daytime support for people in Bridgend.	Receive and consider the recommendations from the independent review.

## Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q3						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DWB6.1.1iii</a> ( <a href="#">SSWB12</a> ) CP feeder WBO3	Value of planned budget reductions achieved (SS & Wellbeing)	£365	£0	0%	£115	32%	£250	68%	See comment on 'Implications of Financial Reductions on Service Performance'

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.4</a>	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (SSWB)	Green	Hybrid arrangements have been implemented.	The benefits from investment in technology will continue to be evaluated to improve the efficiency and effectiveness of operational delivery.

## Other Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21- 22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">CHR002iii</a> (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) <b>Lower Preferred</b>	20 days	No target	11.02 days	No target	16.98 days	14.85 days	↓	Quarterly Indicator <b>Target Setting:</b> Improved Performance on 2021/22 outturn <b>Performance:</b> Deep dives into areas of high sickness in the directorate will be prioritised. Significant wellbeing support is in place and access to physiotherapy or other interventions will be considered if it will support early return to work. Proactive stress risk assessments are promoted and encouraged for all staff and general and bespoke support is available for all staff who are impacted by the harrowing and contested nature of the work they do.
<a href="#">CORPB1a</a> Local Other priority	Percentage of safeguarding e- learning (including workbook) completions (SSWB) <b>Higher Preferred</b>	77.08%	100%	No data	100%	75.31%	76.01%	↙	Quarterly Indicator <b>Target Setting:</b> Aspirational target <b>Performance:</b> The Directorate has appointed a Corporate Safeguarding Officer who will promote the importance of undertaking this training. The Directorate also included an article in our most recent newsletter informing all managers and staff of the importance of undertaking the mandatory e-learning modules as outlined in the Corporate Induction Framework.

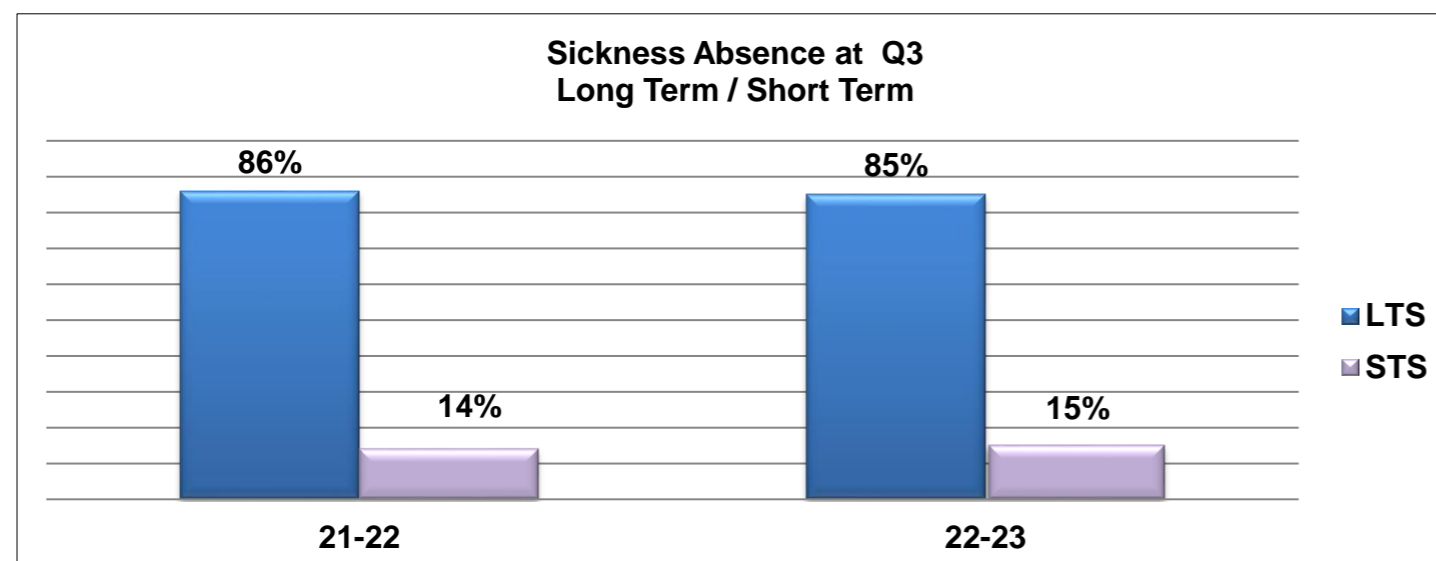


## Sickness broken down by Service Area

Unit	FTE 31.12.2022	QTR3 2021-22			QTR3 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Adult Social Care	588.87	3676.83	305	6.27	3593.65	382	6.10	16.65	17.74
Business Support - SS&W	54.31	52.50	9	1.28	109.50	10	2.02	8.73	6.64
Children's Social Care	185.95	1003.91	60	5.36	1353.87	80	7.28	12.09	19.39
Prevention and Wellbeing	20.16	21.35	2	1.08	3.57	3	0.18	1.68	0.56
<b>Social Services and Wellbeing Directorate Total</b>	<b>849.29</b>	<b>4754.59</b>	<b>376</b>	<b>5.69</b>	<b>5060.59</b>	<b>475</b>	<b>5.96</b>	<b>14.86</b>	<b>16.98</b>

## Sickness broken down by absence reason

Absence Reason	Social Services & Wellbeing Directorate				
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	251.88	432.71	404.65	1089.24	7.57%
Cancer	335.25	403.33	261.83	1000.40	6.95%
Chest & Respiratory	292.05	133.45	262.05	687.55	4.78%
Coronavirus COVID - 19	220.10	132.11	202.98	555.19	3.86%
Eye/Ear/Throat/Nose/Mouth/Dental	59.52	61.15	126.91	247.57	1.72%
Genitourinary / Gynaecological	141.98	184.06	47.69	373.73	2.60%
Heart / Blood Pressure / Circulation	40.46	100.64	133.03	274.13	1.90%
Infections	210.80	234.52	277.10	722.42	5.02%
MSD including Back & Neck	712.20	706.89	671.09	2090.18	14.52%
Neurological	157.62	93.08	67.38	318.08	2.21%
Other / Medical Certificate	113.21	43.62	213.13	369.96	2.57%
Pregnancy related	51.85	18.59	31.68	102.12	0.71%
Stomach / Liver / Kidney / Digestion	231.76	180.56	156.19	568.51	3.95%
Other Mental illness	15.00	109.57	129.37	253.94	1.76%
Stress/Anxiety/Depression not work related	1136.30	1146.42	1114.81	3397.53	23.61%
Stress/Anxiety/Depression work related	538.41	843.32	960.72	2342.44	16.27%
Tests / Treatment / Operation				0.00	0.00%
<b>TOTALS</b>	<b>4508.39</b>	<b>4824.03</b>	<b>5060.59</b>	<b>14393.01</b>	<b>1.00</b>



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## Education and Family Support - Performance Q3 2022-2023

Performance is predominantly positive, with only a few commitments and performance measures showing performance below target. All commitments are either green or amber. The directorate is making good progress on delivering its strategy in support of the Corporate Wellbeing Objectives. While long-term sickness is reducing slowly, the cumulative sickness for the first three quarters is higher in both the directorate and across schools against last year. The directorate will be able to achieve its MTFS savings for the year.

Commitments 2022-23	BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators	
	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q3 2021-22	Performance vs Target	Trend vs Q3 2021-22 (excluding Finance)
Q3 Directorate Commitments to delivering Wellbeing objectives									
Wellbeing Objective One – Supporting a successful sustainable economy	6			1	5				
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	1			1					
Wellbeing Objective Three – Smarter use of resources	3	1		1	1				

### Finance

#### Revenue budget

- The net revenue budget for the Education and Family Support Directorate for 2022-2023 is **£138.068m**.
- The current year-end projected outturn is **£138.863m** with a projected under spend of **£795,000**.

#### Capital budget

- At Q3, the capital budget for the Directorate for 2022-2023 is **£12.025m** with total expenditure of **£2.980m** and no foreseen under or overspend to planned budget.

#### Efficiency savings

Savings (£000)	2022-23	% 2022-23
Savings target	£68	100%
Likely to be achieved	£68	100%
Variance	£0	0%

Additional financial information is provided in the Budget Monitoring 2022-23 – Quarter 3 Revenue Forecast report presented to Cabinet on 17 January 2023.

### High Corporate Risks

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

Risks are escalated at a corporate level from the directorate's risk register and are formally reviewed quarterly by the directorate Senior Management Team (SMT).

Intelligence gathered by officers from communication and information from key suppliers (principally school transport operators) on their ability to fulfil current tenders for transport provision has identified a risk relating to **'important council services being compromised due to the failure of a key supplier'**.

This is because the behaviour of suppliers is changing with the hand back of contracts due to either the inability of operators to make a profit against the current contract value or the lack of drivers.

The majority of school transport services are delivered by the private sector and therefore this risk has been escalated from the directorate to the corporate risk register.

### Consultation, engagement, and involvement

Childcare Sufficiency Assessment consultation closed on 16 December 2022.

The statutory consultation on the enlargement of Coety Primary School has been concluded.

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

- Recruitment and retention issues continue across most services.
- Securing funding for continuation of grant funded projects is challenging.
- Difficulty with attracting service providers to new Welsh-medium early years provision.
- Ongoing capacity issues caused by the Neurodevelopmental Pathway.
- Management of Educated Other than at School (EOTAS) is challenging.
- Delayed commencement of capital schemes including Community Focused Schools and for Universal Primary Free School Meals.
- Availability of support from across the local authority to delivery key capital works.

Page 180

Regulatory Tracker							
Report Issued	Name of Audit/Regulator	Recommendation/Proposal for improvement	Responsible officer	Delivery date	Update on actions and progress at Q3	RAG (at Q3)	Open / Closed
June 2022	HM Inspectorate of Probation, inspection of youth offending services in Bridgend	1. The Chair of the Bridgend Youth Justice Service (BYJS) Management Board should: consider the membership of the board, to ensure that it is attended by representatives with the right level of seniority and put in place a plan to develop the board so that its members understand their role and responsibilities	ML	March 2023	Board membership has been reviewed and confirmed. The Management Board has identified a new chair and Board members. Roles and responsibilities will be reinforced and a national performance indicator on Board attendance will be in place from April 2023.	Blue	Closed
		2. The Chair of the BYJS Management Board should: review the format and purpose of the Bureau and ensure that it has the relevant information and input from the necessary agencies so that the out-of-court disposal meets the needs of the child.	ML	March 2024	In-house Bureau process has been reviewed. Confident that existing arrangements are fit for purpose. However, we are waiting on the outcome of an all-Wales out of court disposal review that will recommend necessary future changes to existing systems.	Amber	Open
		3. The BYJS Management Board should: make sure that the partnership has a multi-agency framework in place for children who are at risk of, or subject to, child exploitation and ensure that there are clear procedures for practitioners to follow.	ML	May 2023	The Regional Safeguarding Board has developed a multi-agency forum focussing on a strategy and toolkit to address child exploitation issues.  Bridgend Youth Justice is represented on this group. There is a draft of the toolkit that is being trialled by social workers within Children's Social Care' and Youth Justice Teams.	Amber	Open
		4. The BYJS service manager should: improve the quality of planning and services to manage children's safety and wellbeing	n/a	n/a	Quality assurance peer audit and training on safety and wellbeing planning for all BYJS staff has been completed.  The service now aligns the BYJS plan to children's services planning.	Blue	Closed
		5. The BYJS service manager should: review the quality assurance processes and improve the effectiveness of management oversight in all cases.	n/a	n/a	A peer quality assurance group is in place and there is regular managerial oversight for BYJS assessments which is monitored via the Management Board performance framework report.	Blue	Closed





**KEY:**

Page 181

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

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

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

Performance Indicators (Trend)		Performance Indicator types	
	Performance has improved compared to last year.	<b>CP</b>	Corporate Plan indicator
	Performance has maintained (this includes those at maximum)		
	Performance has declined BUT within 10% of the last year		
	Performance has declined by 10% or more compared to previous year		

## WBO1: Supporting a successful sustainable economy

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.1.1</a>	Sustain the current good pupil performance at key stage 4. (EFS)	Green	Quarter 3: There are ongoing discussions with secondary schools related to the progress of Key Stage 4 learners and retention of Post-16 learners. The improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained. We are aligning our monitoring processes with the Welsh Government school improvement guidance 'Framework for evaluation, improvement and accountability', to review pupil progress at Key Stage 4 and Post-16. In line with Welsh Government guidelines, there is no data available for comparison, although an announcement made on 19 January 2023 suggests an interim return to the use of Key Stage 4 Capped 9 data.	

### Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DEFS152</a> CP WBO1	Percentage of all schools that have effective evaluation and improvement processes in place. <i>Higher Preferred</i>	New 22.23	100.00%	100%	100%	100%	95.0%	↑	Quarterly Indicator <b>Target Setting:</b> Alignment with Welsh Government guidance 268/2021, 'School improvement guidance: framework for evaluation, improvement and accountability' and also cognisant of changes to methods of assessment due to the pandemic. <b>Performance:</b> Improvement partners continue to work with all school leaders to ensure that effective evaluation and improvement processes are in place and maintained.

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.1.2</a>	Raise standards of literacy in primary schools. (EFS)	Green	Quarter 3: Recent inspections have not identified literacy as a concern in schools. School improvement planning and evaluation processes are in place. School self-evaluation work with improvement partners has identified where additional work is needed to support learners after the disruption caused by the pandemic. This particular commitment, which focuses on standards of literacy is not as relevant now as previously, and schools would prefer a focus on the implementation of the new curriculum.	Work with representatives from schools to assess progress made against the agreed Directorate priorities.

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.1.3</a>	Improve outcomes for post-16 learners in school sixth forms. (EFS)	Green	Quarter 3: The Inspire 2 Work team, in partnership with colleagues from Vulnerable Groups Support, Inspire 2 Achieve and Careers Wales, are currently tracking the destinations (actual and planned) of all school leavers utilising the Careers Wales 5 Tier Model of Engagement. Partnership links have been developed, creating direct routes for young people to make contact with work-based learning providers. Nationally across Wales, as we have witnessed in Bridgend, young people identifying as not in education, employment, or training (NEET) have increased but the national data for the 2021-2022 academic year will not be published before April 2023. We are seeing far more young people suffering with depression/anxiety disorders, with many awaiting Child and Adolescent Mental Health Service (CAMHS) support. With regard to the Post-16 offer, a process is in place for schools to submit 'Statements of Intent' for any changes to their curriculum so that they might be considered by other schools in case there is scope for wider collaboration or to avoid duplication. A pilot for the shared teaching of Welsh A Level	Development of a Post-16 Improvement Plan for Heads of Sixth Form to align with school and Directorate priorities and assist with self-evaluation processes and identification of appropriate professional learning opportunities.



			through a blended learning approach (between two schools) is currently underway and has been reviewed by the Curriculum Development Leaders Group to inform future practice in other schools/settings.	
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### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.1.4</a>	Assess the impact of the Covid-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic (EFS)	Amber	Quarter 3: Information on the Central South Consortium school professional learning is collated and shared with all headteachers and governing bodies via the new Termly School Summary. Schools accessing support through the professional learning programme and collaboration networks support the development of the strategic priorities following the school self-evaluation processes. The progress and impact of strategic priorities on improvements to provision and outcomes for learners are monitored through the school self-evaluation processes. One of the 20 non-maintained settings has received a Care Inspectorate Wales Priority Action Report following an inspection that identified regulatory breaches and shortcomings. Whilst this is not 'Estyn Review' it is of significant concern.	Support officers are offering enhanced support to the setting, and more frequent monitoring visits.

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.1.5</a>	Support schools to provide safe learning environments for all learners and staff in schools. (EFS)	Green	Quarter 3: A directorate Safeguarding Board was established in October 2022 to review and ensure all managers within the Education and Family Support Directorate are clear on their roles and responsibilities related to this area. This board will meet termly to continue to look at safeguarding data and practice across the directorate and to share information related to policies and procedures. Schools in Bridgend have all adopted the Cwm Taf Morgannwg Safeguarding Board policy. Audits are completed by schools in relation to their safeguarding approach. These have recently been analysed highlighting that 54 schools are rated as green with 6 rated as amber. This is an improvement in comparison to last year as there are no longer any schools rated as red. Delivery is ongoing of the activities identified in the current version of the Corporate Health and Safety Unit's (CHSU) Corporate Health and Safety Action Plan.	

### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO1.1.6</a>	Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh medium education and increase the number of Welsh speakers to support Cymraeg 2050. (EFS)	Green	Quarter 3: The WESP co-ordinator started in post on 1 September 2022. The five-year Welsh in Education Strategic Plan (WESP 2022-2027) was submitted to Welsh Government by the deadline of 16 December 2022. Workshops had been held with Welsh in Education Forum (WEF) members to feed into the development of the five-year plan. The first WEF meeting for the ten-year WESP (2022-2032) took place in November 2022. All sub-groups had met prior to the WEF. Chairs and terms of reference have been agreed for all sub-groups. Welsh language immersion provision has been established with a teacher and a learning support officer (LSO) appointed to support this activity.	

### Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DEFS138</a> Local WBO1	Percentage of Year 1 learners taught through the medium of Welsh. <b>Higher Preferred</b>	7.67%	8.7%	<b>8.04% Annual Actual</b>	8.7% Annual Target	<b>8.04% Annual Actual</b>	7.67% Annual Actual	↑	Annual Indicator <b>Target Setting:</b> A target of between 14% - 18% by 2032 has been set by Welsh Government to support 'Cymraeg 2050.' <b>Performance:</b> The total number of Year 1 learners in the four Welsh-medium primary schools in the 2021-2022 academic year, as measured by PLASC (Pupil Level Annual School Census), was 129. This compares to a total of 122 in the previous academic

										year. The total number of Year 1 learners across all schools was 1605, compared to 1591 in the previous academic year. Therefore, there was an increase in the percentage of learners taught through the medium of Welsh compared to the previous year.
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### Other indicators linked to achieving WBO1

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DEFS155</a> Local WBO1	The number of safeguarding audits completed by schools that are rated as green <b>Higher Preferred</b>	N/A	60.00	N/A	N/A	N/A	N/A	N/A	Annual Indicator <b>Target Setting:</b> All schools have received extensive training and support related to their safeguarding responsibilities. This should be reflected within their safeguarding audits. <b>Performance:</b> Interim comments: This is an annual task. The audits are completed in the autumn term and analysed in the spring term. The analysis of safeguarding audits has commenced and a report will be presented to CMB and CCMB in February 2023. Therefore, the annual data will be reported in Q4. It is anticipated that the target will be achieved.

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

#### Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO2.1.2</a>	Target the use of early intervention services to reduce demand on statutory services. (EFS)	<b>Amber</b>	Quarter 3: Edge of care services are delivering successful interventions, but data capture is not in place. The Rise Service is working well since its implementation in Q2 2022-2023. As at the end of Q3, the percentage of completed Team Around the Family support plans that close with a successful outcome was better than target. An effective system is in place for monitoring young offenders, but not all are engaging in education, training or employment (ETE).	Links are being made with Legal Services to gather required information and the service is continuing to liaise with the corporate ICT Department to develop reporting facilities. Revised systems are being implemented, with a staff member in place, to monitor the most complex youth offending cases, prepare a programme of ETE intervention, and encourage engagement with the in-house Agored system.

#### Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DEFS29</a> CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. <b>Higher Preferred</b>	73.0%	70.0%	<b>78%</b>	70%	<b>75%</b>	73.0%	↑	Quarterly Indicator <b>Target Setting:</b> Improved performance against a backdrop of increased demand and complexity of cases. <b>Performance:</b> Performance is above target, despite the increasing complexity of cases.



## WBO3: Smarter use of resources

## Commitment

Page 185

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.1.2</a>	Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme. (EFS)	Amber	Quarter 3: The statutory processes in respect of the replacement Heronsbridge School and Ysgol Gymraeg Bro Ogwr have concluded, and Cabinet approval has been received to implement the proposals as per the published notices. Cabinet approval was received to co-locate Welsh-medium childcare provision with the replacement Ysgol Gymraeg Bro Ogwr. The design process has commenced for the replacement Ysgol Gymraeg Bro Ogwr. A multi-disciplinary design team is being procured for the Heronsbridge School scheme. Therefore, the design did not commence by the target date of 31 December 2022. The replacement Mynydd Cynffig Primary School is in the design process. The Stage 1 report in respect of the replacement Ysgol y Ferch o'r Sgêr and the new English-medium school (that is, the replacement for Afon Y Felin and Corneli Primary Schools) has been submitted to Welsh Government for consideration and the local authority is awaiting the outcome of this process. Cabinet has modified the opening date of the English-medium school to September 2024. Construction of the Welsh-medium childcare scheme at Bettws was completed and the building was handed over to the local authority. The Ogmre Valley scheme is under construction. The design process commenced in respect of a mobile classroom at Ysgol Gymraeg Bro Ogwr. Heronsbridge School – temporary accommodation at Bridgend College was handed-over to the local authority in September 2022. A planning application has been submitted for the six-classroom block for Bryntirion Comprehensive School. Following Cabinet approval, consultation commenced on a proposal to enlarge Coety Primary School. Cabinet approval was received to consult on a proposal to establish a Welsh-medium seedling school and to co-locate childcare provision at Porthcawl. There has been an increase in surplus places in our primary schools, primarily due to a reduction in the primary school population. There has been a decrease in surplus places in our secondary schools due to an increase in the secondary school population. Pupil population variations are not within the control of the local authority.	Design on Heronsbridge School will commence once the multi-disciplinary design team has been appointed and is expected before March 2023. Progress the design of capital schemes. Report the outcome of the Coety Primary School consultation to Cabinet. Commence consultation on the proposed Welsh-medium seedling school and childcare provision at Porthcawl.

## Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DCH2.1.11.1</a> Local WBO3	The percentage surplus capacity in primary schools. <b>Lower Preferred</b>	11.63%	10%	14.63% Annual Actual	N/A	14.63% Annual Actual	11.63% Annual Actual	↓	Annual Indicator <b>Target Setting:</b> National guidance indicates a recommended 10% surplus. <b>Performance:</b> Two factors determine the number of surplus places - the size of the primary school population and the capacity in primary schools generated by the use of the available accommodation. A decrease in the primary school population and increased capacity due to changes in the way primary schools use their accommodation have resulted in an increase in surplus places.
<a href="#">DCH2.1.11.2</a> Local WBO3	The percentage surplus capacity in secondary schools. <b>Lower Preferred</b>	18%	18%	17% Annual Actual	N/A	17% Annual Actual	18.0% Annual Actual	↑	Annual Indicator <b>Target Setting:</b> National guidance indicates a recommended 10% surplus. <b>Performance:</b> Two factors determine the number of surplus places - the size of the secondary school population and the capacity in secondary schools generated by the available accommodation. While there has been no change to total secondary school capacity, there has been increase in the secondary school population, which has reduced the number of surplus places.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.3</a>	Implement the planned budget reductions identified in the MTFS, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (EFS)	Green	Quarter 3: There has been a review of the Financial Scheme for Schools. The financial position of all schools is under constant review in a number of arenas. Schools in deficit budget positions are required to write a plan to manage the deficit and if the deficit is significant, they are required to meet with the Head of Service - these meetings are currently being undertaken. Significant surplus budgets are also subject to scrutiny. The Head of Service has oversight of all audits of schools. The Q3 budget position for the Education and Family Support Directorate is that the £68k savings target for 2022-2023 will be met in full. Welsh Government changed the terms and conditions of the grant for the Adult Community Learning service area, which impacted on the core budget and deliverability of the original proposal. However, the directorate has identified alternative budget reduction proposals to replace this saving.	

Page 186

## Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at Q3						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
<a href="#">DEF143</a> <a href="#">CP feeder</a> <a href="#">WBO 3</a>	Value of planned budget reductions achieved (Education and Family Support Directorate)	£68	£0	0%	£0	0%	£68	100%	<b>Performance:</b> . The £68k saving target for 2022-2023 will be met in full. Welsh Government changed the terms and conditions of the grant for the Adult Community Learning service area, which impacted on the core budget and deliverability of the original proposal. However, the Education and Family Support Directorate has identified alternative budget reduction proposals to replace this saving through a review of supplies and services budgets across the directorate.

## Commitment

Code	Commitment	Status	Comments	Next Steps
<a href="#">WBO3.2.4</a>	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (EFS)	Blue	Quarter 3: Work is ongoing to implement the Capita One system across the directorate. While there have been several unforeseen security issues, these have been addressed and the base system has been implemented. The implementation timetable for the add-on modules remains under review.	

## Other Performance Indicators

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">CHR002iv</a> Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). <b>Lower Preferred</b>	12.60 days	No target	5.71 days	No target	9.46 days	9.04 days	↓	Quarterly Indicator <b>Target Setting:</b> Directorate sickness targets are set corporately. While there is no target for 2022-2023, the corporate aim is for a reduction in sickness absence. <b>Performance:</b> When compared with Q3 in 2021-2022: - there was an increase in the number of absences from 341 to 402; - the percentage of absences for 7 days or less increased from 68% to 75%; - the percentage of absences of 21 days or more decreased from 24% to 16%; and - the total number of FTE days lost in Q3 decreased from 1948 to 1818. Cumulatively, the total number of FTE days lost increased from 4197 in 2021-2022 to 4478 in 2022-2023. The top three reasons for FTE days lost up to the end of Q3 2022-2023 were stress/anxiety/depression not related to work at 19.07%, musculoskeletal disorders at 14.09% and bereavement-related absences at 12.63%.

PI Ref, PI Type, link to WBO	PI Description and Preferred Outcome	Year End 21-22	Target 22-23	Q2 position 22-23 & RYAG	Q3 22-23 RYAG vs Target		Q3 21-22 (same period last year)	Direction of Travel compared to same period last year	Comments
					Target	Actual			
<a href="#">DEFS132</a> Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). <b>Lower Preferred</b>	10.56 days	No target	4.37 days	No target	7.94 days	7.40 days	↙	Quarterly Indicator <b>Target Setting:</b> Directorate sickness targets are set corporately. While there is no target for 2022-2023, the corporate aim is for a reduction in sickness absence. <b>Performance:</b> When compared with Q3 in 2021-2022: - the number of absences increased from 1,327 to 1,803; - the percentage of absences for 7 days or less increased from 73% to 80%, while the percentage of absences of 21 days or more decreased from 18% to 9%; and - the total number of FTE days lost in Q3 increased from 7,617 to 8,064. Cumulatively, the total number of FTE days lost to the end of Q3 was 12,097 for 2021-2022 and increased to 13,103 for 2022-2023. The top three reasons in terms of FTE days lost to the end of Q3 in 2022-2023 were stress/anxiety /depression not related to work at 20.61%, musculoskeletal disorders at 15.93% and infections at 14.54%. .
<a href="#">CORPB1d</a> Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (EDFS Directorate) <b>Higher Preferred</b>	90.46%	100.0%	No data available	100%	87.99%	90.7%	↙	Quarterly Indicator <b>Target Setting:</b> All staff should either have completed the existing e-learning module or should complete the new module, once available. <b>Performance:</b> Data for Q2 (not Q3) has just become available and the position is below target. It is believed that this is due to a number of new starters and staff being on long-term sickness absence. However, the e-learning is a mandatory module and should be completed as part of induction. The Group Manager, Vulnerable Groups Support will address this with the directorate senior management team.
<a href="#">CORPB1e</a> Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (schools) <b>Higher Preferred</b>	72.04%	100.0%	No data available	100%	69.54%	64.41%	↑	Quarterly Indicator <b>Target Setting:</b> All staff should either have completed the module or should complete the new module, once available. <b>Performance:</b> Q2 (not Q3) data has just become available. Schools have reported that all staff have undertaken their mandatory two-year face-to-face training and are up to date with their safeguarding knowledge. However, e-learning is a mandatory module and must be completed. The Group Manager, Vulnerable Groups Support will reinforce this requirement with schools in all appropriate forums.

### Additional Sickness Information by Service Area – Education

Unit	FTE 31.12.2022	QTR3 2021-22			QTR3 2022-23			Cumulative Days per FTE 2021-22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support	29.09	51.00	3	2.09	51.00	2	1.75	2.27	2.86
Catering Services (CAT)	109.27	496.84	198	4.69	533.76	233	4.88	10.50	11.46
Family Support	184.45	673.79	51	3.62	581.37	63	3.15	8.13	9.14
Learner Support	123.15	725.93	89	5.89	621.57	98	5.05	12.08	12.08
School Modernisation	4.00	0.00	0	0.00	0.00	0	0.00	2.00	0.00
School Support	15.27	0.00	0	0.00	1.00	1	0.07	0.00	0.79
Vulnerable Groups	19.46	0.00	0	0.00	29.34	5	1.51	0.00	2.23
<b>Education &amp; Family Support Directorate Total</b>	<b>484.69</b>	<b>1947.56</b>	<b>341</b>	<b>4.22</b>	<b>1818.04</b>	<b>402</b>	<b>3.75</b>	<b>9.07</b>	<b>9.46</b>

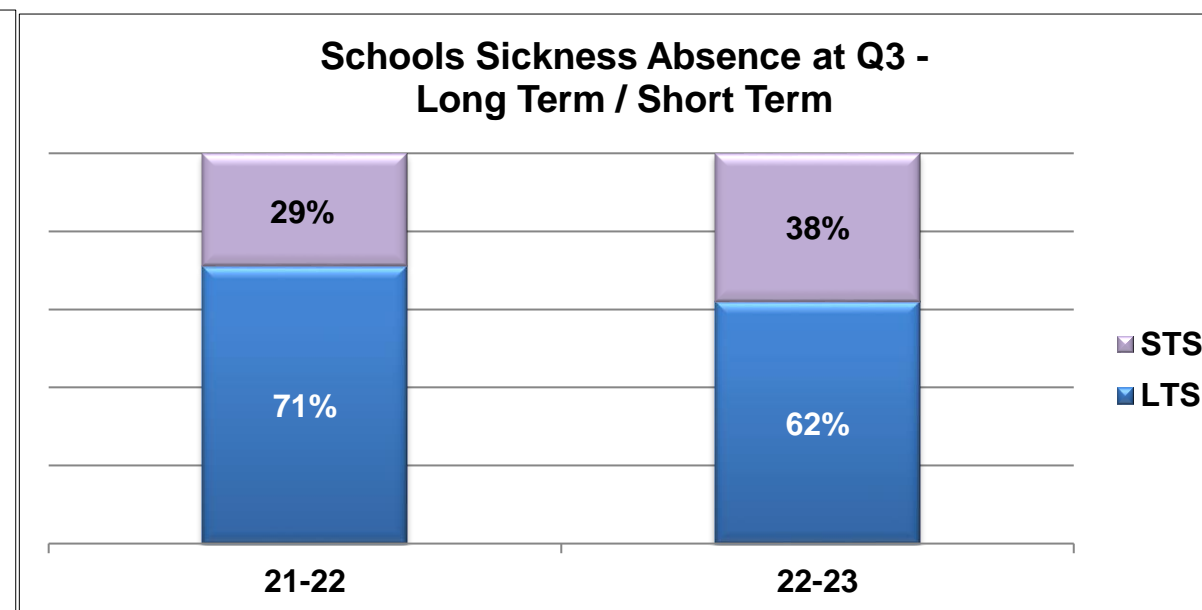
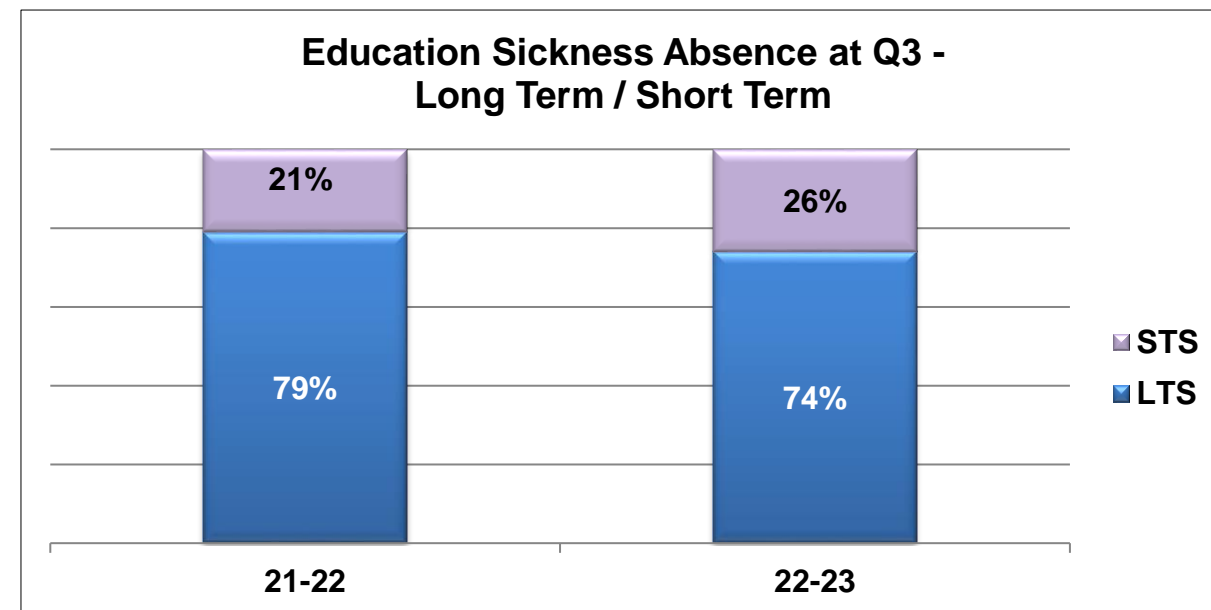
### Additional Sickness Information by Service Area – Schools

Unit	FTE 31.12.2022	QTR3 2021-22			QTR3 2022-23			Cumulative Days per FTE 2021- 22	Cumulative Days per FTE 2022-23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Primary Schools	1076.17	3534.35	623	3.26	3517.15	780	3.27	7.23	7.54
Secondary Schools	933.35	2880.20	523	3.20	2849.21	717	3.05	5.92	6.53
Special Schools	251.73	1202.24	181	5.02	1697.13	306	6.74	13.65	14.84
<b>Schools Total</b>	<b>2261.25</b>	<b>7616.79</b>	<b>1327</b>	<b>3.43</b>	<b>8063.49</b>	<b>1803</b>	<b>3.57</b>	<b>7.40</b>	<b>7.94</b>

### Sickness Absence by Reason

Page 189

Absence Reason	Education & Family Support Directorate					Schools				
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	88.36	211.24	265.89	565.49	12.63%	330.30	169.99	284.95	785.24	4.39%
Cancer	95.84	85.62	146.11	327.57	7.31%	146.59	154.26	151.25	452.09	2.53%
Chest & Respiratory	57.66	63.26	115.69	236.60	5.28%	240.50	80.87	549.76	871.14	4.88%
Coronavirus COVID - 19	99.61	6.05	56.64	162.31	3.62%	263.82	94.86	597.72	956.40	5.35%
Eye/Ear/Throat/Nose/Mouth/Dental	76.73	11.14	67.75	155.62	3.47%	383.67	184.50	385.72	953.89	5.34%
Genitourinary / Gynaecological	0.00	0.95	4.09	5.03	0.11%	87.70	12.66	4.22	104.59	0.59%
Heart / Blood Pressure / Circulation	21.69	31.42	24.27	77.38	1.73%	264.66	99.32	146.68	510.65	2.86%
Infections	97.34	86.86	299.25	483.44	10.80%	616.73	349.74	1631.56	2598.04	14.54%
MSD including Back & Neck	245.74	210.60	174.44	630.77	14.09%	1031.54	716.42	1098.13	2846.09	15.93%
Neurological	60.81	80.66	69.06	210.53	4.70%	382.61	239.09	350.58	972.28	5.44%
Other / Medical Certificate	116.70	68.50	8.16	193.36	4.32%	6.35	24.76	113.32	144.43	0.81%
Pregnancy related	23.92	18.54	16.01	58.47	1.31%	53.57	74.78	239.39	367.74	2.06%
Stomach / Liver / Kidney / Digestion	42.23	38.78	120.99	202.00	4.51%	745.68	469.36	774.48	1989.51	11.13%
Other Mental illness	0.00	14.00	20.00	34.00	0.76%	59.80	5.27	12.91	77.97	0.44%
Stress/Anxiety/Depression not work related	374.88	209.04	270.04	853.96	19.07%	1435.30	730.89	1516.41	3682.60	20.61%
Stress/Anxiety/Depression work related	21.00	101.00	159.65	281.65	6.29%	140.58	209.18	206.41	556.17	3.11%
Tests / Treatment / Operation	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%
<b>TOTALS</b>	<b>1422.50</b>	<b>1237.64</b>	<b>1818.04</b>	<b>4478.19</b>		<b>6189.40</b>	<b>3615.96</b>	<b>8063.49</b>	<b>17868.84</b>	



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Directorate	Oversight	Report issued	Name of Audit / regulator	Recommendation / proposal for improvement	Action Update Q2 2022-23	RAG (at Q2)	Open/ Closed
Cex	COSC	Oct-22	Audit Wales, Springing Forward – Strategic Workforce Management	R1 The Council needs to urgently develop its strategic workforce approach, embedding the sustainable development principle at its core, to enable it to address the significant workforce issues it faces.	The development of a strategic workforce plan has not progressed as quickly as hoped. The Human Resources (HR) management structure is extremely lean and key strategic managers have been heavily involved in operational issues to support corporate priorities, particularly Childrens Services. Many of the RED activities are operationally linked to workforce planning. It is anticipated this work will develop further during the early part of 2023.	RED	Open
				R2 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts and affordability of its workforce plans and actions.	Workforce plans will need to be developed, which are aimed at getting the right people in the right place at the right time to deliver corporate priorities (wellbeing objectives). These will need to be aligned to financial planning. The current budgetary pressures will impact on the ability to fully implement an effective workforce plan on a corporate wide basis.	AMBER	Open
				R3 The Council should also explore opportunities to benchmark its own performance over time and its arrangements with other bodies to provide a different dimension to its performance management data. Whilst also offering an insight to how other bodies are performing and discovering notable practice elsewhere.	This work is ongoing with the Welsh Local Government Association (WLGA).	AMBER	Open
Communities	SOSC3	Oct-22	Audit Wales, Springing Forward - Asset Management	R1 The Council needs to ensure the sustainable development principle is driving and shaping its approach to all its assets as it develops its strategy during 2022.	This is a key cornerstone of the Council's 2030 Strategy and within its commitments and action plan are significant areas where management of the council's assets should follow a sustainable approach in order to reach net zero by 2030.	BLUE	Closed
				R2 The Council should address as a priority its health and safety related statutory building compliance performance so that it is meeting its statutory duties relating to electrical, gas, asbestos, legionella, and fire risk testing.	Corporate Landlord have increased capacity by appointing a compliance officer and Schools Surveyor. In Q3 statutory compliance will have reached 90% for the first time. A new Integrated Works Management Package (IWMS) is being procured.	AMBER	Open
				R3 The Council should develop a suite of strategic quantitative and qualitative measures to enhance its ability to understand the impacts of its assets plans and actions as part of its strategy development during 2022.	This is being undertaken as part of the review of the Self-Assessment, Communities Business Plan and Asset Management Strategy and should be in place by April 2023.	AMBER	Open

Page 192	EFS	SOSC1	Jun-22	HM Inspectorate of Probation, inspection of youth offending services in Bridgend	R4 To strengthen its arrangements, during the next 12 months, the Council should explore how it can compare its data, arrangements, and the learning from other organisations, for example through existing professional networks.	This is being achieved by the procurement of a new Integrated Works Management Package (IWMS). Working with colleagues regionally in the CCR and specifically at Cardiff Council to assist with this.	BLUE	Closed
					1. The Chair of the YJS Management Board should: consider the membership of the board, to ensure that it is attended by representatives with the right level of seniority and put in place a plan to develop the board so that its members understand their role and responsibilities	New Chair of Management Board (Corporate Director, Education and Family Support) in place.  Membership reviewed but more work required to ensure appropriate seniority and consistent attendance.  Management Board/BYJS staff development day planned for the Spring 2023.	AMBER	Open
					2. The Chair of the YJS Management Board should: review the format and purpose of the Bureau, and ensure that it has the relevant information and input from the necessary agencies so that the out-of-court disposal meets the needs of the child.	Awaiting Youth Justice Board (YJB) guidance as the Bureau model in Bridgend was identified as an area of good practice in a previous HMIP inspection.  Once YJB guidance is in place (currently out to consultation), the Bureau model in Bridgend will be reviewed	AMBER	Open
					3. The YJS Management Board should: make sure that the partnership has a multi-agency framework in place for children who are at risk of, or subject to, child exploitation and ensure that there are clear procedures for practitioners to follow.	Regional strategy for child exploitation being developed and shared practice guidance will be produced in early 2023.  However, there is a local authority screening process in place and referral arrangements to the national referral mechanism is in place	AMBER	Open
					4. The YJS service manager should: improve the quality of planning and services to manage children's safety and wellbeing	Quality assurance peer audit and training on safety and wellbeing planning for all BYJS staff has been completed.  The service now aligns the BYJS plan to children's services planning.	BLUE	Closed
					5. The YJS service manager should: review the quality assurance processes and improve the effectiveness of management oversight in all cases.	A peer quality assurance group is in place and there is regular managerial oversight for BYJS assessments which is monitored via the Management Board performance framework report.	BLUE	Closed



				<p>PE1 - Opportunities for children's views to be consistently sought and appropriately recorded need to be strengthened</p>	<p>Consultation and engagement activity with Care Experienced Children and Care Leavers has involved focus groups and a specific event including: Consultation on what makes a good parent with the outcome of producing media clips used in member induction training. Consultation on what it is like to be 'in care' or 'a care leaver'. Consultation on identifying the most important issues for care experienced children, young people and care leavers when being supported by statutory agencies and partners with the outcome to inform the priorities of the Bridgend Corporate Parenting Board Young People Interview Panels supporting recruitment Our young people volunteering to be Young Ambassadors with Voices from Care to discuss the future of the Care System in Wales at the Senedd with Ministers and the Children Commissioner for Wales Commissioned a new Specialist Participation Service contracted to run a Care Experienced Forum and a Care Leavers Forum that will both meet monthly from November 22 Outcome focused case recording policy and guidance is at final revision stage. Aim to launch by December 2022. Audit activity will take place 3 months after launch.</p>	GREEN	Open
				<p>PE2 - Limited Evidence of Direct Work</p>	<p>Practice guidance has been reviewed. There is guidance on listening to and recording the voice of the child, and tools for practitioners to use when undertaking direct work with children and young people available on the children's social care web pages. This area will be strengthened further by the development of 'lived experience of the child' practice guidance.</p>	GREEN	Open
				<p>PE3 - Inconsistent use of chronologies and genograms</p>	<p>Completed</p>	BLUE	Closed
				<p>PE4 - Strengthen business support for practitioners</p>	<p>New SWSO structure will be implemented in case management teams from 1st December 2022 Training plan in place for staff to commence Dec 22 – March 23 Proposed changes to the fostering service business support team have been prepared with job descriptions and capacity reviewed with an aim of commencing consultation in December 2022</p>	GREEN	Open

PE5 - Variable evidence of management oversight/Quality of supervision	<p>Review completed and revised policy is with SSWB SMT for approval w/c 21/11/22</p> <p>An external provider has been commissioned who will deliver a programme of training for supervisors and supervisees from Jan 23 onwards</p> <p>Programme is underway</p> <p>The new Q A framework makes clear roles and responsibilities in Q A and the role of QA in driving change and improvement through reflective action learning, training and development and practice guidance.</p> <p>Training on facilitating action learning sets is available and teams are encouraged to use action learning sets to share and reflect on practice.</p>	GREEN	Open
PE6 - Practice model – implementation of Signs of Safety	<p>Back to basics training is being delivered to teams to introduce the concept of Signs of Safety in readiness for formal implementation of the full model.</p> <p>Principal Officer appointed start date tbc</p> <p>Implementation plan for first phase has been agreed with an appointed signs of safety consultant facilitating sessions with the leadership team to prepare for a service launch in February 23</p>	GREEN	Open
PE7 - Review of direct payments scheme	<p>Draft policy and strategy document is out for engagement with staff and key stakeholders.</p> <p>A face-to-face engagement event with those individuals/carers in receipt of Direct Payments is due to be held on 12th December 22</p>	GREEN	Open
PE8 - Consistent offer of a carers assessment	<p>Following conclusion of the Direct Payments engagement, further engagement with carers will take place before the end of the financial year with a view to co-producing a carers strategy.</p> <p>As an interim measure the managers of the Disabled children team has reviewed paperwork to ensure that the meaningful offer of a carers assessment at the point of contact is captured and recorded within our systems</p>	GREEN	Open

SSWB	SOSC2	May-22	CIW, Report of Performance Evaluation Inspection of Children's Services	<p>PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges</p>	<p>Edge of Care / IFSS                      Increase of 4.5 posts to support increased demand and prevent escalation                      Further work has been undertaken to understand specific needs within BCBC, including one programme offering emotional regulation and distress tolerance for parents who are struggling to manage the demands of parenting, another called Family Connections which focuses on conflict resolution skills for whole families                      A case tracker has been developed within edge of care services / IFSS to monitor timescales and length of support offered to a family to ensure there is no drift in support offered, this is used as a tool in supervision to support staff in developing appropriate exit strategies to alternative services.                      Commissioning further staff to be trained in 'train the trainer' evidence-based parenting programmes so numerous groups can run simultaneously to offer support to parents.                      Family Group Conferencing                      Since October 2022 the LA has committed to funding FGC's for all families who are open to statutory services for at least 3 months                      The development of a conflict resolution programme for families who have gone through the FGC process and will require a whole family approach plan to embedded for the longer term.                      The terms of reference for the children and young people area planning groups have been finalised and meetings have been set up starting December. A priority focus of the planning group is family support services and intervention                      Growing our own Social Work Programme - 4 staff have been seconded on the BSc Social Work Cardiff Met/Bridgend college programme commenced academic year 2022/23. 4 social work trainees have been recruited and have commenced the BSc social work programme (as above). Trainees are supernumery staff, each trainee has an individual programme of learning and</p>	AMBER	Open
				<p>PR2 - Missed opportunities to thoroughly explore and mitigate risk and a lack of professional curiosity</p>	<p>Ongoing programme of Back-to-Basics Training is in place with dates scheduled through to March 2023. Back to Basics Training is mandatory. 8 Professional curiosity training courses have taken place this year with two further courses scheduled for Nov and Dec 22.                      Signs of Safety training to commence from Jan 23. Training activity is evaluated initially at engagement with and reaction to an individual event. How learning has been transferred by an individual into their role and how new skills and knowledge have been used are less tangible and harder to measure.                      Discussion within supervision and performance data are mechanisms used to gauge the wider impact of learning on the individual and the organisation</p>		

PR3 - Placement sufficiency and support	<p>Prior to opening a root and branch review of the existing service delivery model will be completed to ensure the operating model in the new home is fit for purpose</p> <p>Building work has commenced on the new Home based in Brynmenyn. A Bid has been submitted to Welsh Government to support the review and development of the right multi-agency therapeutic model which will include access to psychological assessments where required and we are currently awaiting the outcome to find out if we have been successful.</p> <p>Hillsboro Residential Home for Children and Young People looked after and in crisis has been registered and provides a solo placement to a young Person. Regional Development of Accommodation Options for UASC in Treforest. Foster Wales Bridgend Recruitment and Retention Strategy has been completed and is awaiting sign off from CSC SMT.</p> <p>Meeting arranged in November 2022 for Regional Leads to discuss Regional Fostering arrangements in respect of Parent and Child Placements, Family Link Placements and Supported Lodgings Providers</p> <p>Bid submitted to Welsh Government to support the development of the MYST approach in BCBC. In the interim scoping has begun in readiness to take the work forward.</p>	<b>AMBER</b>	Open
PR4 - Accessibility of information, advice and assistance	<p>Draft review document produced for consideration and presented to CMB. Final report to be produced on options and resource implications by Dec 22. IAA focused plan implemented and continues to be reviewed</p>	<b>GREEN</b>	Open
PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	<p>Further independent audits have been carried out in relation to case management and supervision and findings/recommendations reported to the Improvement Board</p> <p>Review completed and new framework is on agenda for Directorate management team sign off w/c 21/11/22. It will then be launched with teams in December 22 – Jan 23</p> <p>Q and A activity will be reported to the monthly Directorate performance meeting chaired by the statutory Director</p> <p>Internal audit and review of the framework and its impact will be carried out 12 months after implementation</p>	<b>GREEN</b>	Open
PI1 - Inconsistent thresholds and standards of practice	<p>A programme of core and specialist training is on-going covering Back to Basics and subject specific courses as listed above.</p> <p>Ref Pe 6</p> <p>Practice development plans completed and are reviewed in silver meetings on a weekly basis</p>	<b>AMBER</b>	Open

<p>PI2 - The local authority will need to ensure its communication strategy is sufficiently robust to effectively communicate to staff and partners the vision for children's services and the many developments taking place/planned to take place</p>	<p>Partnership working has been strengthened through the Regional Safeguarding Board Executive Steering Group and the Bridgend Joint Operational Group. A summit is being held to explore a vision and priorities for integrated working for children and families in Bridgend. Consideration will be given to partner involvement in the improving outcomes for children board.</p>	<p><b>GREEN</b></p>	<p>Open</p>
<p>PI3 - Share learning from audits and reviews with staff and partners</p>	<p>Learning from Child Practice Reviews is incorporated into relevant training courses. Bespoke briefing sessions for staff to take place in relation to the Bridgend Child Practice Reviews when reviews the reviews are completed, and reports published. Three practice learning events in relation to Child T are arranged for Dec 22</p>	<p><b>GREEN</b></p>	<p>Open</p>
<p>W1 - Furtherwork is required to improve the timeliness of meeting statutory responsibilities</p>	<p>A performance management framework has been implemented across the Directorate which provides management oversight of key performance management data. The Children's Social Care monthly performance management report includes key national metrics as well as local operational information, such as assessments and reviews. The report follows a child / young person's pathway. To further strengthen these arrangements the dashboard presented to silver meeting has been further developed and provides management oversight of key performance information on a weekly basis. Operational service area dashboards continue to be developed to provide management oversight at weekly bronze meetings. Next steps are to prioritise the list of statutory requirements and work with the WCCIS team to build on the suite of data/performance reports to enhance automated reporting and streamline data validation arrangements</p>	<p><b>GREEN</b></p>	<p>Open</p>
<p>W2 - Facilitation of supervised contact</p>	<p>A review will be undertaken by our improvement partner as part of their work to review the operating model, this review will be completed by March 23. In the interim there is has been a rapid review of the current arrangements that are in place, and a report on the findings and interim recommendations will be presented to CMB in Nov 22</p>	<p><b>GREEN</b></p>	<p>Open</p>
<p>W3 - Consistent high quality written records</p>	<p>Cross reference to Pe 1 The guidance on the use of chronologies has been included in the revised recording policy.  Review of foster carer handbook which includes guidance in relation to recording for foster carers, and further training will be undertaken to support the guidance.  Policy Officer appointed start date 7/11/22</p>	<p><b>AMBER</b></p>	<p>Open</p>



Page 198				W4 - CSE and CCE – strengthen interventions and mapping	The regional subgroup is established, and the Group Manager for Development and Improvement is engaged in this area of work. The pathway document and underpinning toolkit is finalised, and a phased implementation plan is under development. This has been presented to CSC EMT on 16/11/22 and implementation plan is being developed.	GREEN	Open
				W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	The programme has been reviewed and revised. 14 NQSW's (including agency workers) commenced the programme in October 22. All NQSW's are required to complete a mandatory training pathway and an additional development programme. This includes reflective learning on areas relevant to social workers in both Adult and Childrens Social Care NQSW's will have: Support from a mentor based within their team Reflective professional supervision by a qualified social worker. Weekly for the first four weeks then every 4 weeks for the remainder of their first year in practice	GREEN	Open
CEX	COSC	Aug-21	Audit Wales, Financial Sustainability Assessment	P1 Accurate forecasting of expenditure Officers should provide full Council with its annual outturn to budget report to improve transparency and provide members with opportunities to compare and challenge budget to outturn.	The final out turn report for 2021/22 was presented to both Council and the Governance and Audit Committee in June this year.	BLUE	Closed
CEX	COSC	Jun-21	Audit Wales, Review of Arrangements to Become a 'Digital Council'	P1 The Council could improve its digital strategy	A light touch review of the Digital Strategy was completed in 2022. A full review will be undertaken in 2023 when the Digital priorities for the Council have been reaffirmed	AMBER	Open
				P2 The Council should strengthen some governance arrangements to deliver the strategy	A digital Transformation Board is now in place, consisting of representation from across all service areas. Updates from each Board meeting is fed back to Directorate DMT meetings and to CMB on a quarterly basis.	GREEN	Open
				P3 - The Council should consider improving communication with staff / members to evoke the culture necessary to change	When the new digital strategy is agreed, it is proposed to launch the new strategy and then a regular update will be included in the staff news letter. Work is also being done to develop an Extranet/Intranet to aid communication with employees that don't have corporate ICT so that they can access via their own ICT equipment	AMBER	Open
EFS	SOSC1	Mar-19	Estyn, Inspection Report, March 2019	R1 Raise standards of literacy in primary schools	Reporting is no longer possible as there have been significant changes to national reporting on educational outcomes/qualifications over the last few years. This is now superseded by local strategy to improve standards of literacy in primary schools	BLUE	Closed
				R2 Improve outcomes for post-16 learners in sixth forms	Reporting is no longer possible as there have been significant changes to national reporting on educational outcomes/qualifications over the last few years. This is now superseded by local strategy to improve outcome for post-16 learners.	BLUE	Closed
				R3 Increase the pace of improvement in schools causing concern	There are currently no schools causing concern.	BLUE	Closed

Page 199	SSWB	SOSC2	Jun-22	Ty Cwm Ogwr Residential Home Priority Action Notices	R4 Strengthen the role of the Welsh Education Strategic Forum to ensure timely progress in delivering the priorities identified in the Welsh in Education Strategic Plan	There has been significant progress in developing the Welsh in Education Forum (WEF) following the approval of the Welsh in Education Strategic Plan (WESP).	BLUE	Closed
					Regulation 80 - The responsible individual must prepare a report to the service provider including and assessment of the standards of care and support and recommendations for improvement at the service.	Q1 - A position statement has been completed on all areas of improvement to meet Reg 80 Q2 - A new Group Manager and Responsible Individual position for Direct Care Provider Services has been created and the person appointed commenced in post on 14/11/22.	BLUE	Closed
					Regulation 60 - The Service Provider must notify CIW of events specified under Part 1 Schedule 3	Q2 - Management team submitting Regulation 60 notifications in line with regulatory standards	BLUE	Closed
					Regulation 12 - The Service Provider must ensure appropriate policies and procedures are in place and that these are kept up to date.	Q2 – Action plan in progress for Adult Services co-ordinated by Policy Officer for the Social Care Workforce Development Team.	AMBER	Open
					Regulation 19 - The service Provider must ensure the written guide is dated, reviewed and updated as needed. It also needs to include information about how to make a complaint and availability of advocacy support.	Q2 – The written guide has been reviewed, updated and is available in English and Welsh format.	BLUE	Closed
					Regulation 69 - The service provider has made arrangements for the manager to manage a second service without discussing or agreeing this with CIW	The MTH Residential Manager will not be responsible for a second service (Hillsboro) as a Residential Manager is being recruited specifically for that home.	BLUE	Closed
					Regulation 18 - The service has not ensured the provider assessments are routinely reviewed and updated.	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
					Regulation 80 - The responsible individual has not put suitable arrangements in place to monitor, review and improve the quality of care of care provided in the home.	A new Responsible Individual for Children's Residential Homes Post has been created and the person appointed commenced in post on 14/11/22. The new post holder will undertake monthly Quality Assurance Visits to all homes. The Quality Assurance Framework across children's residential care homes to be reviewed and updated.	GREEN	Open
					Regulation 8 - The responsible individual has not established and maintained suitable performance and quality assurance systems, completed a review of the quality of care at the required intervals and has not consulted with individuals as part of the quality-of-care arrangements.	The Quality-of-Care Report has been completed. The Quality Assurance Framework across children's residential care homes to be reviewed and updated.	BLUE	Closed

SSWB

SOSC2

Jun-22

Maple Tree House  
Children Residential  
Home  
Priority Action  
Notices

<p>Regulation 36 - The service provider has not ensured care staff receive adequate training to be able to provide care and support for children.</p>	<p>All staff employed at MTH are registered with Social Care Wales or in line with regulatory requirements completing the All-Wales Induction Framework or AWIF (to enable them to Register). All Casual and Agency staff being used are either registered with Social Care Wales or in line with regulatory requirements completing the AWIF. A new training matrix was established including a number of mandatory/core training for staff to attend. Staff have completed the training, but a large proportion have now left the role. This core training will be delivered as part of a two week "induction" for all current and new staff prior to MTH being re-opened. Core Training has been reviewed and mapped against the Statement of Purpose. All staff continue to receive regular supervision despite having been re-deployed across the other children's homes (with MTH in Dormancy). A daily/weekly structure has been developed to support consistency for staff and young people including opportunity for staff to receive skills training and support from the Behaviour Analyst.</p>	<p>GREEN</p>	<p>Open</p>
<p>Regulation 35 - The service provider has not conducted a safe or robust recruitment process</p>	<p>The BCBC recruitment process is sufficiently robust. Prior to engaging any Agency staff, the Agency is required to provide the individuals profile, copy of references and relevant training certificates and the manager will check SCW Registration.</p>	<p>GREEN</p>	<p>Open</p>
<p>Regulation 34 - The service has not provided a sufficient or suitably qualified team of care staff to meet the assessed care and support needs of children.</p>	<p>All staff employed at MTH are registered with Social Care Wales or in line with regulatory requirements completing the All-Wales Induction Framework or AWIF (to enable them to Register). All remaining staff hold the qualification relevant to their post. When MTH re-opens there will need to be regular consideration within Supervision to ensure that staff have the necessary knowledge and skills to meet the young people's needs.</p>	<p>GREEN</p>	<p>Open</p>
<p>Regulation 43 - The service provider does not ensure the premises and facilities are safe, suitable and well maintained.</p>	<p>All identified work within MTH has now been completed. A site visit that includes the new RI, Group Manager and GM Corporate Landlord needs to be undertaken to compile a "snagging" list to ensure work completed is of a high standard. The construction of the new home to replace MTH continues and is currently within timescale.</p>	<p>GREEN</p>	<p>Open</p>



Regulation 21 - The service provider does not ensure care and support is provided to promote and maintain the safety and wellbeing of children.	An independent audit was undertaken and gaps on the children's records were addressed. All updated documents were disseminated amongst the staff team. Systems to monitor this were reviewed and updated to support on-going oversight. Daily structures have been developed to ensure a consistent routine is delivered within MTH when it emerges from dormancy. These will form part of the two week "Induction". Regular unannounced visits were undertaken to monitor staff interaction with young people outside of normal office hours.	GREEN	Open
Regulation 6 - The service does not have clear arrangements for the oversight and governance of the service.	Additional Management Capacity has been established with the implementation of a new Responsible Individual role. The Post Holder will have direct line management of all Residential Managers and have the capacity to provide robust oversight and governance.	BLUE	Closed
Regulation 7 - The service provider does not ensure a service is provided in accordance with their statement of Purpose.	The Statement of Purpose was reviewed and updated in September 2022. Completion of all Priority Action Notices alongside Delivery of a Development Plan prior to recommencing service delivery at MTH will ensure compliance in this area.	GREEN	Open
Regulation 26 - The service provider has failed to ensure children living in the home have been safeguarded from harm.	All outstanding Safeguarding Matters pertaining to MTH have been actioned as required and there are no outstanding issues. Safeguarding training has been delivered to staff at MTH. However, given the turnover of staff this will need to be delivered as part of the two week "induction" prior to re-opening.	GREEN	Open
Regulation 14 - The service has not ensured provider assessments are regularly updated and reviewed and risks to others suitably mitigated.	All Provider Assessments updated. Staff training delivered in respect of Provider Assessments including regulatory requirements. 3 monthly checks of Provider Assessment to be undertaken by the Responsible Individual.	BLUE	Closed
Regulation 15 - The service has not created personal plans that promote positive outcomes, capture all necessary information and do not consult with children about their views, wishes and feelings.	The personal plans of Young People were reviewed as part of an independent audit and all gaps addressed. Training has been undertaken with the staff team and will be re-visited prior to re-opening of MTH.	GREEN	Open

SSWB	SOSC2	Aug-22	Transformation Leadership Programme Board – Baseline governance Review – Cwm Taf Morgannwg Regional Partnership Board	<p>R1 Strategic planning and applying the sustainable development principle Our work found opportunities for the TPLB to strengthen its planning arrangements and demonstrate how it is acting in accordance with the sustainable development principle (as set out in the Well-being of Future Generations (Wales) Act). The principle should be integral to the TPLB's thinking and genuinely shaping what it does by:</p> <p>A) taking a longer-term approach to its planning beyond five years, b) ensuring greater integration between the long-term plans of the four statutory bodies of the TPLB, and c) improving involvement of all members of the TPLB to ensure an increased voice for non-statutory partners and a better understanding of the purpose of the RPB more generally.</p>	New - RAG and Action update to be provided for Q3		Open
				<p>R2 Governance Arrangements The Cross-Cutting Programme Board is yet to be established. It is intended to oversee the development and delivery of regional cross-cutting services and could have a role ensuring a more coherent and impactful integrated community model. The TPLB should establish the programme board to ensure that decision making arrangements are in place to help resolve cross-cutting issues and risks brought to the attention of the RPB</p>	New - RAG and Action update to be provided for Q3		Open
				<p>R3 Performance Management The outcomes and performance framework was still being finalised at the time of our review. The TPLB needs to finalise and implement the framework, ensuring it contains quantitative and qualitative measures that will enable the RPB to demonstrate outcomes and impact</p>	New - RAG and Action update to be provided for Q3		Open
				<p>R4 Risk Management Our work found areas of risk management that need to be improved, particularly in relation to regional workforce planning. The TPLB should strengthen regional risk management arrangements by improving the identification and prioritisation of shared risks and ensuring mitigating actions are robust and clearly articulated.</p>	New - RAG and Action update to be provided for Q3		Open

<p>R5 Regional Commissioning Unit Our work found that the lack of capacity within the RCU was leading to some delays in progressing actions. The work of the RCU is crucial to the continuing success of the TPLB. The TPLB needs to consider how it can build capacity and maximise resources to support the TPLB and minimise overreliance on a small team.</p>	<p>New - RAG and Action update to be provided for Q3</p>		<p>Open</p>
<p>R6 Use of Resources Improving the health and social care outcomes of the region will require efficient and effective use of combined resources. Our work found that there had been some limited examples of pooled budgets and other arrangements for sharing resources. The TPLB needs to explore more innovative ways of sharing and pooling core resources across the region to maximise its impact and outcomes for the Cwm Taf Morgannwg population</p>	<p>New - RAG and Action update to be provided for Q3</p>		<p>Open</p>
<p>R7 Regional workforce planning Like many parts of the public sector, the region is experiencing significant workforce challenges. The TLPB needs to consider how it can facilitate a regional and strategic approach to addressing these challenges and to help it deliver its priorities.</p>	<p>New - RAG and Action update to be provided for Q3</p>		<p>Open</p>

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