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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 / 643694

Gofynnwch am / Ask for: Democratic Services

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Tuesday, 18 July 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, 24 July 2023 at 10:00.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008 (including whipping declarations)
3. Approval of Minutes 3 - 10
To receive for approval the minutes of 31 01 23
4. Budget Monitoring 2023-24 - Quarter 1 Revenue Forecast 11 - 36
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. Quarter 4 Performance 2022-23 37 - 110
Invitees
 As above in Item 4 and
 Alex Rawlin - Corporate Policy and Public Affairs Manager
6. Corporate Self-Assessment 2022-23 111 - 148
Invitees:
 Councillor Huw David – Leader of the Council
 Councillor Hywel Williams - Cabinet Member for Finance, Resources and Legal
 Mark Shephard - Chief Executive
 Alex Rawlin - Corporate Policy and Public Affairs Manager
7. Conclusions and Recommendations
8. Proposals for the Joint Overview and Scrutiny Arrangements following 149 - 168
Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg
9. Forward Work Programme Update 169 - 192
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

MINUTES OF A MEETING OF THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD HYBRID IN THE COUNCIL CHAMBER - CIVIC OFFICES, ANGEL STREET,
BRIDGEND, CF31 4WB ON TUESDAY, 31 JANUARY 2023 AT 10:00

Present

Councillor A Williams – Chairperson

H T Bennett	F D Bletsoe	P Davies	RM Granville
S J Griffiths	M L Hughes	RL Penhale- Thomas	T Thomas
G Walter	AJ Williams		

Apologies for Absence

M Jones

Officers:

Victoria Adams	Interim Finance Manager – Budget Management: Communities, Education and Family Support
Rachel Keepins	Democratic Services Manager
Meryl Lawrence	Senior Democratic Services Officer - Scrutiny
Claire Marchant	Corporate Director Social Services and Wellbeing
Jessica Mclellan	Scrutiny Officer
Chris Morris	Accountant
Janine Nightingale	Corporate Director - Communities
Alex Rawlin	Corporate Policy & Public Affairs Manager
Nigel Smith	Group Manager - Chief Accountant
Kelly Watson	Chief Officer Legal, HR and Regulatory Services

46. CONDOLENCES

The Chairperson expressed condolences on behalf of the Committee, to the First Minister and his family on the sudden death of the First Minister's wife and advised that their thoughts were with them at this sad time.

47. DECLARATIONS OF INTEREST

Councillor Paul Davies declared a prejudicial interest in item 6, the Medium Term Financial Strategy 2023-24 to 2026-27 and Draft Budget Consultation.

48. BUDGET MONITORING 2022-23 - QUARTER 3 REVENUE FORECAST

The Chief Officer Finance Performance and Change presented a report providing the Corporate Overview and Scrutiny Committee with an update on the Council's revenue financial position as at 31 December 2022.

The Chair thanked the Chief Officer Finance, Performance and Change and Members discussed the following:

- The Deputy Head of Finance provided further detail in relation to the projected over/under spend column in table 1 of the report.
- That there was no obvious correlation between an increase in Council Tax and a decrease in collection rates. Members also discussed Council Tax support and other support for people struggling to pay.

- The balance of the Hardship Fund supporting free car parking for the town centres, how much this was costing the authority each month and if this had been successful in bringing people back to the town centres.
- That no further external financial support from Welsh Government was anticipated in relation to COVID-19, although there could be cost of living related schemes.
- The budget reduction proposal relating to letting a wing of Ravens Court, delayed because of the uncertainty of the new hybrid working policy and the demand for office space and when the savings would be achieved.
- Budget reduction proposals that were delayed or not achievable and what alternative proposals had been identified.
- Detail of what was 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 during quarter 3 with replacement savings identified from supplies and services budgets”. The Corporate Director for Education and Family Support agreed to provide a breakdown to the committee.
- The number of primary and secondary schools that would have a deficit balance at the end of the financial year, the impact of a 2% decrease in budgets on schools and methods to mitigate the impact of the cuts. Members also discussed the budget narrative, whether or not this was a cut as the schools would be receiving more money than the previous year and all pay increases to teaching staff would be covered and the issues resulting from the Published Admission Number (PAN).
- Whilst acknowledging that the PSVAR Regulations prevented commercial places on school transport, Members suggested that the prospect of commercial places should be at the forefront of discussions with new providers due to the rising number of frustrated parents prepared to pay for transport.
- The outcome of the WG review of Home to School Transport and if it was likely to impact on schools within the next financial year.
- The pressures within the Social Services and Wellbeing Directorate, the £15.35 million swing, the sufficiency of the budget proposed and if the area had been underfunded previously, managing risk, an exponential increase in demand, reduced grants from Welsh Government and an increased risk base.
- Issues with workforce, demand and complexity of need and supply. In particular Members discussed the need for agency workers, the shift in the social work workforce, an increase of 127.9% in assessments in year to date compared to the previous year, the highest ever number of children on the Child Protection Register in the history of Bridgend and an increase in the numbers of care experienced children.
- Learning disabilities and the ongoing review, the challenges of older people in Day Services and that this was common to all local authorities.
- Concerns regarding the risk and a request to have 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 the 2021-22 outturn position of a £5.931 underspend.
- Concerns that the budget was not sufficient to deal with patients discharged from hospital without care packages in place and insufficient numbers of staff to deliver the packages.
- With reference to the table showing the projected variances in the three service areas in Children’s Social Care, Members requested sight of the budget allocated to each.
- All national legislative commitments needed to be fully funded.

- The overspend on the Fleet Services budget, when the review of the service would be completed, training for electric vehicles and possibly hydrogen in the future and the impact on the budget of taxis using other facilities.
- Issues relating to the significant number of vacancies across the Communities Directorate, particularly during the summer months and difficulties recruiting surveyors and highway engineers resulting in an underspend.
- Alternative ways of delivering the service, health and safety priorities and the visual amenity and working with the Probation Service to support staff.
- The significant decrease in taxi drivers post covid, safeguarding concerns within the Borough and this issue being exacerbated by taxi drivers being forced to use a particular facility and the review that was being carried out in this area.
- Initial savings from Streetlighting being used to offset overspends in other areas, leading to an eventual overspend in Streetlighting, due to essential maintenance because of road traffic collisions.
- High printing costs within the ICT budget as a result of being locked into fixed rental fees for the printers.
- Frustrations with Welsh Government grant funding and not knowing if it would continue in future years, conversations across Wales around adding funding for homelessness to the revenue budget so that it could be considered as part of the wider round.
- The balance in the Council fund to the 31st of December 2022 (£10.1 million) as reported when the accounts were closed. At this stage there were no plans to draw down on that reserve in the current financial year.

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee made the following Recommendations:

1. Whilst acknowledging that the PSVAR Regulations prevented 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.
2. All national legislative commitments needed to be fully funded.

Additional Information

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee requested:

3. Detail of what was 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 savings identified from supplies and services budgets”.
4. 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.
5. With reference to the table showing the projected variances in the three service areas in Children’s Social Care, the budget allocated to each.

49. **CORPORATE PLAN 2023-28**

The Corporate Policy and Public Affairs Manager presented the draft Corporate Plan 2023-28, which set out the policy context, ways of working and well-being objectives for the Council.

The Chair thanked the Corporate Policy and Public Affairs Manager and Members discussed the following:

- The benefits of showing the annual cost of some of the services and the possibility of additional disaggregation according to the cost per household or cost per user. 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.
- 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.
- That consideration be given to engaging Town and Community Councils to promote and distribute the Corporate Plan in local community centres and libraries.
- That consideration be given to the infographics of Council Tax and Council spend being sent out with the Council Tax Demand letters.
- That consideration be given to seek external, expert advice or investing in external training to improve the use of infographics and the possible addition of a column to show what went well.
- Concerns were expressed over the usefulness of Key Performance Indicators (KPIs) without objectives and key results (OKRs) and the Committee requested that the Annual Action Plan address these issues.
- In terms of the five ways of working, providing context around “the hand” to indicate stopping or reducing services.
- The need to reinforce the conversation to be had with residents, about the responsibility for keeping well and safe.

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee made the following Recommendations:

6. 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.
7. That consideration be given to engaging Town and Community Councils to promote and distribute the Corporate Plan in local community centres and libraries.
8. That consideration be given to the infographics of Council Tax and Council spend being sent out with the Council Tax Demand letters.

Additional Information

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee requested:

9. 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.

10. 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

50. **CAPITAL STRATEGY 2023-24 TO 2032-33**

The Chief Officer, Finance performance and Change presented to the Corporate Overview and Scrutiny Committee, the draft Capital Strategy 2023-24 to 2032-33, which included the Prudential Indicators against which the Council measured itself during the financial year (Appendix A) and for the Committee to provide any comments for consideration in finalising the Capital Strategy for Cabinet and Council approval in March 2023.

The Chair thanked the Chief Officer Finance, Performance and Change and Members discussed the following:

- A Member's Briefing to assist Members' understanding of the Capital Strategy
- That fleet services consider leasing vehicles and machinery rather than purchasing them outright to determine whether this could provide savings on maintenance and replacements and that evidence of this be provided in a written response to the Committee.
- When projects were assessed, risk was considered in terms of both finance and deliverability of the project. Insurance cover was in place to cover health and safety aspects but that was not a capital cost. Any additional capital work required to remove a risk would go through the Capital Programme.
- Changes to the draft Treasury Management Strategy as a result of comments from Members in relation to the position with Thurrock Council

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee made the following Recommendations:

11. That fleet services consider leasing vehicles and machinery rather than purchasing them outright to determine whether this could provide savings on maintenance and replacements and that evidence of this be provided in a written response to the Committee.

Additional Information

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee requested:

12. A Member's Briefing to assist Members' understanding of the Capital Strategy.

51. **MEDIUM TERM FINANCIAL STRATEGY 2023-24 TO 2026-27 AND DRAFT BUDGET CONSULTATION PROCESS**

The Senior Democratic Services Officer – Scrutiny presented to the Committee the final report of the Budget Research and Evaluation Panel (BREP) attached at Appendix A and the responses from all the Subject Overview & Scrutiny Committees in relation to Cabinet's draft budget proposals, attached at Appendix B to the report. The Corporate

Overview & Scrutiny Committee was asked to consider the findings of the Budget Research and Evaluation Panel attached at Appendix A and determine whether the Recommendations should be forwarded to Cabinet along with the consolidated responses from all four Overview and Scrutiny Committees at Appendix B as part of the budget consultation process.

The Chair thanked the Senior Democratic Services Officer – Scrutiny, and Members discussed the following:

- The use of reserves to “plug the financial gap” due to the severe financial context for one year in anticipation that inflation would tail off towards the end of the year and that the economic picture was improving. Members discussed the need to be financially credible in line with Wales Audit recommendations and the need to keep a balance of 5% net of schools’ balances to meet any unexpected pressures. Reserves could only be used once but further cuts to public expenditure were expected. Consideration should be given to the public perception of earmarked reserves and communication with the public.
- The use of a cash fund to avoid problems during COVID.
- Slippage in the Capital Programme and if there was an opportunity to delay some of the capital projects and to rent machinery or vehicles to release capital reserves to increase revenue budget and help cover costs this year.
- Working with other local authorities to look at best practice and pressures. WLGA summit to look at proposals at neighbouring authorities.
- Scope to provide alternative budget proposals as a result of more engagement in the process and being aware of the full discretionary services that could be considered for savings. It would be helpful to know what was statutory or discretionary and the amount paid for those services to be able to provide a more valuable contribution in future years.
- Appetite for risk with regard to predictions around inflation and energy prices and lack of resilience in reserves or the base budget.
- Ongoing conversations to mitigate the impact of some of the proposals particularly in relation to the RNLI, the Regeneration Fund and enforcement.
- The headlines from the budget consultation which was just concluding and revisiting some of the assumptions to see if there was any wriggle room to take on the comments received.
- The presentation of an alternative budget and not having access to the information required to make a valuable contribution to the discussion.
- Only 7% of budget reduction proposals were predicated upon policy changes.
- The possibility of BREP and COSC being part of the filter process to look at what policies were within scope to be looked at.

Following detailed consideration and discussions with Officers and Cabinet Members, the Committee made the following Recommendations:

13. That all four Scrutiny Committees’ recommendations be presented, unamended, to Cabinet as COSC’s recommendations.
14. 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.

52. **URGENT ITEMS**

None

The meeting closed at 15:20.

Agenda Item 4

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

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an update on the Council's revenue financial position as at 30th June 2023.

2. Background

- 2.1 On 1st March 2023, Council approved a net revenue budget of £342.047 million for 2023-24 based on the provisional local government settlement received from Welsh Government in December 2022. The Welsh Government announced its final settlement on the 28th February 2023 which included an increase in the Revenue Support Grant (RSG) for the Council of £287,106, increasing the net revenue budget for 2022-23 to £342.334 million. The reasons for this increase were outlined in a report to Council on 15th March, but were mainly in respect of the transfer into the final local government settlement of the Fire and Rescue Authority (FRA) Scape grant. As a result, £281,997 of this will be paid to the FRA.
- 2.2 As part of the Performance Management Framework, budget projections are reviewed regularly and reported to Cabinet on a quarterly basis. The delivery of agreed budget reductions is also kept under review and reported to Cabinet as part of this process.

3. Current situation / proposal

3.1 Summary financial position at 30th June 2023

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

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

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

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

Budget virements/technical adjustments

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

Budget Virements

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

Technical Adjustments

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

Pay/Price Inflation

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

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

Budget Reduction Proposals

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

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

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

3.2 Monitoring of Budget Reduction Proposals

Prior Year Budget Reductions

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

Table 2 – Outstanding Prior Year Budget Reductions

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

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

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

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

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

Budget Reductions 2023-24

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

Table 3 – Monitoring of Budget Reductions 2023-24

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

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

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

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

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

3.3 Commentary on the financial position at 30th June 2023

Financial position at 30th June 2023

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

3.3.1 **Education and Family Support Directorate**

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

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

Schools' delegated budgets

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

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

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

Central Education and Family Support Directorate budgets

Learner Support

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

Family Support

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

Home-to-school transport (HtST)

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

Catering Services

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

Corporate Health and Safety Unit

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

3.3.2 Social Services and Wellbeing Directorate

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

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

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

The main variances are :

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

Adult Social Care

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

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

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

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

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

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

Prevention and Wellbeing

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

Childrens Social Care

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

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

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

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

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

3.3.3 **Communities Directorate**

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

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

Fleet Services

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

Highways Services

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

Engineering Services

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

Corporate Landlord

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

3.3.4 Chief Executive's

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

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

Housing & Homelessness

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

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

ICT

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

Legal, Democratic & Regulatory

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

3.3.5 Council Wide budgets

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

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

Capital Financing

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

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

Council Tax Reduction Scheme

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

Other Corporate Budgets

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

3.3.6 Earmarked Reserves

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

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

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

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

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

- 5.1 The Act provides the basis for driving a different kind of public service in Wales, with 5 ways of working to guide how public services should work to deliver for people. The well-being objectives are designed to complement each other and are part of an integrated way of working to improve well-being for the people of Bridgend. The

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

6. Climate Change Implications

6.1 There are no direct implications arising from this report.

7. Safeguarding and Corporate Parent Implications

7.1 There are no direct implications arising from this report.

8. Financial Implications

8.1 These are reflected in the body of the report.

9. Recommendations

9.1 The Committee is recommended to consider the report upon the projected revenue position for 2023-24.

Background documents: Individual Directorate Monitoring Reports

PRIOR YEAR BUDGET REDUCTIONS CARRIED FORWARD INTO 2023-24

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

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

SOCIAL SERVICES & WELLBEING

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

COMMUNITIES

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

GRAND TOTAL OUTSTANDING REDUCTIONS		280		120			
REDUCTIONS SHORTFALL				160			

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MONITORING OF 2023-24 BUDGET REDUCTIONS

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

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

SCHOOLS

SCH1	Efficiency savings against School Delegated Budgets - 2% for 2023-24	<ul style="list-style-type: none"> The annual saving represents a 2% efficiency per annum against individual school budgets Risk of increased school deficit positions Implementation will be a matter for individual schools Potential to result in some teacher and other staff redundancies If efficiency is made solely from staffing budgets, this could range from a minimum of one teacher in our large primary schools and to five teachers in our larger secondary schools being made redundant over the MTFS period 	2,118	2,118	2,118	The savings have been implemented and schools budgets reduced accordingly. However, the overall consequential effect on schools is a significant contributory factor in that projected year end balances have fallen from £6.898 million brought forward from 2022-23 to £221,890 projected surplus for 2023-24. There are 26 schools projecting deficit budget situations, many of which will be unlikely to balance their budget by year end. One redundancy has been identified to date and more could be likely as the financial year progresses. This could have a negative effect on the centrally held redundancy budgets.
Total Schools			2,118	2,118	2,118	
Total Education & Family Support Directorate			2,158	2,118	2,118	

MONITORING OF 2023-24 BUDGET REDUCTIONS

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

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

MONITORING OF 2023-24 BUDGET REDUCTIONS

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

CHIEF EXECUTIVES

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

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

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

NB: Differences due to rounding of £000's

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Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2023
Report Title:	QUARTER 4 PERFORMANCE 2022-23
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY
Responsible Officer:	ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	Monitoring the Council’s performance against its Corporate Plan forms part of the Council’s Performance Management Framework.
Executive Summary:	<p>This report provides -</p> <ul style="list-style-type: none"> • an overview of performance against the well-being objectives in the Corporate Plan 2018-23 for the final year of the plan. • more detailed information on quarter 4/year-end performance on the 31 commitments and 36 performance indicators set out to deliver the well-being objectives.

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Committee with an overview of the Council’s performance against the Corporate Plan objectives in quarter 4 of 2022-23, which is the final year-end outturn position. This report should be viewed in the context of it being the final year of the Corporate Plan 2018-23 and the 3 well-being objectives set out within the plan. The format of this report and the supporting dashboards will be reviewed to reflect the new Corporate Plan, delivery plan and performance framework.

2 Background

- 2.1 In March 2022 the Council published its Corporate Plan 2018-23, reviewed for 2022-2023. The Plan defined 31 commitments to deliver the 3 well-being objectives and 36 indicators to measure progress in the final year of the plan.
- 2.2 Directorate Business Plans were developed to define service actions and performance indicators for the year, which include the 36 indicators in the Corporate Plan along with other key indicators.

2.3 As part of the Performance Management Framework, monitoring of these commitments and performance indicators is carried out quarterly through 4 separate directorate dashboards scrutinised by Directorate Management Teams and reported quarterly to Corporate Performance Assessment (CPA). A performance overview report is presented to Corporate Overview and Scrutiny Committee (COSC) at quarters 2 and 4 to support their role in scrutinising progress on delivery.

3. Current situation / proposal

3.1 Summary of progress on Corporate Commitments

Table 1 shows the overall position on commitments and Table 2 the position for each of the well-being objectives.

Table 1

Status	Meaning	Q4 Performance	
		Number	Percentage
BLUE	Complete	3	9.7%
GREEN	Progressing as planned and according to designated time, budget and desired outcomes	12	38.7%
AMBER	Issues that could delay progress	16	51.6%
RED	Significant issues	0	-
	Total	31	100%

Table 2

Status	WBO1: Supporting a successful sustainable economy		WBO2: Helping people & communities to be more healthy and resilient		WBO3: Smarter use of resources	
	Number	%	Number	%	Number	%
BLUE	2	18.2%	0	0%	1	9.1%
GREEN	5	45.4%	1	11.1%	6	54.5%
AMBER	4	36.4%	8	88.9%	4	36.4%
RED	0	-	0	-	0	-
Total	11	100%	9	100%	11	100%

3.2 Summary of Performance Indicators

Revised targets were approved by Council and published in October 2022, and these are the targets against which quarter 4 performance is being judged. Targets have been set for most indicators, but there remain some instances where

indicators are new or where uncertainty around the impact of Covid-19 on outcomes means a numerical target was not set. Here, targets are set as 'establish new baseline' or 'benchmarking'.

3.3 Of the 36 indicators in the Corporate Plan, 32 are compared against their target and awarded a RAYG status. 4 indicators cannot be given a status as the data is either not available (1 indicator) or no target was set (3 indicators). Table 3 shows overall performance and Table 4 the performance for each well-being objective.





Table 3

Status	Definition	Q4 Performance	
		Number	%
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	11	34.4%
YELLOW	On target	6	18.7%
AMBER	Target is within 10%	7	21.9%
RED	Target is missed by 10% or more	8	25.0%
	Total	32	100%

Table 4

Status	WBO1: Supporting a successful sustainable economy		WBO2: Helping people & communities to be more healthy and resilient		WBO3: Smarter use of resources	
	Number	%	Number	%	Number	%
GREEN	3	60%	7	41.2%	1	10%
YELLOW	1	20%	1	5.9%	4	40%
AMBER	1	20%	4	23.5%	2	20%
RED	0	-	5	29.4%	3	30%
Total	5	100%	17	100%	10	100%

3.4 Trend data is available for 29 Corporate Plan indicators. For the remaining 7, either no data was available at the time of the report (1 indicator), it is not appropriate due to the nature of the performance indicator (3 indicators), or no target was set (3 indicators). Trend data for quarter 4 is set out below:

Performance Indicators Trend Definition		Trend at Q4	
		Number	%
	Performance has improved compared to last year.	15	51.72%
	Performance has been maintained (this includes those at maximum)	0	-
	Performance has declined BUT within 10% of the last year	7	24.14%
	Performance has declined by 10% or more compared to previous year	7	24.14%
	Total	29	100%

Other performance indicators

3.5 Of the 68 additional service indicators identified as part of the CPA process, 54 can be compared against their target, and 14 indicators cannot as there is either no data (1 indicator) or no target set (13 indicators). Table 5 shows the overall performance and table 6 the performance for each of the well-being objectives:





Table 5

Status	Definition	Q4 Performance	
		Number	%
GREEN	On target or better AND Performance has improved compared to last year (or performance is at maximum and cannot be improved on)	18	33.3%
YELLOW	On target	9	16.7%
AMBER	Target is within 10%	13	24.1%
RED	Target is missed by 10% or more	14	25.9%
	Total	54	100%

Table 6

Status	WBO1: Supporting a successful sustainable economy		WBO2: Helping people & communities to be more healthy and resilient		WBO3: Smarter use of resources		Other	
	Number	%	Number	%	Number	%	Number	%
GREEN	6	60%	9	40.9%	3	14.3%	0	-
YELLOW	1	10%	1	4.55%	7	33.3%	0	-
AMBER	3	30%	5	22.73%	5	23.8%	0	-
RED	0	-	7	31.82%	6	28.6%	1	100%
Total	10	100%	22	100%	21	100%	1	100%

3.6 Trend data is available for 60 of the 68 Corporate Plan and service plan indicators and performance compared with last year is as follows:

Performance Indicators (Trend)		Trend at Q4	
		Number	%
	Performance has improved compared to last year.	32	53.33%
	Performance has been maintained (this includes those at maximum)	2	3.34%
	Performance has declined BUT within 10% of the last year	11	18.33%
	Performance has declined by 10% or more compared to previous year	15	25%
Total		60	100%

Summary of Sickness Absence

3.7 For 2022-23, the focus continues to be on trying to reduce sickness across the organisation, therefore no targets were set for the BCBC total or individual directorates. Staff well-being measures are in place and sickness continues to be closely monitored by Directorate Management Teams, Corporate Management Board, and at CPA. At quarter 4 cumulative days lost per FTE is 13.20 days compared with 12.36 days for the same period last year, a 6.8% increase. With the exception of the Communities Directorate, all areas have seen an increase in absence levels. The proportion of absences that are long-term has decreased from 78% at quarter 4

last year to 73% at quarter 4 2022-23. Overall sickness levels are now in excess of the pre-pandemic levels and currently showing a year-on-year rise.

Self-Assessment

- 3.8 Dashboards have been further developed during 2022-23 and now include oversight of financial information, risk, workforce planning, procurement, consultation and engagement exercises, and recommendations from external regulators. This has helped to embed the requirements of self-assessment within our routine performance management arrangements and given greater scope to build a body of evidence for self-assessment throughout the year. The draft self-assessment for 2022-23 has been produced using performance data from this report and the more detailed dashboards that support it.

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

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

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

- 5.1 This is a backward looking report which assists in reviewing progress made in achievement of the following corporate well-being objectives set for 2018-23 under the **Well-being of Future Generations (Wales) Act 2015**:-
1. **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
 2. **Helping people and communities to be more healthy and resilient** - taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
 3. **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council’s well-being objectives.
- 5.2 Moving forward progress will be assessed under the corporate well-being objectives set for 2023- 2028.

6. Climate Change Implications

6.1 There are no specific implications from this report on climate change.

7. Safeguarding and Corporate Parent Implications

7.1 There are no specific implications from this report on safeguarding or corporate parenting.

8. Financial Implications

8.1 There are no financial implications arising from this report.

9. Recommendations

9.1 The Committee is recommended to note the Council's performance for the year 2022-23.

Background documents

None.

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SOCIAL SERVICES & WELL-BEING DIRECTORATE – PERFORMANCE YEAR END

Page 45

The Social Services and Well-being Directorate has focussed on ensuring that there is a clear emphasis across the Directorate on continuous improvement of quality and performance, against a context of significantly increasing need and demand in children's social care, challenges in 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 Care Inspectorate Wales (CIW) undertook an improvement check of children's social care which was published during quarter 4. CIW 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 was noted by CIW. They will continue to monitor progress closely and a Joint Inspection of Child Protection Arrangements (JICPA) led by CIW in partnership with Estyn, Healthcare Inspectorate Wales (HIW) and His Majesty's Inspectorate of Constabulary (HMIC) will take place in quarter 1 of 2023-24.

Cabinet noted in their report on the improvement check that evidence from local authorities who have been in similar positions to Bridgend in respect of children's social care is clear. When a local authority is on an improvement journey 3 years is a realistic timescale to progress from being a service where there are serious concerns to one that requires improvement (at the end of year 1) to adequate and then good performance. It is important that this is understood by the whole Council and that the impact on the whole Council is understood by all officers and Members of being a Local Authority that requires improvement in such a critical service area.

A stocktake of progress against the 3-year strategic plan will take place over the spring and summer of 2023 and a refreshed plan will be brought to Cabinet in September 2023. The refreshed plan will be informed by analytical work being progressed by the Institute of Public Care with the Council to develop a sustainability plan for children and families in Bridgend in which a service, workforce, and financial strategy for how the Council works with children and families at risk in Bridgend is set out for consideration. This sustainability plan will be based on robust evidence of the most effective operating model and interventions in supporting children and families through focussed preventative services at the edge of statutory provision. It will be accompanied by a workforce plan and a financial strategy and revised action plan, all of which will need to be delivered to achieve sustainably good outcomes for children and families

The Regional Safeguarding Board has close oversight of progress in improving child protection and safeguarding arrangements in Bridgend. The Board monitors progress with the reviews' recommendations. The Council, with safeguarding partners, is focusing on ensuring learning is embedded and impacts on outcomes. There continues to be significant independent audit – internal audit review of IAA and independently commissioned audits – as well as audits undertaken by the service.

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 has timely and focussed improvement plans with 6 week rolling 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 (260 as at April 2022) and high numbers of care experienced children (399 as at April 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 social work. Some improvements are evident in quarter 4 of 2022-23. The following work is underway:

- EMR funding for additional social work trainees and secondees
- Launch of Social Worker and Occupational Therapy Charter on World Social Work Day
- Launch of Signs of Safety model of practice well received by the workforce and training programme progressing
- Internal recruitment – first 6 social workers have commenced in post
- Agreed position with other Welsh Local Authorities on agency Memorandum of Co-operation to improve management of the agency market for children's social work
- CIW Improvement check identified that staff feel well supported
- Management and leadership development programme underway across the SSWB directorate and managers accessing coaching
- Cultural change and practice improvement evident in some teams
- Implementation of social work support officer roles in children's social care
- Recruitment of permanent exploitation posts and some small success in permanent recruitment in children's social work teams
- Increased marketing capacity
- Roll out of new rota arrangements in care and support at home
- Increased applicants and recruits to care and support at home applicants

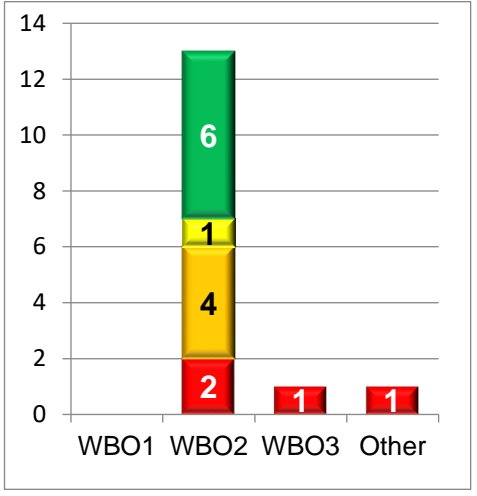
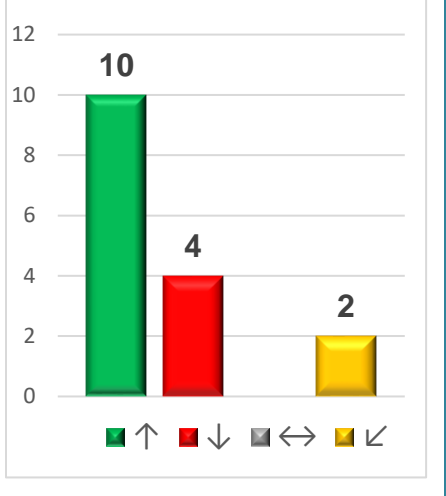
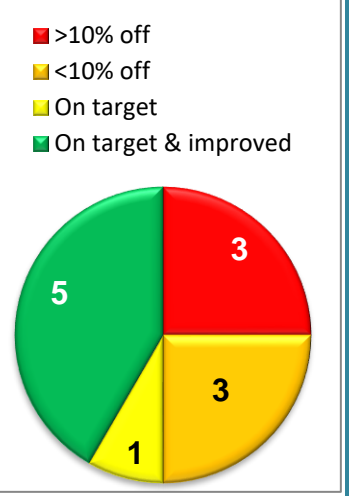
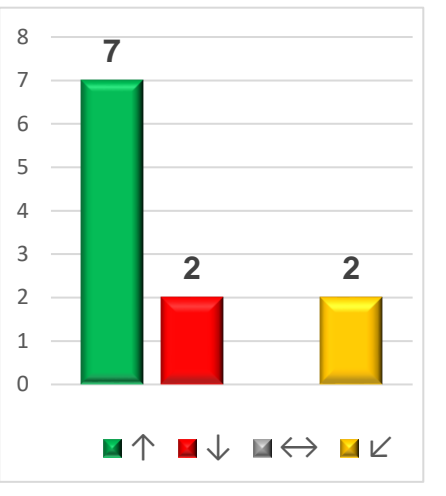
It should be noted that impact of the majority of these actions will be medium and long term rather than short term. It is important that there are aligned short-, medium- and long-term actions to sustainably improve the workforce position. Whilst progress is evident, it is important to highlight the continued over reliance on agency workforce particularly in the east safeguarding locality and IAA service where there is a managed team to ensure statutory duties are met.

As in children's services there have been significant operational pressures in adult services. The corporate governance through a gold command chaired by the Chief Executive has oversight of adult pressures as well as those in children's social care.

Strategic improvements continue to progress in adult services. The new model of practice – Outcome Focussed, Strength Based – has been launched. 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. There has been some improvement in recruitment to care and support worker roles within the Council, however the net gain is minimal as there is natural turnover in the service. Resetting reablement and developing capacity to pre-pandemic measures is a key priority. When people do access reablement there are remarkable success levels in reducing the need for long term care and support.

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. In the Annual Report presented to Council in October 2022 a budget gap of £12.8 million (excluding inflationary pressures other than national living wage for care workers was advised. In addition, the report highlighted that core budgets were underpinned by £5.5 million of ear marked reserves. The year end position for the Social Services and Wellbeing Directorate shows a budget deficit of £10.868 million and that the ear marked reserves have been utilised to underpin core services. 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 and the need for more targeted preventative services at the edge of statutory provision are needed to support people without the need for statutory intervention. A significant review has taken place of support for children and families to propose a more sustainable operating model, and as indicated above a review of learning disability practice and commissioning is progressing. These are the 2 key areas of budget overspend. Both these plans will be considered by Scrutiny and Cabinet. Sustainable service, workforce 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					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators														
	Year end directorate commitments to delivering Wellbeing objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2021-22	Performance vs Target	Trend vs Q4 2021-22 (Excluding finance)												
Wellbeing Objective One – Supporting a successful sustainable economy	0																					
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	5			5																		
Wellbeing Objective Three – Smarter use of resources	2		1			1																
Finance						Risks																
Revenue Budget						Corporate Risks																
<ul style="list-style-type: none"> The net revenue budget for the Directorate for 2022-23 is £85.387 million. The year-end outturn is £96.255 million with an overspend of £10.868 million. 						Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.																
Capital Budget						Directorate Risks																
<ul style="list-style-type: none"> At year end the capital budget for the Directorate for 2022-23 is £4.109 million with total expenditure of £2.901 million. 						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. Contacts to the front door of children's services have continued to grow exponentially throughout the year. The number of safeguarding investigations has increased considerably. The numbers of children on the child protection register is at a higher level than at any time in the history of the Council and there are high numbers of care experienced children. The Council is committed to producing a sustainability plan to rebalance the way children and families in Bridgend County Borough are supported to ensure there is more targeted prevention to reduce the need for statutory safeguarding interventions. This is in accordance with the Welsh Government policy to transform children's social care.																
Efficiency Savings						In addition, there are significant risks to the Authority due to a lack of suitable registered accommodation, care and support services for care experienced children. This risk should be escalated to the Corporate Risk Register as Care Inspectorate Wales are indicating their intention to potentially prosecute officers in local authorities operating care settings without registration. At any time there are a small number of Bridgend children whose needs are being met in settings which are 'operating without registration'.																
<table border="1"> <thead> <tr> <th>Savings</th> <th>2022-23 (£000)</th> <th>2022-23 %</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>365</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>284</td> <td>78%</td> </tr> <tr> <td>Variance</td> <td>81</td> <td>22%</td> </tr> </tbody> </table>						Savings	2022-23 (£000)	2022-23 %	Savings Target	365	100%	Savings achieved	284	78%	Variance	81	22%	There have been capacity issues in the care and support market which mean that at any time people are having to wait for their assessed care needs to be met, often at home supported by family and friends and sometimes delayed in hospital. There have been reductions in the numbers waiting for care and support provided by the independent sector, but numbers have started to increase as the timeliness of social worker assessments has improved.				
Savings	2022-23 (£000)	2022-23 %																				
Savings Target	365	100%																				
Savings achieved	284	78%																				
Variance	81	22%																				
Additional financial information is provided in the Revenue Budget Outturn 2022-23, presented to Council on 21 June 2023.						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. This Board is advised by an expert independent advisor. 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. The use of																

agency workers can impact on quality of experience (particularly if there is high turnover of agency staff) and is expensive compared to permanent workforce.

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. As indicated above, sufficiency issues in children's social care and operating services without registration means the Council is at risk of prosecution.

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 the following activities taking place on a quarterly basis. Activity includes:

- Meeting with Bridgend People First focus group to inform the Director of Social Services Annual Report
- Survey for people with care and support needs and carers to understand their experience of Bridgend social services
- Feedback from complaints and compliments is used to drive improvement
- Directorate quality assurance framework has voice of people as a core standard in all quality assurance activity
- Within older persons residential services and LD accommodation services feedback is captured in quarterly care reviews by the Provider Service Manager and RI visits.
- Within Domiciliary Care Services, community meetings are facilitated by management teams and are accessible to all individuals; subject areas include health and wellbeing, health and safety, community and 'at home' activities.
- In Learning Disability services, a number of individuals are active participants and members of People's First Bridgend, an independent advocacy group for people with learning disabilities and autism. Participants attend regular meetings and actively contribute on the development of services.
- The views of people entering a number of services are also sought from social workers / care co-ordinators, families, social care workers and other relevant professionals with further feedback captured in quarterly assurance meetings by the Provider Service Manager and RI visits.
- Continued use of the 'Insight' app enabling people with a learning disability to contact and exchange messages via a protected social media platform
- The regionally supported substance misuse group continues to meet on a monthly basis.

Within Children's social care, the momentum of participation is growing in all parts of the service. The Bridgend Youth Voice Forum is independently facilitated by NYAS for Bridgend care experienced children.

- The Bridgend Youth Voice Forum led the launch of the Corporate Parenting Charter attended by the Children's Commissioner for Wales and Deputy Minister
- Young people were involved in the designs of the Corporate Parenting Brand including logo, colour scheme and 3 Bridgend Youth Voice Forum 'stamps marks' to indicate that they have co-produced, endorsed, or approved a piece of work.
- Consultation on the Saving Policy for care experienced children and young people
- Consultation on Child / Young Person questionnaires to inform Foster Carer Review
- Consultation on the look and feel of the different policy and strategy documents to inform the design of the Corporate Parenting Strategy
- Production of guidance for professionals to make their promises as part of the Corporate Parenting Strategy
- Young People's panels held for interviewing Children Services candidates
- Survey for children and young people with care and support needs and carers to understand their experience of Bridgend social services
- Feedback from complaints and compliments is used to drive improvement
- Directorate quality assurance framework has voice of people as a core standard in all quality assurance activity

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 £85.387 million. The year-end outturn is £96.255 million with an overspend of £10.868 million. This is a significant shift compared to the 2021-22 outturn position of a £5.931 million underspend. The underspend from 2021-22 enabled the creation of earmarked 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 2023-24.

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. As indicated above, a sustainability plan for children and families will be considered by Cabinet, following scrutiny, in the next quarter. A detailed review of practice and commissioning in learning disabilities will be considered by Cabinet in quarter 3 2023-24.

Workforce issues impacting on service performance

During the reporting period, overall the Directorate has seen an approximate 4.9 increase in days lost to sickness per FTE when compared to the same period last year and a 11% 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:

- 5.1% decrease in Adult Social Care
- 34% increase in Children's Social Care
- 26.5% increase in Business Support

Within Children's Social Care the total number of absences rose by 100 and in Adult Social Care Adult Social Care, although days lost decreased by 5.1% there was an increase in the number of absences of 131. As reflected at quarter 2, this again suggests that absences in Children's Social Care, Business Support and Prevention and Wellbeing 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. Key to reducing sickness absence is reducing the underlying causes where these can be avoided particularly by supporting work/life balance through flexible working and workload management, access to wellbeing support and specialist trauma informed support in specific cases, and good quality supervision and management oversight. It must be acknowledged that caseloads for social workers have reduced in some parts of children's services but remain too high in safeguarding locality teams. Safe reduction of caseloads to the standards set by the authority is key to supporting the workforce and reducing absence levels. A social worker charter was launched on World Social Work Day which sets out the Council's standard for supporting social workers. It is recognised that not all standards are met but there will be a continuous dialogue with the workforce to achieve what is set out.

In adult services significant progress has been made in care and support services to trial and roll out new rota arrangements which reduce split shifts (unless these are the preference of the individual worker). This has contributed positively to a reduction in sickness levels and will continue to be rolled out across teams.

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. 6 workers have commenced in Bridgend, although it is recognised that significant additional support is needed to enable them to successfully transition.

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 the Council 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. Up to 8 secondees and trainees will commence with their studies in September 2023. 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 has taken place throughout the year, where we have also taken the opportunity to review and revise the Provider Quality Framework. With the support of an independent specialist consultant, we have undertaken a cost of care analysis for care homes, and also developed a Care Home Fee—Setting Policy. Additional financial support has also been provided to homecare providers during the year to assist with cost pressures and recruitment and retention challenges.

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
- Implemented service planning groups for key population areas, and developed strategic commissioning plans based on identified population needs and priority areas.

Asset Management implications on service performance

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 Q4	BRAG (Q4)	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	March 23	Number of consultation and engagement activities, events and focus groups 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 of the engagement is informing the priorities of the Bridgend Corporate Parenting Board. Young People Interview Panels are 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	BLUE	Closed		
			Principal Officer Training	Dec 22	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 The Directorate recording guidance has been reviewed. The review of this guidance contributes to embedding, in practice, a focus on identifying and supporting 'what matters' to individuals, their carers, children and families utilising their strengths, and hearing and capturing their voices in recording our involvement with them, in shaping their care and support arrangements. The guidance was produced in consultation with staff from across social work and direct care services. Guidance and accompanying documents are available on the intranet. Training on recording skills is available for direct care, social work and foster carers.				
		PE2 - Limited Evidence of Direct Work	HoS/Principal Officer Training	Dec 22	Completed			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	April/May 23	New SWSO implemented 1 st December 2022 Training plan completed February 2023 Implementation and completion of MoU with Team Managers March 2023 Proposed changes to the fostering service business support team -consultation complete Feb 2023 and then advertisement of posts Full implementation and transfer of roles April/May 2023			GREEN	Open
		PE5 - Variable evidence of management oversight/Quality of supervision	PO Training PO Training PO Training Director/PO Training	Dec 22 Dec 22 Dec 22 Dec 22	Review completed and revised policy has received cabinet approval. An external provider has been commissioned who will deliver a programme of training for supervisors and supervisees from Jan 23 onwards. Programme is underway and bi-annual audit of supervision will take place to monitor implementation/effectiveness. Training programme commenced Jan – May 2023 Training on facilitating action learning sets is available and teams are encouraged to use action learning sets to share and reflect on practice.			BLUE	Closed

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 52			Director/HoS/ PO Training	March 23	Our QA Framework promotes a learning culture that values critical reflection and access to both formal and informal learning and development opportunities that will enhance quality champion evidence-based practice and place an emphasis on development and improvement.		
			Director/HoS/PO Training	March 23	Our revised supervision policy outlines the core functions of supervision including the requirement to support and attend to staff wellbeing. It also describes how peer support can be facilitated through group supervisions sessions. General and specialist wellbeing support continues to be available for all staff and managers and our approaches are under continuous review to ensure the offer is the best possible		
		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	May 23	Draft policy and strategy document has been engaged on with staff and key stakeholders. A face-to-face engagement event with those individuals/carers in receipt of Direct Payments was held on 2/3/23. The feedback from the event will now be reviewed by the project group to ensure that it is reflected in the draft strategy and policy. The Direct Payment Policy will be considered by Cabinet in May 2023	GREEN	Open
		PE8 - Consistent offer of a carers assessment	Dep HoS/ GM Case Management and Transition/Cares Development Officer	March 23	Following conclusion of the Direct Payments engagement, further engagement with carers will take place before the end of the financial year with a view to co-producing a carers strategy. As an interim measure the manager of the Disabled children team has reviewed paperwork to ensure that the meaningful offer of a carers assessment at the point of contact is captured and recorded within our systems	GREEN	Open
		PR1 - Opportunities to prevent escalation of need continues to be a challenge for the local authority given the persistently high volume of referrals together with the complexity of needs of children and families, and workforce challenges	Director/ Workforce Board	March 23	Growing our own Social Work Programme - 4 staff have been seconded on the BSc Social Work Cardiff Met/Bridgend college programme commenced academic year 2022/23. 4 social work trainees have been recruited and have commenced the BSc social work programme (as above). Trainees are super-numerary staff, each trainee has an individual programme of learning and development alongside their academic study and practice learning placements they will gain practical experience across Adults and Childrens teams. Further funding has been agreed for 8 trainee/secondees in the 23/24 academic year.	GREEN	Open
	Director/ Workforce Board	March 23	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.				
	Director/ Workforce Board	March 23	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.				
	Head of Children's Social Care/ Head of Education & Family Support/GM Family Support	June 2023	Our improvement partner will undertake a whole system Childrens services review The project will involve considering services currently delivered in the education, social care and wellbeing, communities, finance and performance directorates In addition the following areas have been progressed:- Edge of Care / IFSS Increase of posts to support increased demand and prevent escalation.				

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 53			GM Commissioning/Contract Monitoring Officer	June 2023	<p>Further work has been undertaken to understand specific needs within BCBC, including emotional regulation and tolerance programmes for parents, and Family Connections which focuses on conflict resolution skills for whole families</p> <p>A case tracker has been developed within edge of care services / IFSS to monitor timescales and reduce drift. This is used as a supervision tool</p> <p>Commissioning further staff to be trained in 'train the trainer' evidence-based parenting programmes so numerous groups can run simultaneously to offer support to parents.</p> <p>Family Group Conferencing</p> <p>Since October 2022 the LA has committed to funding FGC's for all families who are open to statutory services for at least 3 months</p> <p>The development of a conflict resolution programme for families who have gone through the FGC process and will require a whole family approach plan to embedded for the longer term.</p> <p>The terms of reference for the children and young people area planning groups have been finalised and meetings have been set up A priority focus of the planning group is family support services and intervention</p> <p>A BCBC Strategic Commissioning Plan, is currently being drafted this will be presented to Scrutiny in May 2023, prior to wider engagement and finalisation. This plan covers both Early Help and regulated Children's Services.</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	<p>HoS/GM Placement and Provider Services</p> <p>HoS/GM Placement and Provider Services</p> <p>Dep HoS/GM Placement & Provider Services/ GM Commissioning/Contract Monitoring Officer</p> <p>HoS/GM Placements and Provider Services</p>	<p>March 23</p> <p>March 23</p> <p>March 23</p> <p>March 23</p>	<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>Radical reform funding from WG has also been granted for us to commission a MYST for fostering and residential care</p> <p>The regional children's programme board has established an accommodation workstream which is driving the development and bids for associated funding for specialist provision.</p> <p>The terms of reference for the children and young people area planning groups have been finalised and meetings have been set up. A priority focus of the planning group will be support services for children with disabilities and accommodation options for children and young people</p> <p>There are several targeted recruitment activities for the year utilising online marketing combined with showcasing events that promote both retention and recruitment. These include, recognition awards, 3 days of scheduled events within the community to include visits to schools, leaflet drops and speaking with local businesses. Attendance at school summer fetes and delivering presentations to teaching staff.</p> <p>There has been success with online marketing - 6.9K views of the Christmas recruitment video.</p> <p>A range of other promotions including local advertising, linking with local radio and other targeted promotional aids are planned.</p>	AMBER	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 54					We currently have 8 prospective carers being assessed and we have been approached by kinship carers, in accordance with our new financial policy – to be assessed under Form F with a view to providing respite placement		
		PR4 - Accessibility of information, advice and assistance	Dep HoS/GM Safeguarding	March 23	Draft review document produced for consideration and presented to CMB. Final report to be produced on options and resource implications by Dec 22. IPC are progressing with this review, their draft report due February 2023 IAA focused improvement plan is in place and is updated 6 weekly and reviewed regularly in silver meetings. Workforce project being progressed by CSC workforce project	BLUE	Open
		PR5 - Strengthening of Quality Assurance (QA) framework and alignment of performance and quality assurance systems	HoS/PO Training	Dec 22	Further independent audits have been carried out in relation to case management and supervision and findings/recommendations reported to the Improvement Board	GREEN	Open
			PO Training	Jan 23	Review completed		
			PO Training	Dec 22	Q and A activity will be reported to the Directorate performance meeting chaired by the statutory Director		
			Director	March 23	Internal audit and review of the framework and its impact will be carried out 12 months after implementation. Team based facilitated briefing sessions have been rolled out across the Directorate. An implementation group has been established. Teams are testing out the new audit tools within WCCIS. A formal launch of the framework will take place in March 23. A Quality assurance officer post is being recruited to in order to coordinate this work		
		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	Continuous	Partnership working has been strengthened through the Regional Safeguarding Board Executive Steering Group and the Bridgend Joint Operational Group. A follow up summit is being held to explore a vision and priorities for integrated working for children and families in Bridgend. There is strong accountability and oversight exercised through the CTM Regional Safeguarding Board, its Executive Steering Group and its sub-groups.	GREEN	Open
	PI3 - Share learning from audits and reviews with staff and partners	GM Safeguarding & IAA/ Principal Officer Training	Ongoing	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.	BLUE	Closed	
	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	BLUE	Closed	

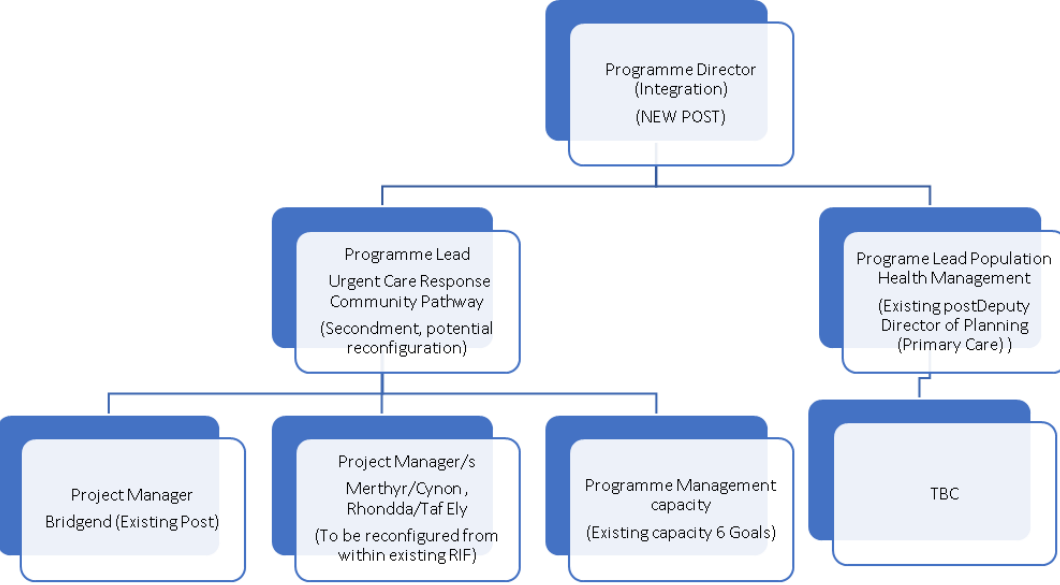
Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 55					build on the suite of data/performance reports to enhance automated reporting and streamline data validation arrangements 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 the group manager is monitoring the demands placed on staff to undertake supervision of contact and deploying resource to support the teams	GREEN	Open
		W3 - Consistent high quality written records	Policy Officer	March 23	The guidance on the use of chronologies has been included in the revised recording policy.	GREEN	Open
			GM Placements and Provider Services	March 23	Fostering Policy and procedures have been reviewed and updated, the PO will work with the Policy Officer to progress approval of the policy framework. Working groups have been set up and SCDWP officers will facilitate a review of foster carer training.		
		Policy Officer	Continuous	Policy Officer appointed and has commenced a review of policies /guidance across Childrens Social Care			
W4 - CSE and CCE – strengthen interventions and mapping	Director/HoS	Dec 22	The regional steering group is established, and the Group Manager for Development and Improvement is engaged in this area of work. A referral pathway for identifying and assessing exploitation has been developed – this includes a MASH screening tool and an exploitation assessment these are in use. Testing of these processes for inclusion on WCCIS is underway. A direct intervention working tool to support social work teams in intervention with children who are being exploited or at risk of being exploited has been presented to teams The use of this tool is included in the exploitation training.	GREEN	Open		
W5 - First year of practice – ensure competence and confidence of staff and provide consistent supervision and oversight	n/a	n/a	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.	BLUE	Closed		
November 2022	CIW Improvement Check	Pe9 - Continue to work towards ensuring a sufficient and sustainable workforce, with the capacity and capability to consistently meet statutory responsibilities	Director and Workforce Board	Continuous	Fortnightly workforce planning meetings take place to closely monitor the workstreams and their impact. The challenges continue with ongoing reliance on agency staff (and their turnover). Some of the positive impacts will not be achieved until the medium/long terms e.g. 'grow our own', full team of international recruits etc.	RED	Open
		Pe10 - Continue to monitor the quality of social care records ensuring recording in relation to siblings, ethnicity, language, religion is strengthened, and a consistent approach taken	PO Training	April 23	No update currently Audit tools to be reviewed to ensure these factors are captured and monitored April 2023	AMBER	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 56		Pe11 - Ensure people consistently feel listened to and treated with dignity and respect	HoS	Sept 2023	Discussions are underway regarding a regional charter being developed with input from a third sector advocacy provider.	GREEN	Open
		Pr6 - Continue to closely monitor the position of children's social services and early help services to ensure any indicators of risks to achieving and sustaining improvement and compliance with statutory responsibilities, and pressure/ gaps in service provision are quickly identified and the required action is taken	Director/HoS/Deputy HoS	June 2023	Bronze silver and gold meetings are taking place as indicated where comprehensive data/dashboards are presented by every part of the service. In addition, monitoring and analysis of cross directorate activity and performance is monitored by the shared dataset that is presented at every EH and SG Board meeting	GREEN	Open
		PR7 - The local authority should ensure systems are in place to provide all staff, with up-to-date information regarding availability and accessibility of early help services and records relating to intervention of early help services	GM Early Help	Complete	The Early Help web pages on the BCBC website were updated in August 2022 to improve awareness of services available to support children and families. These pages are regularly reviewed to add new services or resources that may assist children, families, and professionals.	BLUE	Closed
		PR8 - Ensure children are not placed in unregistered services and must continue its efforts to identify suitable, registered placements	GM Commissioning	Continuous	Children's commissioning strategy to be finalised which will include placement/sufficiency. Children are only placed unregistered services in exceptional circumstances and when this does happen the arrangements are closely monitored and reported to CIW for consideration by their enforcement panel. The process of developing a BCBC Strategic Commissioning Plan, which will be drafted by end of March and taken into Scrutiny in May 2023, prior to wider engagement and finalisation. This plan covers both Early Help and regulated Children's Services. A key element of the plan will be the updating of the Placement Sufficiency Strategy – which will be a standalone document with the key findings included in the above strategic plan.	GREEN	Open
		Pi4 - Ensure clarity and consistency of thresholds for access to early help and statutory services. The local authority must prioritise this work to ensure children and families access the right support at the right time and ensure smooth access to services, and where required smooth transition between early help / preventative and statutory services	Director/Head of Service	June 2023	The project will involve considering services currently delivered in the education, social care and wellbeing, communities, finance, and performance directorates, and it will address key questions in the following areas: Whether front door arrangements and pathways protocols and systems can be more effective in delivering outreach, assessment, referral, signposting, and support for families. This will include whether there should continue to be multiple front doors for children, families, and professionals for IAA Whether and how more effective joint working across Directorates can be achieved at each levels of the continuum of need above. Whether more can be done to deliver and co-ordinate services in locality hubs and clusters to better support schools and other universal services Whether Council resources are best targeted and will meet future demand Whether commissioning and joint work with partners can be improved	GREEN	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 57		W6 - Performance indicators in relation to timeliness of meeting statutory requirements - maintain focus and scrutiny on ensuring compliance with all its statutory responsibilities	Director/GM Business	Continuous	Performance framework and associated monitoring mechanisms to be embedded across the Directorate. A Performance framework is in place and ensures that monitoring takes place through the regular meetings with the Director and Heads of Service and scrutiny by the Improvement Board.	GREEN	Open
		W7 - Implement and embed consistent practice regarding identifying and responding to child exploitation, progress work as a matter of urgency	GM Practice improvement	Dec 22	Regional exploitation strategy has been signed off	AMBER	Open
				June 2023	A referral pathway for identifying and assessing exploitation has been developed – this includes a MASH screening tool and an exploitation assessment these are in use. Testing of these processes for inclusion on WCCIS is underway. A direct intervention working tool to support social work teams in intervention with children who are being exploited or at risk of being exploited has been presented to teams The use of this tool is included in the exploitation training		
				June 2023	The concept of the Exploitation Prevention Panel has been presented to partners; further work is ongoing to develop the Terms of Reference for the Panel which will meet monthly, The first Panel meeting is scheduled for May 2023.		
June 2023	2 senior practitioner posts have been appointed in March 2023 one to be based in the IAA and one in the localities. These officers will be responsible for screening. A Social work support officer role is being developed for advert to support the exploitation lead and 2 senior practitioners in this area of work						
	W8 - Closely monitor contact arrangements for children and their families	GM Case management and transition	June 2023	Short term – a report went to CMB in November 2022, the recommendations in this report were implemented and alleviated some of the short-term pressure. Long term- This is part of the review by IPC currently awaiting final report.	GREEN	Open	
June 2022	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	Complete	BLUE	Closed
		Regulation 60 - The Service Provider must notify CIW of events specified under Part 1 Schedule 3	n/a	n/a	Complete	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	Complete	BLUE	Closed
		Regulation 19 - The service Provider must ensure the written guide is dated, reviewed and updated as needed. It	n/a	n/a	Complete	BLUE	Closed

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
		also needs to include information about how to make a complaint and availability of advocacy support.					
October 2022	Bryn Y Cae	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	PAN - A policies and procedures programme is in place to update and meet compliance; inspection completed in March and Priority Action Notice removed due to evidence of sufficient progress	BLUE	Closed
March 2023	Residential Home	The Provider must ensure Fire Safety work is carried out promptly to reduce the risk of fire at the services	Group Manager, Residential Manager and Corporate Landlord	Sept 2023	Survey completed. Required works are currently in progress and are scheduled to be completed week commencing 29 th May 2023.	AMBER	Open
February 2022	Ty Llwnderw Residential Home and Extracare	Reg 36 – Care staff need to be up to date in mandatory training in order to provide the best possible care.	Group Manager, Provider Services Manager & Registered Manager	February 2023	Area of improvement achieved	BLUE	Closed
Sept 2022	Breakaway Short Stay Services	Reg 12 - The Service Provider must ensure appropriate policies and procedures are in place and that these are kept up to date.	Provider Services Manager & Registered Manager	March 2023	PAN - Inspection completed by CIW on 18/04/23, Group Manager met with Inspector for feedback and service is awaiting report.	BLUE	Closed
		Reg 36 - Care staff need to be up to date in mandatory training in order to provide the best possible care			Achieved and removed as a PAN Achieved	BLUE	Closed
October 2022	Domiciliary Services	Reg 12 - The Service Provider must ensure appropriate policies and procedures are in place and that these are kept up to date.	Group Manager, Providers Services Manager, Registered Managers & SCDWP	April 2023	Area of improvement - Inspection in progress	BLUE	Closed
		Reg 60 – The provider must ensure regular supervision, appraisal and training to all staff in all parts of the service			PAN - Inspection in progress	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	Head of Regional Commissioning Unit	2023/24	Welsh Government has an ambition to deliver 'Further, Faster' – Our mission to build an Integrated Community Care Service for Wales accelerating Integrated Community Services activity and plans to jointly develop and put in place a community care service and workforce model to make a significant positive impact on our system ahead of Winter 2023/24. Establishing 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 reablement 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. A Partnership Leadership Team (PLT), made up of Directors, was established to support and oversee development for CTM.	AMBER	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 59		the purpose of the RPB more generally.					
		<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>	Head of Regional Commissioning Unit	2023/24		AMBER	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>	Head of Regional Commissioning Unit	n/a	CTM piloted new performance framework for quarter 4. Performance presented to Adult board and Leadership Team meetings on 22 nd May.	BLUE	Closed
		<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>	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 reablement 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>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>	Head of Regional Commissioning Unit	2023/24	<p>To deliver the integration agenda at pace a Director for Integration post has been agreed at Chief Executive level between the health board and Local Authorities. RCTCBC have agreed to host the post on a two-year fixed term. The grading for the post will need to reflect the expectation of the role.</p> <p>In addition to the Director role consideration has been given to existing infrastructure that can be realigned to support as well as top slicing additional infrastructure and wider RIF resource. External Consultant short term capacity has also been considered however determined that local knowledge of existing service configuration is critical.</p> <p>Costed staffing structure to be developed as a priority.</p>	AMBER	Open

Report Issued	Name of Audit / Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	Open / Closed
Page 60							
		<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>	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>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>	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 61

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

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

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

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

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

Commitment

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	Quarter 4: The Practice model for Adult Services has been developed and there will be two launches in the next financial year; one in April and one in June. Within Children's Services a review of the operating model has been completed by IPC and consequently implementation of signs of safety is underway. The principal officer Transformation has commenced in post and is leading on this project. Two signs of safety launch events took place in March and the governance structure for the project has been finalised with four workstreams- leadership and development, learning and development, system alignment, and meaningful measures.	Adults: There will be two launches in the next financial year; one in April and one in June Children's: *Ongoing two-day risk assessment and next steps training in June *Padlet (digitalised noticeboard) established as a platform to share research, resources and practice tools. *Review and scope IT requirements/ next steps *Ongoing multi-agency workshops *Practice intensive team session in July

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
SSWB37 CP WBO2	Number of people aged 65+ referred to Community Resource Team (CRT) Higher Preferred	1,974	1,981	1,981	2,010	↑	Quarterly Indicator Target Setting: Based on 2021/22 Improved Performance Performance: Target achieved, despite some difficult challenges over the winter and the implementation (at pace) of the new model of hospital discharge for acute and community services- D2RA.
SSWB38a (AD/011a) CP, SSWBPM WBO2	Percentage of reablement packages completed that reduced need for support Higher Preferred	34.32%	16.81%	33%	11.67%	↓	Quarterly Indicator Target Setting: Maintaining Performance Performance: There is good performance in other sections of this performance indicator that will affect performance in this section.
SSWB38b (AD/011b) CP, SSWBPM WBO2	Percentage of reablement packages completed that maintained same level of support Higher Preferred	5.05%	4.68%	11%	14.59%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: Good performance on this indicator.
SSWB38c (AD/011c) CP, SSWBPM WBO2	Percentage of reablement packages completed that mitigated need for support Higher Preferred	52%	70.94%	48%	66.84%	↙	Quarterly Indicator Target Setting: Maintaining Performance Performance: There is good performance in other sections of this performance indicator that will affect performance in this section.
SSWB38d CP WBO2	Percentage of reablement packages completed that increased need for support Lower Preferred	8.63%	7.88%	8%	6.9%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: Good performance on this indicator despite the challenges of working with people who are experiencing greater effects of frailty, post pandemic.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.1.3	Ensure a sufficiency and high standards of all social care services. (SSWB)	Amber	Quarter 4: The directorate has strengthened performance management and quality assurance arrangements and has action plans to address any 'hot spots' in performance and themes arising from quality assurance activity.	Continue to embed new performance and quality assurance frameworks and progress within set timescales the actions in the inspection improvement plans.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.1	Continue the safe reduction of care experienced children, and support care experienced children to achieve the best possible outcomes by • Ensuring care experienced children are supported to live with their families and where this is not possible identify alternative permanence options at the earliest opportunity • Ensuring care experienced children enjoy the same life chances as other children (SSWB)	Amber	Quarter 4: The number of care experienced children has remained stable in quarter 4 and the higher rate of children becoming care experienced has not increased further. In terms of children 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. The numbers ceasing to be care experienced are slowly increasing though with potential cases and our overarching reduction strategy continuing to be monitored to ensure they are progressed in as timely a way as possible.	Potential CLA cases and the overarching reduction strategy continue to be monitored to ensure these are progressed in as timely a way as possible.

Page 63

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
CH/052 Local WBO2	Percentage of care leavers who have experienced Homelessness during the year Lower Preferred	New 21.22	8.23%	Establish Baseline	10.20%	↓	Quarterly Indicator Target Setting: Revised Guidance- Establishing Baseline Performance: This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation, so this is not necessarily indicative of their actual current situation.
PM24 (PAM/028) SSWBPM WBO2	The percentage of assessments completed for children within statutory timescales Higher Preferred	95.87%	67.46%	85%	76.81%	↑	Quarterly Indicator Target Setting: Based on 2021/22 Improved Performance Performance: Performance is still not at the levels that we would want them to be however the figures are improving (From Red to Amber since quarter 3). 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.
PM33 (PAM/029) SSWBPM WBO2	The percentage of looked after children on 31st March who have had three or more placements during the year. Lower Preferred	10.26%	12.03%	12%	10.2%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: It is positive that we have achieved less than the target of less than 12% over the course of the year where there have been significant placement sufficiency challenges. .
SSWB39 (CH/039) CP, SSWBPM WBO2	The number of children and young people looked after Lower Preferred	390	374	374	401	↙	Quarterly Indicator Target Setting: Improved performance on 21/22 actual outturn Performance: The number of Care Experienced Children and young people has remained static over the quarter. There continues to be a focus on the safe reduction in numbers of the care experienced population through the Care Order Discharge meetings and Permanency monitoring groups. Legal and GM interface continues on a monthly basis. Additional capacity is being provided within the Permanence Team to support with applications to discharge Care Orders. It was agreed at the PMG 9/05 that direct work to be undertaken with identified carers where there is scope for potential alternative orders whereby there is a level of resistance and anxiety. Improved and more efficient practice is being observed with Social workers presenting to Care Order Discharge with quality of assessment. Legal are providing good practice templates to social workers to ensure consistency and standards are met with quality.
SSWB48a CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 12 months since leaving care Higher Preferred	42.86%	64.52%	65%	54.17%	↓	Quarterly Indicator Target Setting: Maintaining Performance Performance: It has been established that the Basic Income pilot Scheme has had an impact upon the number of young people engaging in education, employment and/or training. The number is significantly lower compared to those in the cohort of 24 months since leaving care which reflects this.

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
SSWB48b CP WBO2	Percentage of care leavers who have completed at least 3 consecutive months of employment, education or training in the 13-24 months since leaving care Higher Preferred	42.47%	54.55%	55%	62.07%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: The numbers of young people engaged for 3 months plus in the 24 months since leaving care remains higher than those in the 12-month cohort which was prior to the Basic Income Pilot scheme being introduced. The numbers are only reflective of those who actually engage with the service. The team continue to encourage and support young people to engage in, and continue with their education, employment, and training. Support is offered with course fees, enrolment fees, specialist equipment, uniforms, and interview clothes to assist young people. The team has close links with Bridgend College and the youth development team to support young people. The 16+ team has set up a new system whereby the senior practitioner is responsible for overseeing and reviewing the young people who have ceased to be looked after and tracking for the 24 months after their 18th birthday to provide additional support in this time of transition.
SSWB49 CP WBO2	Percentage of care leavers who experience homelessness during the year (as defined by the Housing (Wales) Act 2014) within 12 months of leaving care Lower Preferred	17.14%	20.69%	17%	14.81%	↑	Quarterly Indicator Target Setting: Maintaining Performance Performance: This is the figure of young people that are known to us. We are looking at accommodation for care leavers currently to improve opportunities. A young person often presents as homeless in order to secure accommodation, so this is not necessarily indicative of their actual current situation.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.1	Improve the quality of care and support provided to individuals at home through a multidisciplinary team around people in our Community Cluster Networks, ensuring timely and responsive assessments that are people centred and meet need. This will also improve our ability to anticipate future need and ensure contingency plans are in place. (SSWB)	Amber	Quarter 4: This is developed through the continued development of the Integrated Network Team model. The expansion of a single line managed Team covering nine professional groups, has supported prudent approaches of supporting individuals at the right time, by the right professional. Focussed work this year includes identifying opportunities for virtual co-location in GP surgeries and supporting a timely response to collaborative multi-disciplinary working and enhanced communication opportunities. Comprehensive work is being undertaken specifically through the Network Teams in developing integrated approaches across primary care to ensure timely and preventive approaches to changes in health. This work includes being key partners in Cluster planning and working closely with Public Health around population segmentation analysis and supporting timely intervention at those most at risk.	Development of the therapy technician services have enhanced the offer of reablement and development of the Dementia Link Worker scheme.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
SSWB43 CP WBO2	Percentage of individuals in managed care supported in the community Higher Preferred	75.34%	73.4%	75%	74.52%	↑	Quarterly Indicator Target Setting: Improved performance on 2021/22 actual outturn Performance: Only slightly off target -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.

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
SSWB44 CP WBO2	Percentage of individuals in managed care supported in a care home setting Lower Preferred	24.66%	26.6%	25%	25.48%	↑	Quarterly Indicator Target Setting: Improved performance on 2021/22 actual outturn Performance: Only slightly off target - It is inevitable, lockdown and Covid 19 restrictions have impacted on the flow of people into regulated care home settings. More people have stayed home for longer and others have been placed in care who would have stayed home for longer at an earlier date had care at home been available. The impact of this on our care home bed capacity will need to be carefully monitored going forward.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.3.2	Rebuild participation in leisure and cultural activities by improving accessibility, removing barriers to involvement and supporting individual wellbeing and community Covid recovery. (SSWB)	Amber	Quarter 4: Whilst there are positive signs of progression within both our leisure and cultural partnerships there are added pressures related to the cost of living and inflationary increases in costs.	Focus on improving the accessibility of premises and services continues and the development of opportunities that meet specific needs.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
SSWB53 CP WBO2	Total library issues, including physical issues, digital issues and books on wheels service to people's homes Higher Preferred	New 22.23	New 22.23	Establish Baseline	451,958	N/A	Quarterly Indicator Target Setting: New Indicator- Establish Baseline Performance: There were 114,099 issues that included 87,715 physical issues, 13,614 digital issues and 12,770 issues via the mobile service Await Welsh Governments review and report on library services and national standards in Wales and report to Cabinet.
SSWB54 CP WBO2	Total visits to leisure centres operated by Halo Leisure for all purposes Higher Preferred	New 22.23	New 22.23	Establish Baseline	1,196,455	N/A	Quarterly Indicator Target Setting: New Indicator- Establish Baseline Performance: There were 328,766 overall visits to venues operated by Halo Leisure that included 271,983 visits for physical activity purposes. Continue to work in partnership with Halo Leisure to increase and sustain physical and mental wellbeing opportunities.

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFs, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (SSWB)	Red	Quarter 4: 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 draft recommendations from the independent review and develop action plan.

Performance Indicators

Page 66

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (SSWB)	Green	Quarter 4: Hybrid working is now embedded across the directorate and working well for teams.	

Other

Performance Indicators

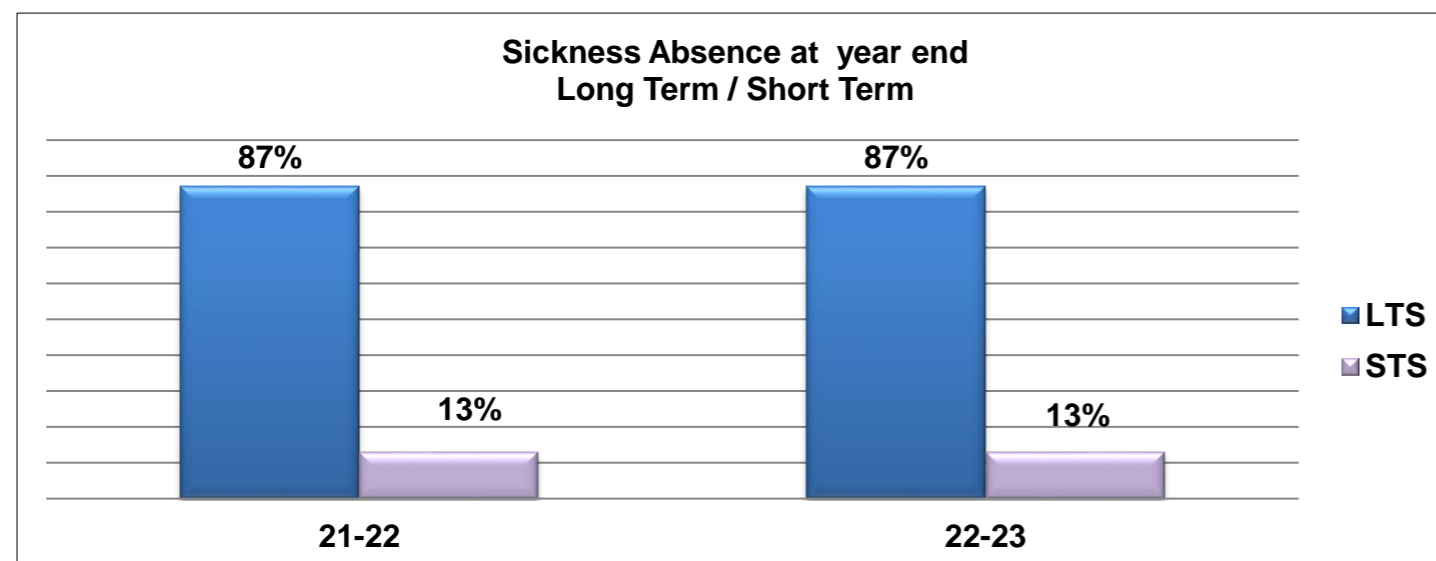
PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
CHR002iii (SSWB13) Local Other priority	Number of working days per full time equivalent lost due to sickness absence (SS & Wellbeing) Lower Preferred	16.85 days	20 days	No target	22.23 days	↓	Quarterly Indicator Target Setting: Improved Performance on 2021/22 outturn Performance: Deep dives into areas of high sickness in the directorate will be prioritised. Significant wellbeing support is in place and access to physiotherapy or other interventions will be considered if it will support early return to work. Proactive stress risk assessments are promoted and encouraged for all staff and general and bespoke support is available for all staff who are impacted by the harrowing and contested nature of the work they do.
CORPB1a Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (SSWB) Higher Preferred	New 21.22	77.08%	100%	78.49%	↑	Quarterly Indicator Target Setting: Aspirational target Performance: 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. It should be noted that staff working in social services have significant training in safeguarding and undertake mandatory CPD so whilst there are gaps in completion of the corporate module which do need to be addressed the workforce are highly trained in safeguarding

Sickness broken down by Service Area

Unit	FTE 31.03.2023	QTR4 2021/22			QTR4 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	603.55	3381.74	275	5.62	3207.95	406	5.32	22.27	23.06
Business Support - SS&W	61.31	134.00	17	2.99	169.51	17	2.76	11.72	9.40
Children's Social Care	189.82	867.14	66	4.70	1162.40	76	6.12	16.79	25.51
Prevention and Wellbeing	21.16	3.38	1	0.16	60.35	2	2.85	1.84	3.41
Social Services and Wellbeing Directorate Total	875.84	4386.26	359	5.14	4600.22	501	5.25	20.00	22.23

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	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	251.88	432.71	404.65	204.08	1293.33	6.81%
Cancer	335.25	403.33	261.83	217.87	1218.27	6.41%
Chest & Respiratory	292.05	133.45	262.05	306.26	993.81	5.23%
Coronavirus COVID - 19	220.10	132.11	202.98	287.21	842.41	4.44%
Eye/Ear/Throat/Nose/Mouth/Dental	59.52	61.15	126.91	190.84	438.41	2.31%
Genitourinary / Gynaecological	141.98	184.06	47.69	101.69	475.42	2.50%
Heart / Blood Pressure / Circulation	40.46	100.64	133.03	50.88	325.01	1.71%
Infections	210.80	234.52	277.10	236.52	958.95	5.05%
MSD including Back & Neck	712.20	706.89	671.09	410.57	2500.75	13.17%
Neurological	157.62	93.08	67.38	83.34	401.42	2.11%
Other / Medical Certificate	113.21	43.62	213.13	160.70	530.66	2.79%
Other Mental illness	15.00	109.57	129.37	100.95	354.88	1.87%
Pregnancy related	51.85	18.59	31.68	18.61	120.73	0.64%
Stomach / Liver / Kidney / Digestion	231.76	180.56	156.19	85.16	653.68	3.44%
Stress/Anxiety/Depression not work related	1136.30	1146.42	1114.81	1403.62	4801.14	25.28%
Stress/Anxiety/Depression work related	538.41	843.32	960.72	741.92	3084.37	16.24%
TOTALS	4508.39	4824.03	5060.59	4600.22	18993.22	



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CHIEF EXECUTIVE DIRECTORATE PERFORMANCE - YEAR END 2022-23

The main performance trends identified in the Q3 update have largely continued in Q4. Most performance commitments and indicators remain on target and 'green', including during Q4, important work on the development and implementation of the procurement strategy and frameworks, enhanced staff wellbeing resources and support, continuing work on the Council's Future Service Delivery Model including the implementation of the Hybrid Working policy but also preparation for the trialling of new local community information hubs in the Garw and Ogmore valleys, and the successful collaboration with V2C to bring forward 35 additional properties, nearing completion, and almost ready for nomination. Some indicators remain stubbornly below the annual targets including those relating to preventing those at risk of becoming homeless doing so, where pressure and demand on the service remains very intense, the target for bringing empty properties back into beneficial use, and the time to deliver Disabled Facilities Grants remains a concern. Additionally, Directorate sickness levels have increased significantly throughout the year with an average of 8.92 days sickness absence per FTE, which is a 26% increase on the outturn in 2021-22. The main factors continue to be absence from stress/anxiety and depression, which while not all directly work related have a clear link in many cases to additional work pressure and demand, compounded by significant unwanted staff vacancies. The overall Directorate financial out turn position is one of an underspend of circa £2 million, caused in the main by those unwanted vacancies but also by the receipt of in year grants, neither of these positions are sustainable in the long term.

Commitments 2022-23		BRAG – current progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators													
Year end 2022-23 directorate commitments to delivering Wellbeing objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2021-22	Performance vs Target	Trend vs Q4 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				4																
Finance						Risks															
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2022-23 is £23.498 million. The year-end outturn is £21.446 million with an under spend of £2.052 million. Capital Budget <ul style="list-style-type: none"> At year end the capital budget for the Directorate for 2022-23 is £6.169 million, with total expenditure of £3.485 million. Efficiency Savings <table border="1"> <thead> <tr> <th>Savings</th> <th>2022-23 (£000)</th> <th>2022-23 %</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>48</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>48</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>						Savings	2022-23 (£000)	2022-23 %	Savings Target	48	100%	Savings achieved	48	100%	Variance	0	0%	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 E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.			
Savings	2022-23 (£000)	2022-23 %																			
Savings Target	48	100%																			
Savings achieved	48	100%																			
Variance	0	0%																			
Additional financial information is provided in the Revenue Budget Outturn 2022-23, presented to Council on 21 June 2023.						Directorate Risks The key Directorate risks are again a continuation of those identified in Q3, in particular; the ability to attract and retain appropriate workforce remains acute in some service areas and the development of the Corporate Workforce Strategy seeks to set out plans to help address this. The risk of supplier failure and the increased cost of supply of some services is still high causing financial pressures on both the revenue and capital budgets. The very tight and difficult budget settlement combined with increased demand means it remains very challenging to safeguard all vulnerable people effectively, particularly in areas like homelessness. The Council's budget remains very stretched also presenting challenges to developing long term, robust service change. The development of the new Corporate plan seeks to set out very clearly the main wellbeing objectives, ways of working, and commitments to help focus and prioritise the Council's objectives moving forward.															

Consultation, Engagement & Involvement

The new Corporate Plan for the next 5 years was developed and agreed in this last quarter, including substantial engagement with elected members, staff, stakeholders and partners, and trade unions. An annual action plan will be developed as part of the Corporate Plan Delivery Plan and moving forward will allow ongoing involvement and engagement with regard to co-producing and agreeing the main Council priorities annually.

Following receipt of the staff survey, Q4 has allowed time to develop an action plan based on the responses which will be worked on and shared with staff.

The public budget consultation completed in Q4 helped inform and shape the final Medium Term Financial Strategy proposals considered by scrutiny and agreed by Cabinet and Council.

A Communications and Marketing peer assessment was carried out in Q4 involving feedback from staff, elected members and some stakeholders. The final report has now been received and an action plan has been developed to take forward the recommendations.

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

The overall workforce position set out in the Directorate risks continues to impact on performance, both based on our ability to attract and retain staff and also increased staff absence. Service resilience is often low, particularly when key individuals and managers are absent or unable to be replaced. Use of temporary and agency staff is much higher than ideally we would want. Pressure on the homelessness budget remains high and national policy expectations remain challenging, with many individuals and families still housed in temporary accommodation, compounded by an increase in providing refugees with a 'safe haven'. In general terms most things are costing more with inflation during the Q4 running at over 10% bringing pressures to existing budgets. Corporately energy costs continue to be well in excess of historic levels and budgets producing additional pressures. Overall service pressures and demand require increasingly that work has to be prioritised, for example in legal, meaning some work takes longer or cannot be progressed. Revised business continuity plans are currently being developed to manage and address some of the issues highlighted.

Regulatory Tracker





Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress at Q4	BRAG (Q4)	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	Draft Corporate Workforce Strategy now completed and being shared for feedback before final approval	Green	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	Work to develop appropriate measures is ongoing aligned to the new workforce strategy	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	Work is ongoing to explore the way in which other organisations manage performance data and learn from best practice, particularly with regard to how we measure and manage the new corporate plan commitments and also the way in which we are able to articulate to the public the most relevant performance issues, potentially, setting out more clearly what we do and what they can do, to jointly help our overall performance. Many LAs have set this out as a sort of a 'deal' between the Council and the public.	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	This is the final year of the existing Digital Strategy, we have committed available resources to developing a new and more relevant revised strategy, aligned to our business priorities	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 are fed back to Directorate Management Team meetings and to Corporate Management Board (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	A Peer assessment of our communications and marketing function was carried out during quarter 4, a part of which relates to improving communication with staff and members and will be picked up as part of the action plan	Amber	Open
Feb-23	Audit Wales, Performance Management Review	R1 Ensure that service level business plans are complete, having a full range of performance indicators to support its wellbeing objectives.	Alex Rawlin	August 2023	Corporate Plan was signed off by Council 1 March 2023. Delivery Plan to follow in July and Business Plans in August.	Green	Open
		R2 Ensure that all performance indicators are meaningful, outcome focused and have clear links to the Council's wellbeing objectives	Alex Rawlin	July 2023	Corporate Plan delivery plan has been designed to do exactly this. Template and criteria were agreed March 23. Draft will go to CMB in June, Corporate Overview and Scrutiny Committee in July and Council later in July	Green	Open
		R3 Put robust and consistent verification processes in place to ensure that performance information is accurate.	Alex Rawlin	August 2023	A new data calculation and verification form has been developed which will need to be completed for all Corporate Plan performance indicators by August 2023. Also, see info on performance framework below.	Green	Open
		R4 Make better use of the performance information collected by prioritising more data analysis and a broader range of information to help understand performance	Alex Rawlin	August 2023	A performance framework has been developed to clarify deadlines, roles and responsibilities. This will allow time for better analysis. Broader information point has already been addressed through self-assessment	Green	Open

KEY:

Page 73

Performance indicators	
Status	Definition
GREEN	On target or better AND performance has improved compared to last year (or performance is at maximum and cannot be improved on)
YELLOW	On target
AMBER	Target is within 10%
RED	Target is missed by 10% or more
Overall performance judgement	
Status	Descriptor
EXCELLENT	Very strong, sustained performance and practice
GOOD	Strong features, although minor aspects may require improvement
ADEQUATE and needs improvement	Strengths outweigh weaknesses, but important aspects require improvement
UNSATISFACTORY and needs urgent improvement	Important weaknesses outweigh strengths

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

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

WBO1: Supporting a successful sustainable economy

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4	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 4: A new pre-tender form has been developed and will be rolled out within the next quarter. This will ensure officers are considering social value / decarbonisation / circular economy during their commissioning and procurement process. The Circular Economy Innovations Communities (CEIC) programme is ongoing and a workshop has been delivered to Cabinet/CMB. Further workshops will be offered to key stakeholders.	

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 4: 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 Registered Social Landlords on the development programme and investigation of schemes or projects that could be developed. 35 long term empty properties with V2C which was part funded by the Council alongside the Transitional Accommodation Capital Programme are nearing completion for nomination.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DOPS39 CP WBO2	The percentage of people presenting as homeless or potentially homeless, for whom the Local Authority has a final legal duty to secure suitable accommodation. Lower Preferred	50.4%	19.2%	30%	7.6%	↑	Quarterly Indicator Target Setting: WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response Performance: The service continues to be under high demand. There continues to be a lack of social housing stock to meet the demand. Preventing homeless takes longer as there is limited accommodation options. The changes in legislation has resulted in more private landlords leaving the sector resulting in increased presentations.
PAM/012 (DOPS15) CP WBO2	Percentage of households threatened with homelessness successfully prevented from becoming homeless Higher Preferred	67.2%	30.5%	30%	19%	↓	Quarterly Indicator Target Setting: WG has confirmed that the new guidance will remain in place and an 'all in approach' is expected of local authorities to ensure no-one is homeless. This continues to influence demand and response Performance: 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 Airbnb to receive a much higher return. We continue to work with cohorts or individuals where homeless prevention is not possible e.g. prisoners. We have seen an increase in households being made homeless who require fully adaptable accommodation, the stock does not meet the demand for this and therefore prevention is impossible.

Commitment

Page 75

Code	Commitment	Status	Comments	Next Steps
WBO2.2.4	Work with landlords to return empty properties back into use helping to increase the availability of housing for sale or rent in line with the empty property strategy. (CED)	Amber	Quarter 4: 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. During Q4 Cabinet approved the Empty Properties Scheme to enter into a Service Level Agreement with RCT to act as the lead organisation. The Scheme is now live and applications are being accepted.	Continue to work with home owner through the empty property scheme and RSLs with regards bringing back void properties.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
PAM/045 CP WBO2	Number of additional dwellings created as a result of bringing empty properties back into use Higher Preferred	2	3	7	1	↓	Annual Indicator Target Setting: Target Retained Performance: The environment is very challenging as the Private Rental Sector (PRS) continues to shrink as a result of landlords selling and those still in the market considerably increasing their rent prices or moving into the tourism sector for much higher returns. Therefore, the appetite to create additional dwellings through the sub-division of an existing dwelling to bring it back into use is low with the current offer of Local housing allowance (LHA) compared to market rents.
PSR004 (PAM/013) CP WBO2	Percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority Higher Preferred	3.36%	4.89%	6%	5.77%	↑	Annual Indicator Target Setting: Target Retained Performance: Despite the target not being achieved there has been significant work carried out that has brought properties back in use through direct action. During 2022-23 the overview of the top 20 long terms empty properties was: 5 properties in the top 20 became occupied, 3 properties have been sold (1 of these I know to be under renovation), 2 properties have been put on the market for sale, 2 properties are pending probate, 6 properties subject to enforcement notices.

Other indicators linked to achieving WBO2

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
PAM/015 (PSR002) Local WBO2	Average number of calendar days taken to deliver a Disabled Facilities Grant Lower Preferred	322.20 days	282.12 days	240 days	319.18 days	↓	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: 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. Fluctuations between quarters is to be expected due to the many variables involved in delivering a DFG. The contractors framework is in the final phase following the procurement and implementation of the framework, DFG implementation times will reduce.

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
PSR009a Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: a) Children and young people Lower Preferred	647.50 days	421 days	240 days	161 days	↑	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: Annual target met regarding Disabled Facilities Grants completed for children and young people.
PSR009b Local WBO2	The average number of calendar days taken to deliver a Disabled Facilities Grant for: b) Adults Lower Preferred	300.87 days	286.27 days	240 days	321.89 days	↓	Quarterly Indicator Target Setting: Target set to reflect internal and external factors currently in place Performance: 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. Fluctuations between quarters is to be expected due to the many variables involved in delivering a DFG. The contractors framework is in the final phase following the procurement and implementation of the framework, DFG implementation times will reduce.

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.1	Work with the regional delivery group to identify and agree regional procurement frameworks fit for purpose to deliver economies of scale on common and repetitive spend. (CED)	Green	Quarter 4: Work continues to be undertaken with partner authorities to develop regional frameworks where appropriate. Frameworks awarded this year include Grounds Maintenance and Equipment Feb 23 - Newport Lead LA, and SEWH (South East Wales Collaborative Civil Engineering Framework) 4 Jan 23 - Cardiff Lead LA. Work on the Regional Food Tender is still a work in progress with Caerphilly as the lead, and supplier engagement sessions have been arranged for the next couple of weeks. The revised target date of award for the main framework is now December 2023. For common and repetitive spend, where economies of scale is appropriate, national frameworks will continue to be utilised. We will also continue to utilise the South East Wales Technical and Professionals Services Framework (SEWSTAPS) where appropriate.	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.2	Provide support to facilitate organisational and cultural change. This will include workforce engagement; the development of new and existing employees; and enhancing skills capacity through investment in the corporate apprenticeship programme. (CED)	Green	Quarter 4: During the year there has been regular promotion of wellbeing resources to employees including new resources on financial wellbeing and a new monthly staff communication, 'Health Hub News' has been launched which signposts resources available linked to health and wellbeing awareness campaigns. To support this new health and wellbeing intranet pages have been developed for ease of access to support and resource materials. The staff survey was launched in December 2022 which provided 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 saw an increase in response rate from staff. Responses have been reviewed, feedback communicated, and an action plan is being developed. Our grow your own schemes continue to offer opportunities for skills development whilst assisting the council with workforce planning. A total of 5 graduates and 29 apprentices have taken up employment during the year and funding for further 3 corporate funded apprenticeships were agreed by CMB during Q4.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
CED28 Local WBO3	Percentage of staff participating in the staff survey Higher Preferred	Postponed	33.04%	44.5%	42.24%	↑	Annual Indicator Target Setting: Target Retained Performance: Participation levels are slightly below the 2022-23 target set, however, it shows an increase on the 2021-22 levels.
DOPS36 CP WBO3	The number of apprentices employed across the organisation Higher Preferred	34	40	36	36	↓	Annual Indicator Target Setting: To increase the number of apprentices employed across the organisation Performance: Whilst the annual target has been met, we continue to link with managers to promote apprentices within their services
PAM/044 Local WBO3	Number of apprentices, excluding teachers, on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees Higher Preferred	7.49	14.06	No target	11.54	↓	Annual Indicator Target Setting: To increase the number of apprentices employed across the organisation. The number of apprentices is however only one element of numerator of this performance indicator and therefore the target is set to increase this value which might not reflect an increase in the overall outturn value. Performance: Whilst target has been met with regards to the number of apprentices, we will continue to link with managers to promote apprenticeship schemes within their services.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (CED)	Green	Quarter 4: At month 12 there are no shortfalls against any of the MTFS proposals for 2022-23 for the Chief Executive's Directorate. The net budget for the Directorate for 2022-23 was £23.498 million and the actual outturn was £21.446 million resulting in an under spend of £2.052 million. Future MTFS proposals and budget pressures are presented and considered at the Chief Executive's DMT meetings on a regular basis.	

Performance Indicators

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (CED)	Green	Quarter 4: 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. A number of work packages have been completed as reported in Q3 – Flexitime, Hybrid Working Policy, Hybrid Meeting Rooms and additional work packages such as the streamlining of our processes to adapt to hybrid working e.g. fire evacuation and visitor protocol are ongoing. The recent staff survey provided positive feedback. 73% of staff agreed that they are satisfied with the staff flexi time scheme, 76% of staff indicated they are satisfied with the Hybrid Working Policy and 83% said that they can work productively within a remote working environment. The activity linked to exploring opportunities for the use of automation software is complete with a revised business case going to the Digital Transformation Board.	

Other indicators linked to achieving WBO3

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
PAM/023 (PPN009) Local WBO3	Percentage of food establishments that meet food hygiene standards Higher Preferred	97.24%	97.38%	94%	98%	↑	Quarterly Indicator Target Setting: Target Retained Performance: Target achieved and continues to show improving trend

Other

Performance Indicators

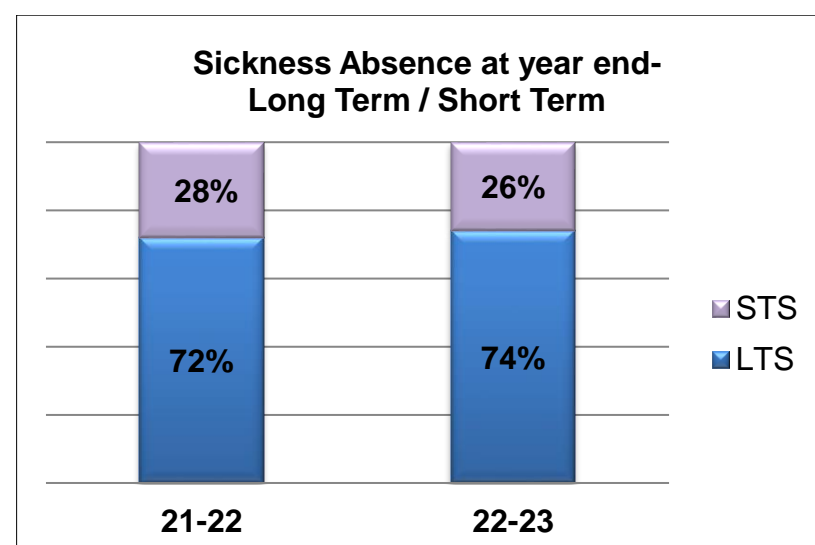
PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
CED22 Local Other priority	The number of working days/shifts per full time equivalent (FTE) Local Authority employee lost due to sickness in the Chief Executive's Directorate Lower Preferred	6.43 days	7.08 days	No target	8.92 days	↓	Quarterly Indicator Target Setting: To improve performance Performance: The Directorate's absence rate for 2022-23 has seen a slight increase when compared with the previous year. 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.
CHR002 (PAM/001) Local Other priority	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (BCBC) Lower Preferred	9.16 days	12.36 days	No target	13.20 days	↙	Quarterly Indicator Target Setting: To improve performance Performance: No Performance Comments
CORPB1 Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (BCBC Overall) Higher Preferred	New 21/22	76.65%	100%	77.33%	↑	Quarterly Indicator Target Setting: Mandatory training for all staff, therefore target set at 100% Performance: Mechanisms are in place to chase outstanding completions. This performance indicator is being monitored by the Corporate Safeguarding Group and appropriate action is being taken to increase the number of completions.
CORPB1c Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Chief Executives Directorate) Higher Preferred	New 21/22	98.4%	100%	99.14%	↑	Quarterly Indicator Target Setting: Mandatory training for all staff, therefore target set at 100% Performance: Completion rates within the directorate remain high and show improvement but we are still slightly below the 100% target.

Sickness broken down by Service Area

Unit	FTE 31.03.2023	QTR4 2021/22			QTR4 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	31.00	5	0.93	47.00	6	1.34	6.56	5.41
Finance, Performance & Change	281.31	466.58	55	1.77	781.81	82	2.78	7.53	9.60
Legal & Regulatory Services, HR & Corporate Policy	109.36	182.65	15	1.75	313.86	28	2.87	6.18	8.34
Chief Executive Directorate Total	425.65	680.23	75	1.69	1142.67	116	2.68	7.08	8.93

Sickness Absence by Reason

Absence Reason	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	75.92	15.00	67.30	131.50	289.72	7.86%
Cancer	0	0	23.00	7.00	30.00	0.81%
Chest & Respiratory	24.97	12.98	61.90	81.05	180.91	4.91%
Coronavirus COVID - 19	7.00	15.54	41.27	15.83	79.64	2.16%
Eye/Ear/Throat/Nose/Mouth/Dental	33.70	28.00	98.01	22.00	181.72	4.93%
Genitourinary / Gynaecological	1.00	4.28	0.00	19.65	24.93	0.68%
Heart / Blood Pressure / Circulation	61.00	16.00	28.00	3.51	108.51	2.94%
Infections	10.00	21.00	57.22	44.19	132.41	3.59%
MSD including Back & Neck	11.50	26.04	39.00	134.00	210.54	5.71%
Neurological	45.65	10.03	19.00	18.39	93.07	2.53%
Other / Medical Certificate	48.51	8.00	52.00	142.33	250.84	6.81%
Other Mental illness	0	56.00	37.83	8.92	102.75	2.79%
Pregnancy related	24.00	7.00	32.82	3.82	67.63	1.84%
Stomach / Liver / Kidney / Digestion	47.82	52.61	57.39	49.36	207.17	5.62%
Stress/Anxiety/Depression not work related	169.41	419.13	437.08	382.11	1407.73	38.20%
Stress/Anxiety/Depression work related	80.00	102.00	57.00	79.00	318.00	8.63%
TOTALS	640.48	793.62	1108.81	1142.67	3685.58	



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COMMUNITIES DIRECTORATE PERFORMANCE – YEAR END 2022-23

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 there is an improvements on Q3 where now 4 not 5 are now classed as Amber and 10 are classed as Green. When compared to the end of 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 6 are showing as red at year end, down from 7 and 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 year end the Directorate has a projected underspend of £439k. This is largely due to a high volume of vacancies, some 36 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 completed, 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 multiple projects that form the £23m Shared Prosperity Fund programme for the County.

Commitments 2022-23		BRAG – progress against commitment					All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators												
Year end directorate commitments to delivering Wellbeing objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2021-22	Performance vs Target	Trend vs Q4 2021-22 (Excluding finance)												
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			3	5																
Finance						Risks															
Revenue Budget <ul style="list-style-type: none"> The net revenue budget for the Directorate for 2022-23 is £31.040m. The year-end outturn is £30.601m with an under spend of £439,000. Capital Budget <ul style="list-style-type: none"> At year end the capital budget for the Directorate for 2022-23 is £39.015 million, with total expenditure of £17.807 million. 						Corporate Risks <p>Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.</p>															
Efficiency Savings						Consultation, Engagement & Involvement															
<table border="1"> <thead> <tr> <th>Savings</th> <th>2022-23 (£000)</th> <th>2022-23 %</th> </tr> </thead> <tbody> <tr> <td>Savings Target</td> <td>150</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>55</td> <td>37%</td> </tr> <tr> <td>Variance</td> <td>95</td> <td>63%</td> </tr> </tbody> </table>						Savings	2022-23 (£000)	2022-23 %	Savings Target	150	100%	Savings achieved	55	37%	Variance	95	63%	<p>There is significant consultation and engagement activities being undertaken by the Communities Directorate currently:-</p> <ul style="list-style-type: none"> Local Development Plan – Examination in Public – Commenced in January 2023 and Inspector now summing up. Full Planning Permission Received and Public Consultation on the Hybont Project at Brynmenyn Industrial Estate. Restructure of the Planning Department ongoing. 			
Savings	2022-23 (£000)	2022-23 %																			
Savings Target	150	100%																			
Savings achieved	55	37%																			
Variance	95	63%																			
Additional financial information is provided in the Revenue Budget Outturn 2022-23, presented to Council on 21 June 2023.																					

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

With regard to the efficiency savings for 2022-23 the Directorate has achieved £55k and some the remaining £95k will be taken from within existing budgets. This is as a result of being unable to achieve savings in full from opening the new Pyle Community Recycling Centre (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.

The MTFS for 2023-24 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 services.

Regulatory Tracker





Report Issued	Name of Audit/Regulator	Recommendation/Proposal for Improvement	Responsible Officer	Delivery Date	Update on Actions and Progress Q4	BRAG (at Q4)	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 Q4 statutory compliance will be over 90% for the first time on 4 of the 5 Big Risk areas, including Gas, Electricity, Fire and Asbestos. A new Legionella Officer has been appointed and it is expected that this will also improve rapidly in 2023-24. 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 still being undertaken as part of the review of the Self-Assessment, Communities Business Plan and Asset Management Strategy and should be in place by August 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:

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

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

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

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

WBO1: Supporting a successful sustainable economy

Commitment

Page 84

Code	Commitment	Status	Comments	Next Steps
WBO1.2.1	As part of regeneration to support the growth and prosperity of the county borough key developments are planned: • The redevelopment of town centres across the County Borough; including delivering the projects outlined in the Bridgend Town Centre Masterplan, including assisting in the relocation of Bridgend College to brand new building on the former the South Wales Police site in the town centre. Also, to complete the £8m redevelopment of Maesteg Town Hall, providing improved community facilities to include the town library, performance spaces, offering improved accessibility for visitors and creating jobs. • The regeneration of the Porthcawl waterfront including, a Placemaking Strategy, developing a new Metro Link bus facility and the development of the Salt Lake area for a mixed use sustainable development of retail, housing and leisure and the redevelopment of the Grand Pavilion (COMM)	Green	Quarter 4: A planning application has been submitted for the development of a new town centre college Campus by Bridgend College. A decision has not been taken to DC committee as there remain some items outstanding to inform the decision. Demolition of the police station is well underway and will be completed by the summer. In March this year Welsh Government acquired the interests of our original partners in the Porthcawl Waterfront Site. The acquisition has allowed for a new owners agreement to be drafted and for the site to be brought forward jointly with Welsh Government. A new Masterplan for the site will be drafted in the autumn this year. The Aldi store development at Salt Lake is progressing well and will be completed in July. Public and Stakeholder consultation took place in March and April this year which will help influence the green and open spaces strategy. The Maesteg Town Hall Project has experienced some delays due to unforeseen issues with dry rot, contamination and lime plaster works. The team are working with MACE, Knox and Wells and Welsh Government to reprogramme the works and look at an amended date for completion.	Continue to monitor the Maesteg Town Hall Project closely.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.2	Create better town centres through improving property and the environment. Including seeking opportunities to work collaboratively with key stakeholders for mixed use developments which combine, live, work and social spaces to add vibrancy and promote conditions for growth and prosperity. (COMMM)	Green	Quarter 4: 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; the Aldi development at Salt Lake. These developments sit alongside capital grants, advice and guidance to commercial buildings and asset owners on redevelopment via our transforming towns programme for investment.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO1.1.3i CP WBO1	Number of vacant premises in town centres: Bridgend Lower Preferred	74	78	benchmarking	78	↔	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: The number of vacant premises in Bridgend remains the same as the previous year. Maesteg, Porthcawl and Pencoed show a lower number of vacant premises this year, which shows improved performance over time.
DCO1.1.3ii CP WBO1	Number of vacant premises in town centres: Maesteg Lower Preferred	16	19	benchmarking	18	↑	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres & establish a new strategy for economic recovery. Performance: The number of vacant premises in Bridgend remains the same as the previous year. Maesteg, Porthcawl and Pencoed show a lower number of vacant premises this year, which shows improved performance over time.

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO1.1.3iii CP WBO1	Number of vacant premises in town centres: Porthcawl Lower Preferred	21	17	benchmarking	15	↑	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres and establish a new strategy for economic recovery. Performance: The number of vacant premises in Bridgend remains the same as the previous year. Maesteg, Porthcawl and Pencoed show a lower number of vacant premises this year, which shows improved performance over time.
DCO1.1.3iv CP WBO1	The number of vacant premises in town centres: Pencoed Lower Preferred	7	8	benchmarking	7	↑	Annual Indicator Target Setting: To see the impact of the COVID -19 pandemic on retail centres and establish a new strategy for economic recovery. Performance: The number of vacant premises in Bridgend remains the same as the previous year. Maesteg, Porthcawl and Pencoed show a lower number of vacant premises this year, which shows improved performance over time.
DCO16.1 CP WBO1	Financial value of externally funded town centre regeneration projects underway/ in development Higher Preferred	£13,500,000	£14,200,000	£20,000,000	£34,000,000	Trend is not applicable	Annual Indicator Target Setting: These projects should continue & complete within 2022-23 Performance: <i>No Performance Comments</i>
DCO18.11 CP WBO1	The number of visitors to town centres (annual footfall in Porthcawl). Higher Preferred	1,960,919	2,716,863	2,716,863	2,805,403	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall and establish a new strategy for economic recovery Performance: Retailers reported a quiet start to 2023 with consumers focused on rising energy bills. As the cost-of-living crisis has deepened, it has put more pressure on household budgets and further dampened consumer spend. Food and broadband prices increased as inflation reached a near 40-year high. The housing market remained very slow with house prices falling and The Bank of England raising interest rates for the 10th time in a row. Throughout the winter, there have been a series of national strikes culminating in a million people going on strike on 2 nd February. The expected seasonal uplift in spend has been delayed due to cold weather and low temperatures throughout March. In Porthcawl, the prolonged period of cold weather in March meant that it was a very slow start to the new season, even after Trecco Bay Holiday Park reopened. .
DCO18.12 CP WBO1	The number of visitors to town centres (annual footfall in Bridgend) Higher Preferred	3,129,858	4,537,984	4,537,984	4,712,288	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: See comment DCO18.11. In Bridgend, businesses expressed concerns over the slow start to the year and are pinning their hopes on a strong Easter and the return of warmer weather.
DCO21.01 CP WBO1	The number of visitors to town centres (annual footfall in Maesteg) Higher Preferred	New 21.22	906,129	906,129	958,785	↑	Quarterly Indicator Target Setting: To see the impact of the COVID -19 pandemic on footfall & establish a new strategy for economic recovery Performance: See comment DCO18.11. In Maesteg, businesses reported that consumers were cutting back on non-essential spending due to worries over energy bills in the cold weather.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.3	Through Employability Bridgend, work with individuals to improve their job opportunities and reduce economic inactivity. (COMM)	Green	Quarter 4: 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.	

Page 86

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DEFS82 CP WBO1	The number of participants in the Employability Bridgend programme going into employment. Higher Preferred	401	556	347	392	↓	Quarterly Indicator Target Setting: Continue to target those most in need of the services. Target dependent on funding agreements Performance: Jobs exceeded target and is indicative of good work being undertaken by the team, however the changing economic circumstances means that unemployment is at record lows, as well as fewer people in the labour market, mean a change of focus. The people being supported now may have multiple complex barriers to the labour market, taking more intensive support, or may already be in low-skilled, low-paid employment and need support with in-work poverty and/or progression. We have put people into work successfully, so the ones left are more challenging.
DEFS84 Local WBO1	The number of under-employed participants leaving Employability Bridgend with an improved labour market position. Higher Preferred	60	84	82	107	↑	Quarterly Indicator Target Setting: Continue to target those most in need of the services. Target dependent on funding agreements Performance: The project which delivers on this target, called Nurture Equip Thrive, which commenced during covid and ceased on 31st March 2023 has done a good job in supporting those suffering from in work poverty. Succession funding is being sought but is not yet secured.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.4	Providing the right infrastructure and support for business to overcome the impact of the COVID19 situation by: • Supporting business start ups • Supporting resilience of businesses (COMM)	Green	Quarter 4: The Economic Development Strategy for the County was approved in December 2022. This will now be used to guide the priorities of the Shared Prosperity Fund Programme and continuing support for businesses.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO18.08 CP WBO1	Number of start-up business Higher Preferred	540	535	530	770	↑	Annual Indicator Target Setting: We will continue to promote and support new business start-ups and focus on resilience Performance: 770 is a provisional figure at present. This will be confirmed when final data is available (National data 2021)

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.2.5	Improving the visitor experience to boost tourism in the wake of the COVID19 crisis by: <ul style="list-style-type: none"> 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 4: Phase 1 of the Valleys Regional Park programme has ended and we are 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.	

Page 87

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO1.2.3 CP WBO1	Total annual expenditure by tourists Higher Preferred	£146,330,000	£225,140,000	£151,000,000	Awaiting Data	Trend is not applicable	Annual Indicator Target Setting: Target growth of 2% per year from 2020/21 figure Performance: Data is provided from external sources. Expected summer 2023

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.2.2	Work in partnership with town and community councils, third sector and community groups to complete community asset transfers and develop long-term sustainable solutions to manage and maintain facilities / services. (COMM)	Amber	Quarter 4: 10 transfers have been successfully completed during the year however this is short of the planned target of 20. The economic uncertainty pertaining to inflationary pressures particularly utility costs has meant that community groups may be adopting a "wait and see" approach while some sports clubs have delayed transfers until the end of the season (April / May 2023). Limited staff resources, particularly within the Corporate Landlord team, has had an impact on our ability to finalise transfers in a timely manner and limited the actions that can be taken to encourage self-management agreements (leases / licences) being completed.	There are 11 self-management agreements that are due to be finalised in the coming weeks which ideally should have been completed in 2023-24. However, there is a need for the Council to clarify its position regarding the Community Asset Transfer (CAT) programme and the proposed introduction of full-cost recovery as a stimulus designed to complete transfers. It is proposed that a paper should be prepared shortly for consideration by the Cabinet / Corporate Management Board so that the future direction of travel for the CAT programme can be agreed.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO16.8 CP WBO2	Number of council owned assets transferred to the community for running Higher Preferred	13	11	20	10	↓	Annual Indicator Target Setting: The target reflects planned transfers under the CAT programme for 2022-23 Performance: The economic uncertainty pertaining to inflationary pressures particularly utility costs has meant that community groups may be adopting a "wait and see" approach while some sports clubs have delayed transfers until the end of the season (April / May 2023). Limited staff resources, particularly within the Corporate Landlord team, has had an impact on our ability to finalise transfers in a timely manner and limited the actions that can be taken to encourage self-management agreements (leases / licences) being completed.

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.1.1	Fewer better buildings by disposing of or releasing surplus land and buildings to generate capital receipts and reduce our financial liabilities and improve those buildings which are retained. (COMM)	Amber	Quarter 4: Sale of Former Glanyrafon Resource Centre sold to V2C in March 2023 for £210,000, bringing total capital sale receipts for 2022-23 to £3.71m, £65k below the annual target of £3.775m. Shortfall due to internal resources to process anticipated de-minimis land sales in year.	The shortfall in sales of £65k will be realised through actively bringing forward and concluding the ongoing land sales in 2023-24 via our business as usual model. Acknowledgement that land sales have varying degrees of complexity and urgency from the buyers which impact on the anticipated completion dates.

Page 88

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO16.9 CP WBO3	Realisation of capital receipts targets Higher Preferred	£3,090,000	£48,840	£3,775,000	£3,710,000	Trend is not applicable	Quarterly Indicator Target Setting: Projected disposal programme for 2022-23 Performance: Final outturn was 1.72% (£65k) below target, primarily as a result of internal resource pressures and the time required to secure completion of the two largest disposals. The shortfall amount was/is to be made up of smaller transactions that we just didn't have the resources to cover. An amount of these are however in progress.
DCO19.02 CP WBO3	Percentage of full statutory compliance across BCBC operational buildings Higher Preferred	62.7%	64.4%	100%	78.6%	↑	Quarterly Indicator Target Setting: 100% compliance will always be the target that we aim to achieve Performance: Overall compliance (statutory and non-statutory combined total) up to 78.6%, up 14.2% from previous year end position. Big 5 Statutory Compliance items at 89.7% at year end. A significant number of new compliance testing contracts issued in-year which will positively impact position during next period. New Integrated Works Management System procurement delayed due to internal resource pressures but will further enhance compliance management when in use.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (COMM)	Green	Quarter 4: The Directorate year-end outturn is £30.601m with an underspend of £439,000. Planned MTFS savings target for 2023-24 was not achieved as originally profiled, however the outstanding savings will now be met from within existing budgets.	

Performance Indicators

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (COMM)	Green	Quarter 4: 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. There has been renewed interest in the facility.	

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.1	Invest £1.3m to install energy and cost saving technologies to reduce our energy consumption and CO2 emissions. (COMM)	Green	Quarter 4: A new energy manager has been appointed and commenced work. New projects, including a Ref-Fit 2 programme will now be forthcoming.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO20.01 Local WBO3	Annual Gas Consumption across the Authority - kWh Lower Preferred	22,409,433 kWh	29,604,029 kWh	Establish Baseline	24,032,495 kWh	↑	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: <i>No Performance Comments</i>
DCO20.02 Local WBO3	Annual Electricity Consumption across the Authority - kWh Lower Preferred	8,166,632 kWh	18,003,343 kWh	Establish Baseline	16,542,375 kWh	↑	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: <i>No Performance Comments</i>
DCO20.03 Local WBO3	Annual CO2 related to gas consumption across the Authority - tonnes Lower Preferred	4120 tonnes	5417 tonnes	Establish Baseline	4398 tonnes	↑	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: <i>No Performance Comments</i>
DCO20.04 Local WBO3	Annual CO2 related to electricity consumption across the Authority - tonnes Lower Preferred	1,903 tonnes	3,783 tonnes	Establish Baseline	3,199 tonnes	↑	Annual Indicator Target Setting: The Pandemic has prevented accurate measuring during 2020-21. This baseline will be re-established under the carbon emissions measures & commission Performance: <i>No Performance Comments</i>

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.2	Implement a sustainable local area energy plan with a programme of work throughout the county borough to improve the carbon footprint for all residents, including schemes such as the: • Caerau Heat Scheme • Bridgend District Heat Network (COMM)	Amber	Quarter 4: A re-profile for the Caerau scheme has been approved with the approach towards a lessons learnt toolkit having been approved. Work is underway on a financial re-model of the Bridgend District Heat Network (BDHN) as a result of inflation and interest rates rises and includes an option to explore the commercial potential for the delivery of the project.	Officers will report on the options for BDHN later in the year.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.3	Continue to exceed the national recycling targets and increase opportunities for reuse of materials by: <ul style="list-style-type: none"> • 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 4: 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 Community Recycling Centre (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.	Officers will continue to pursue NRW for the operators licence for Pyle CRC.

Page 90

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCO20.05 CP WBO3	Percentage of Street cleansing waste prepared for recycling Higher Preferred	N/A	40.70%	40%	40.47%	↙	Annual Indicator Target Setting: Target increased as the contract has now been in place a year and improvements are being seen on performance Performance: Annual exceeded but slight drop in performance on previous year. Less tonnage has been processed than the previous year before. More accurate reporting systems are now in place from our processor would also contribute to this slight increase.
PAM/030 CP WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled, including source segregated biowastes that are composted or treated biologically in any other way Higher Preferred	69.15%	72.97%	70%	71.38%	↙	Quarterly Indicator Target Setting: Target increased in line with national target of 70% by 24/25. Performance: Outturn is above target but shows a decrease on performance compared to last year. This is due to a significant reduction in food waste and dry recycling compared to last year, potentially due to the current economic situation with residents buying and wasting less food.
PAM/030 a) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for reuse Higher Preferred	0.77%	1.24%	1%	0.68%	↓	Quarterly Indicator Target Setting: Target retained; reuse shop not yet open due to NRW delays Performance: Outturn is below target. Delayed opening of Pyle has had significant impact on this. Application is still pending.
PAM/030 b) CP WBO3	Percentage of municipal waste collected by local authorities and prepared for being recycled Higher Preferred	48.43%	51.29%	47%	51.01%	↙	Quarterly Indicator Target Setting: Target increased taking into account reduced tonnages being presented. Performance: Slight decline in outturn compared to last year is due to a significant reduction in dry recycling compared to last year, potentially due to the current economic situation with residents buying less.
PAM/030 c) CP WBO3	Percentage of municipal waste collected by local authorities as source segregated biowastes that are composted or treated biologically in another way Higher Preferred	19.94%	20.44%	20%	19.69%	↙	Quarterly Indicator Target Setting: Slight increase on 20/21 performance Performance: Slight decline in outturn compared to last year is due to a significant reduction in dry recycling compared to last year, potentially due to the current economic situation with residents buying and wasting less food.
PAM/043 CP WBO3	Kilograms of residual waste generated per person Lower Preferred	131.45 Kg	131.65 Kg	131.65 Kg	120.20 Kg	↑	Quarterly Indicator Target Setting: Working practices have changed with blended models of working meaning more people are working from home and producing more waste Performance: Target achieved

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.4	Maintain and enhance the natural resources and biodiversity of Bridgend County Borough. (COMM)	Green	Quarter 4: A new Biodiversity Duty Plan has been submitted to and approved by Cabinet and the action plan will now be implemented to ensure that the biodiversity of the County is both enhanced and protected.	

Page 91

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.3.5	Deliver the Corporate Decarbonisation Strategy - Bridgend 2030 and associated action plan. (COMM)	Green	Quarter 4: 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.	

Other indicators linked to achieving WBO3

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
PAM/010 Local WBO3	Percentage of highways inspected of a high or acceptable standard of cleanliness Higher Preferred	99.42%	98.53%	97%	98.05%	↙	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: Target for the year exceeded but slight drop in performance on previous year. Some staffing issues in cleansing team could have affected this in earlier quarters but this has now been resolved.
PAM/018 Local WBO3	Percentage of all planning applications determined in time Higher Preferred	64%	64%	80.1%	64%	↔	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: The DC Team are under resourced and under significant pressure to deliver planning applications including major development schemes. This lack of resource has significantly impacted on performance. The team are currently in the middle of a staff restructure which will introduce new posts into the structure. This should add vital capacity particularly ahead of the forthcoming LDP approval, when we are expecting major housing planning applications to be submitted.
PAM/019 Local WBO3	Percentage of planning appeals dismissed Higher Preferred	82%	76%	66%	64%	↓	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: The DC team rigorously defends its planning decisions however, a lack of resource in supporting teams means that specialist advice is not always forthcoming to provide evidence. The staff restructure should provide much needed specialist capacity to the team to defend appeals.
PAM/020 Local WBO3	Percentage of: Principal (A) roads in overall poor condition Lower Preferred	3.88%	3.88%	4.5%	4.55%	↓	Annual Indicator Target Setting: Targets Retained during pandemic recovery period Performance: There are a couple of factors for fall in performance, one is that the survey was completed in the October so some of our surfacing has not registered (A48/A473/A4061) secondly in considering the detail the 'red' section are mostly small areas of 10m sections of RED category, so not really suitable for resurfacing.
PAM/021 Local WBO3	Percentage of: non-principal (B) roads in overall poor condition Lower Preferred	3.18%	2.06%	4.2%	2.26%	↙	Annual Indicator Target Setting: Targets Retained during pandemic recovery period Performance: Whilst there has been a very minor decrease in performance in the indicator it still remains within the target prediction
PAM/022 Local WBO3	Percentage of: non principal (C) roads in overall poor condition Lower Preferred	7.34%	6.88%	8.6%	7.07%	↙	Annual Indicator Target Setting: Targets Retained during pandemic recovery period Performance: Whilst there has been a very minor decrease in performance in the indicator it still remains within the target prediction

PAM/035 Local WBO3	Average number of days taken to clear fly tipping incidents Lower Preferred	2.01 days	2.65 days	2.50 days	3,22 days	↓	Quarterly Indicator Target Setting: Targets Retained during pandemic recovery period Performance: Some staffing issues in our Street Cleansing Team have meant a slight increase in time for clearance of fly tipping calls. Enforcement Officers are also more involved in investigating fly tipping before removal which can result in a slight delay in removal.
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Other

Performance Indicators

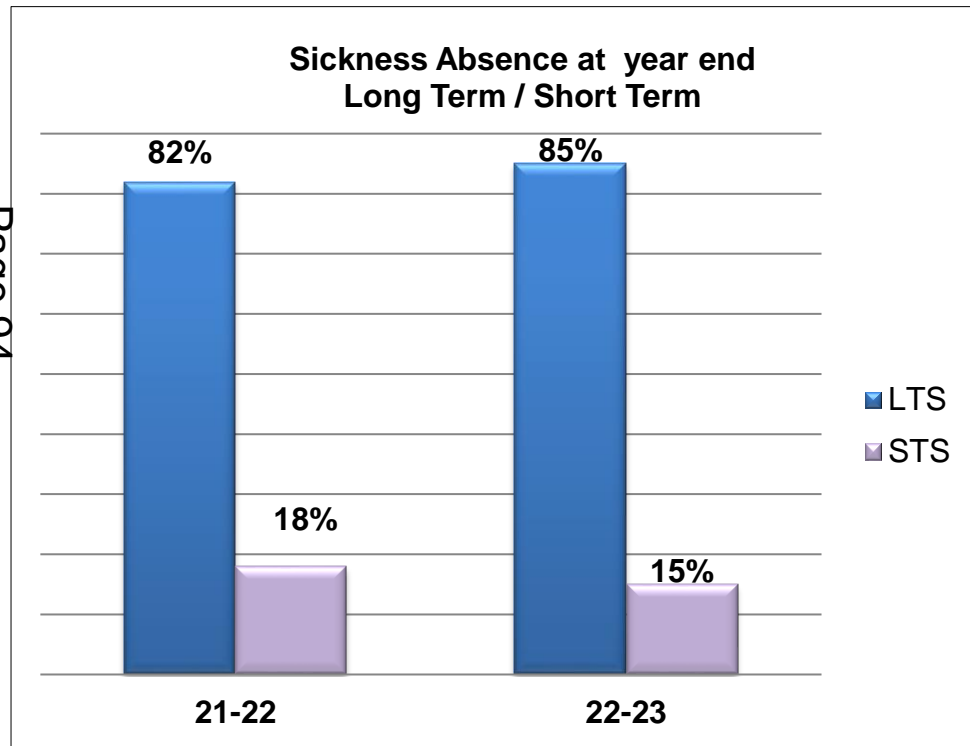
PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
CHR002i Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Communities) Lower Preferred	7.19 days	11.33 days	no target	11.07 days	↑	Quarterly Indicator Target Setting: Target retained Performance: Impact of sickness absence continues to be a challenge and is monitored closely within the directorate. The current position is that levels remain high but there has been a decrease compared to the previous year which is positive.
CORPB1b Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (Communities Directorate) Higher Preferred	New 21-22	65.55%	100%	72.26%	↑	Quarterly Indicator Target Setting: Target set at 100% corporately Performance: The target remains for all staff to complete this training, but there are significant challenges within the directorate to achieve this due to the number of staff who are not IT users, and are on temporary or not full-time hour contracts. There has been a big improvement in completion levels within this year and that trend will continue.

Sickness broken down by Service Area

Unit	FTE 31.03.2023	QTR4 2021/22			QTR4 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	54.81	140.50	12	2.70	167.00	20	3.05	19.20	13.21
	Corporate Landlord	119.74	560.34	84	4.40	248.10	58	2.07	15.97	12.21
	Economy, Natural Resources & Sustainability	67.92	211.73	15	3.33	142.50	18	2.10	9.25	7.84
	Highways & Green Spaces	177.47	326.11	38	1.89	430.34	35	2.42	9.12	13.35
Planning & Development Services		33.35	31.43	5	0.84	10.50	6	0.31	2.09	2.82
Strategic Regeneration		13.21	2.00	1	0.15	0.00	0	0.00	4.53	2.78
Communities Directorate Total		470.01	1272.11	155	2.71	998.44	137	2.12	11.33	11.07

Sickness Absence by Reason

Absence Reason	Communities Directorate					
	Q1 Number of FTE days lost	Q2 Number of FTE days lost	Q3 Number of FTE days lost	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	0	4.59	46.89	78.95	130.43	2.59%
Cancer	34.53	29.53	0	0	64.05	1.27%
Chest & Respiratory	65.04	93.17	182.66	45.64	386.50	7.68%
Coronavirus COVID - 19	37.00	11.58	33.47	82.60	164.66	3.27%
Eye/Ear/Throat/Nose/Mouth/Dental	80.94	10.20	51.14	81.28	223.56	4.44%
Genitourinary / Gynaecological	46.53	0	2.30	0.74	49.57	0.99%
Heart / Blood Pressure / Circulation	11.68	1.00	4.77	00	17.45	0.35%
Infections	59.19	73.70	104.97	53.43	291.29	5.79%
MSD including Back & Neck	372.35	534.04	337.59	195.71	1439.69	28.61%
Neurological	50.91	151.46	126.93	91.62	420.93	8.37%
Other / Medical Certificate	4.00	4.00	40.00	47.76	95.76	1.90%
Other Mental illness	0	0	0	0	0.00	0.00%
Pregnancy related	0	66.00	3.00	0	69.00	1.37%
Stomach / Liver / Kidney / Digestion	79.08	163.55	117.81	115.45	475.90	9.46%
Stress/Anxiety/Depression not work related	225.13	268.88	64.11	117.26	675.37	13.42%
Stress/Anxiety/Depression work related	153.62	176.00	110.00	88.00	527.62	10.49%
TOTALS	1219.99	1587.71	1225.63	998.44	5031.77	



EDUCATION & FAMILY SUPPORT DIRECTORATE PERFORMANCE - YEAR END 2022-23

The directorate's commitments for 2022-23 are 50% completed, with the remaining commitments in amber due to highlighted issues. Wellbeing objective three is completed, with all commitments achieved on target. The end-of-year performance has declined slightly from Q3, with two performance indicators dropping below target. Three indicators show an improvement from last year and four out of eight indicators show a decline, but remain within 10% of the target. There are two Corporate Plan indicators that show one as on target, with an improvement from last year, and the other as off target, but within 10%.

While short-term sickness has reduced slightly for the directorate, long-term sickness has risen. This is an opposite trend to the sickness across schools. The cumulative sickness days for 2022-23 is higher in both the directorate and across schools when compared to 2021-22. Sickness absence reasons show a similar trend across both areas.

The directorate has achieved its MTFs savings for the year and delivered on activities that support the Corporate Wellbeing Objectives.

Commitments 2022-23		BRAG – progress against commitment				All Indicators (incl. Finance and sickness PIs)		Corporate Plan Indicators													
Year-end directorate commitments to delivering Wellbeing objectives	Total	Blue	Red	Amber	Green	Performance vs Target	Trend vs Q4 2021-22	Performance vs Target	Trend vs Q4 2021-22 (excluding Finance)												
Wellbeing Objective One – Supporting a successful sustainable economy	6	2		4																	
Wellbeing Objective Two – Helping people and communities to be more healthy and resilient	1			1																	
Wellbeing Objective Three – Smarter use of resources	3	3																			
Finance						Risks															
Revenue budget <ul style="list-style-type: none"> The net revenue budget for the Education and Family Support Directorate for 2022-2023 is £138.368 million. The year-end outturn is £138.245 million with an underspend of £123,000. Capital budget <ul style="list-style-type: none"> At year end the capital budget for the Directorate for 2022-23 is £8.614 million, with total expenditure of £5.037 million. Efficiency savings <table border="1"> <thead> <tr> <th>Savings</th> <th>2022-23 (£000)</th> <th>2022-23 %</th> </tr> </thead> <tbody> <tr> <td>Savings target</td> <td>68</td> <td>100%</td> </tr> <tr> <td>Savings achieved</td> <td>68</td> <td>100%</td> </tr> <tr> <td>Variance</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>						Savings	2022-23 (£000)	2022-23 %	Savings target	68	100%	Savings achieved	68	100%	Variance	0	0%	Corporate risks <p>Oversight of corporate risks are collectively undertaken and managed by the Corporate Management Board (CMB). The Corporate risk register can be found as Appendix E and should be viewed in the overall context of the performance of this dashboard to understand the risks. Some are Council wide whilst others focus on specific directorates.</p> Directorate risks <p>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).</p> <p>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'.</p> <p>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.</p> <p>As the majority of school transport services are delivered by the private sector this risk has been escalated from the directorate to the corporate risk register and continues to be monitored by Corporate Management Board (CMB).</p>			
Savings	2022-23 (£000)	2022-23 %																			
Savings target	68	100%																			
Savings achieved	68	100%																			
Variance	0	0%																			
Additional financial information is provided in the Revenue Budget Outturn 2022-2023, presented to Council on 21 June 2023.																					

Consultation, engagement, and involvement

Consultation processes concluded in respect of a:

- 300-place replacement Heronsbridge School;
- regulated alteration to Ysgol Gymraeg Bro Ogwr in the form of an enlargement of the school to 2.5 form-entry, a 90-place full-time-equivalent nursery, and an 8-place observation and assessment class; and
- regulated alteration to Mynydd Cynffig Primary School in the form of an enlargement to 2 form-entry plus a 75 full-time-equivalent nursery.

Consultation processes commenced in respect of a:

- proposed regulated alteration to Coety Primary School in the form of an enlargement to 2.5 form-entry; and
- proposed establishment of a Welsh-medium seedling school and childcare facility in Porthcawl.

Consultation was undertaken with children and young people in relation to reviewing the Healthcare Needs Policy.

Ongoing engagement between Catering Services and school councils to determine suitable provision.

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) learners is challenging.
- Delayed commencement of several capital schemes including Community Focused Schools' (due to projects requiring planning consent), but in particular universal primary free school meals, primarily due to limited Welsh Government funding.
- Availability of support from across the local authority to delivery key capital works.
- Private transport operators continue to find service delivery difficult and are passing on significant costs to the local authority, leading to a significant (£1.3m) overspend in the home-to-school transport budget at the end of the 2022-23 financial year.
- Delayed commencement of building works at Evergreen Hall.
- Awaiting the outcome of the 'Institute of Public Care' review of services to children, young people and families.
- Mudiad Meithrin has confirmed that currently Blackmill Welsh-medium hub is not financially viable to be run as a business.

Regulatory Tracker							
Report Issued	Name of Audit/Regulator	Recommendation/Proposal for improvement	Responsible officer	Delivery date	Update on actions and progress at Q4	BRAG (Q4)	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	Bridgend Youth Justice Service has held a meeting with South Wales Police Partnership and agreed a revised Out of Court Disposal (OOC) guidance and an Enhanced Multi Agency Panel for all OOC cases. This panel will now be inclusive of victim care support, health, and substance misuse, where deemed necessary, to best meet the holistic need of the child. This system has commenced May 2023.	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	Bridgend Youth Justice Service now has an effective partnership in place with the Bridgend Exploitation Team. Bridgend Youth Justice Service (BYJS) is now an integral to the newly formed exploitation panel where intelligence is shared to cause disruption and improve planning for children who are being exploited. Operationally, the BYJS hold regular meetings with the newly appointed senior practitioner within the Exploitation Team, and an exploitation mapping exercise has been completed by operational staff involved with cases, to help inform the exploitation case load.	Blue	Closed
		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 98

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

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

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

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

WBO1: Supporting a successful sustainable economy

Page 99

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.1	Sustain the current good pupil performance at key stage 4. (EFS)	Amber	Quarter 4: There are ongoing discussions with secondary schools related to the progress of Key Stage 4 learners and retention of Post-16 learners. Improvement partners continue to work with all school leaders with the aim of ensuring that effective evaluation and improvement processes are in place and maintained. However, some recent inspections have identified the need to ensure self-evaluation processes impact on teaching and learning. 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.	To ensure that self-evaluation and improvement processes are effective: <ul style="list-style-type: none"> resources to support strategic planning have already been developed and shared with school leaders; a professional learning session on self-evaluation for leaders is to be delivered at a Team Bridgend meeting; the school monitoring processes for gathering first-hand evidence are returning to normal following the significant impact of COVID-19, when staffing capacity and operational conditions reduced the monitoring able to take place; and Central South Consortium improvement partners are taking part in increased monitoring, in partnership with schools, to review processes and systems, and quality assure judgements.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DEFS152 CP WBO1	Percentage of all schools that have effective evaluation and improvement processes in place. Higher Preferred	New 22.23	New 22.23	100%	90%	N/A	Quarterly Indicator Target Setting: 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. Performance: The Q4 year-end position has been reduced to reflect recent inspections where the need to ensure self-evaluation processes impacts on teaching and learning has been identified. Actions being taken are: <ul style="list-style-type: none"> resources to support strategic planning have been developed and shared with school leaders; a professional learning session on self-evaluation for leaders is to be delivered at a Team Bridgend meeting; the school monitoring processes for gathering first-hand evidence are returning to normal following the significant impact of COVID-19, when staffing capacity and operational conditions reduced the monitoring able to take place; and Central South Consortium improvement partners are taking part in increased monitoring, in partnership with schools, to review processes and systems, and quality assure judgements.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.2	Raise standards of literacy in primary schools. (EFS)	Amber	Quarter 4: Inspections have not identified literacy as a concern in schools, although some recent inspections have identified where school improvement planning and evaluation processes need to impact on teaching and learning. 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 on standards of literacy is not as relevant now as previously, and schools would prefer a focus on the implementation of the new curriculum.	To ensure that self-evaluation and improvement processes are effective: <ul style="list-style-type: none"> resources to support strategic planning have already been developed and shared with school leaders; a professional learning session on self-evaluation for leaders is to be delivered at a Team Bridgend meeting; the school monitoring processes for gathering first-hand evidence are returning to normal following the significant impact of COVID-19, when staffing capacity and operational conditions reduced the monitoring able to take place; and Central South Consortium improvement partners are taking part in increased monitoring, in partnership with schools, to review processes and systems, and quality assure judgements. There will continue to be ongoing support for literacy where needed as identified in school self-evaluations. There will now be a new focus on the strategic themes identified in the strategic plan (especially Teaching and Learning, and Leadership and Governance).

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.3	Improve outcomes for post-16 learners in school sixth forms. (EFS)	Amber	Quarter 4: Destination data for the Year 11 school leavers for the 2021-22 school year, presenting as NEET (not in education, employment or training), reports an increase to 1.6%, up from 1% for 2020-21. For all-Wales, the percentage of Year 11 school leavers who are NEET has increased to 2.1%, the highest level since 2015. The percentage of Year 11 school leavers returning to full-time education is the lowest since 2014, at 87.8%. Young people who have been engaged by support services are presenting with a wide range of social and mental health difficulties, and the majority are citing the pandemic as the main contributor. 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 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.	The Inspire 2 Work team, in partnership with colleagues from Vulnerable Groups Support, Inspire 2 Achieve and Careers Wales, will continue to track the destinations (actual and planned) of all school leavers utilising the Careers Wales five Tier Model of Engagement. Partnership links developed in Evergreen Hall are creating direct routes for young people to make contact with work-based learning providers.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.4	Assess the impact of the Covid-19 school closures on outcomes for learners and support schools to mitigate teaching and learning issues as a result of the pandemic (EFS)	Amber	Quarter 4: Some recent inspections have identified where school improvement planning and evaluation processes need to impact on teaching and learning. School self-evaluation work with improvement partners has also identified where additional work is needed to support learners after the disruption caused by the pandemic. Information on the Central South Consortium (CSC) school professional learning offer is collated and shared with all headteachers and governing bodies, and the information is held on the CSC website for ease of access. The professional learning offer is also shared through various networks. The school engagement with the CSC professional learning offer is shared with governors through a biannual report. 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 at least termly through school self-evaluation processes, and the progress and impact is reported termly. There are 21 non-maintained settings. One had a Care Inspectorate Wales (CIW) inspection in December 2022 that identified regulatory breaches and shortcomings. While this is not 'Estyn Review' and the setting has since had a CIW re-inspection, which noted improvements, local authority officers continue to have serious concerns about the capacity of the setting's management team to offer the strong strategic leadership that is required to ensure that the setting remains safe and that practice is improved so that it is consistently good.	To ensure that self-evaluation and improvement processes are effective: <ul style="list-style-type: none"> resources to support strategic planning have already been developed and shared with school leaders; a professional learning session on self-evaluation for leaders is to be delivered at a Team Bridgend meeting; the school monitoring processes for gathering first-hand evidence are returning to normal following the significant impact of COVID-19, when staffing capacity and operational conditions reduced the monitoring able to take place; and Central South Consortium improvement partners are taking part in increased monitoring, in partnership with schools, to review processes and systems, and quality assure judgements. The possibility of de-registering the non-maintained setting as an Early Education provider is currently under consideration.

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO1.1.5	Support schools to provide safe learning environments for all learners and staff in schools. (EFS)	Blue	Quarter 4: 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
WBO1.1.6	Deliver the priorities in the Welsh in Education Strategic Plan (WESP) to promote Welsh medium education and increase the number of Welsh speakers to support Cymraeg 2050. (EFS)	Blue	Quarter 4: The Welsh in Education Strategic Plan (WESP) is a five-year plan, covering 2022-27. All actions in the plan in respect of the 2022-23 financial year are complete. The WESP was submitted to Welsh Government by the deadline of 16 December 2022. Feedback from Welsh Government has been positive. The Welsh in Education Forum (WEF) has met twice in respect of the ten-year WESP (2022-32) and the third meeting is scheduled for June 2023. All sub-groups meet prior to the WEF and annual development plans are in place which are RAYG-rated at each sub-group meeting. Chairs and terms of reference have been agreed for all sub-groups. Welsh language immersion provision is continuing to develop with a teacher and a learning support officer (LSO) supporting this activity.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DEFS138 Local WBO1	Percentage of Year 1 learners taught through the medium of Welsh. Higher Preferred	7.55%	7.67%	8.7%	8.04%	↑	Annual Indicator Target Setting: A target of between 14% - 18% by 2032 has been set by Welsh Government to support 'Cymraeg 2050.' Performance: The total number of Year 1 learners in the four Welsh-medium primary schools in the 2021-22 academic year, as measured by PLASC (Pupil Level Annual School Census), was 129. This compares to a total of 122 in the previous academic year. The total number of Year 1 learners across all schools was 1605, compared to 1591 in the previous academic year. Therefore, there was an increase in the percentage of learners taught through the medium of Welsh compared to the previous year.

Other indicators linked to achieving WBO1

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DEFS155 Local WBO1	The number of safeguarding audits completed by schools that are rated as green Higher Preferred	New 22.23	New 22.23	60	54	N/A	Annual Indicator Target Setting: All schools have received extensive training and support related to their safeguarding responsibilities. This should be reflected within their safeguarding audits. Performance: For our 60 schools/provisions, 54 have completed safeguarding audits that are rated as green. For the remaining 6, the safeguarding audits were rated as amber.

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

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO2.1.2	Target the use of early intervention services to reduce demand on statutory services. (EFS)	Amber	Quarter 4: 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 2022-23. Target was achieved in respect of the percentage of completed Team Around the Family support plans that close with a successful outcome. A robust Youth Justice Service (YJS) monitoring system has been developed to ensure each individual child's education needs are met, which is in line with the 'Additional Learning Needs Code for Wales 2021'. There is a member of staff that monitors all the education, training, and employment (ETE) to ensure that the education needs, and the voice of the child are represented by the YJS to education provisions. YJS also has an in-house 'Agored' accreditation scheme, whereby the work that children undertake with the service can be recognised and awarded accordingly.	Actions are underway to overcome data capture issues relating to Edge of Care services.

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DEFS29 CP WBO2	The percentage of completed TAF (Team Around the Family) support plans that close with a successful outcome. Higher Preferred	69%	73%	70%	75%	↑	Quarterly Indicator Target Setting: Improved performance against a backdrop of increased demand and complexity of cases. Performance: Performance is above target, despite the increasing complexity of cases.

WBO3: Smarter use of resources

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.1.2	Provide sufficient school places in the right areas by delivering 21st Century Schools' under the council's schools' modernisation programme. (EFS)	Blue	Quarter 4: The design process is continuing in respect of the replacement Ysgol Gymraeg Bro Ogwr and Mynydd Cynffig Primary School schemes. AECOM has been appointed as the multi-disciplinary design team to take the replacement Heronsbridge School scheme to 'RIBA Stage 2', and design development has commenced. The Stage 1 design process has concluded for Bridgend West (that is, the revenue-funded replacement English-medium school for Afon y Felin and Corneli Primary Schools and the replacement Ysgol y Ferch o'r Sgêr), and the local authority is awaiting Welsh Government approval of the 'Outline Business Case' in order to progress Stage 2, subject to Cabinet approval to proceed. 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.	

Performance Indicators

PI Ref No, PI Type, PAM / Local link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
DCH2.1.11.1 Local WBO3	The percentage surplus capacity in primary schools. Lower Preferred	11.9%	11.63%	10%	14.63%	↓	Annual Indicator Target Setting: National guidance indicates a recommended 10% surplus. Performance: 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.
DCH2.1.11.2 Local WBO3	The percentage surplus capacity in secondary schools. Lower Preferred	20.05%	18%	18%	17%	↑	Annual Indicator Target Setting: National guidance indicates a recommended 10% surplus. Performance: 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.

2022-23

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.3	Implement the planned budget reductions identified in the MTFS, in particular for the 2022-23 financial year, set annual balanced budgets and establish long term financially sustainable solutions. (EFS)	Blue	Quarter 4: There are systems and processes in place both within the directorate and within the council more widely, to ensure robust financial management in our schools. Regular audits provide an extra level of assurance. The £68,000 saving target for 2022-23 has been met in full.	

Page 104

Performance Indicators

PI Ref No	PI Description	Annual target 22-23 £'000	Performance as at year end						Comments
			Red		Amber		Green		
			£'000	%	£'000	%	£'000	%	
DEF143 CP feeder WBO 3	Value of planned budget reductions achieved (Education and Family Support Directorate)	£68	£0	0%	£0	0%	£68	100%	<p>Target Setting: Target set by Council to contribute to the corporate reductions target.</p> <p>Performance: The £68,000 saving target for 2022-23 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</p>

Commitment

Code	Commitment	Status	Comments	Next Steps
WBO3.2.4	Adapt our ways of working to make better use of our assets and build on the technological progress accelerated by COVID. (EFS)	Blue	Quarter 4: 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 to the system remains under review.	

Performance Indicators

PI Ref No, PI Type, link to Corp Priority	PI Description and Preferred Outcome	Year End 20-21	Year End 21-22	Target 22-23	Year End 22-23 & RYAG	Direction of Travel compared to year end 21-22	Comments
CHR002iv Local Other priority	Number of working days per full time equivalent lost due to sickness absence (Education and Family Support Directorate, excluding schools). Lower Preferred	10.32 days	12.60 days	No target	13.16 days	↓	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. While there is no target for 2022-23, the corporate aim is for a reduction in sickness absence. Performance: Unfortunately, the number of FTE days lost due to sickness absence increased in 2022-23, when compared to 2021-22. There were 1115 episodes of absence in 2022-23 compared to 1003 in 2021-22. This represented an increase of 11.2% in the episodes of absence against an increase in FTE numbers in the directorate of 5.8%. Of the total FTE days lost, the proportion relating to short-term sickness absence increased from 21% to 25%, with a corresponding decrease in those relating to long-term absence from 79% to 75%. The reasons for the three highest percentages of FTE days lost in the year were, in descending order, stress/anxiety/depression not related to work, musculoskeletal disorders and bereavement-related absences. Line managers continue to apply policy and take all required absence management actions.
DEFS132 Local Other priority	Number of working days per full time equivalent lost due to sickness absence (schools). Lower Preferred	6.78 days	10.56 days	No target	11.01 days	↓	Quarterly Indicator Target Setting: Directorate sickness targets are set corporately. While there is no target for 2022-23, the corporate aim is for a reduction in sickness absence. Performance: Unfortunately, the number of FTE days lost due to sickness absence increased in 2022-23, when compared to 2021-22. There were 5563 episodes of absence in 2022-23 compared to 4672 in 2021-22. This represented an increase of 19.2% in the episodes of absence against an increase in FTE numbers of 2.3%. Of the total FTE days lost, the proportion relating to short-term sickness absence increased from 29% to 38%, with a corresponding decrease in those relating to long-term absence from 71% to 62%. The reasons for the three highest percentages of FTE days lost in the year were, in descending order, stress/anxiety/depression not related to work, musculoskeletal disorders and infections.
CORPB1d Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (EDFS Directorate) Higher Preferred	New 21-22	90.46%	100.0%	90.14%	↓	Quarterly Indicator Target Setting: All staff should either have completed the existing e-learning module or should complete the new module, once available. Performance: There has been significant debate as to whether staff who deliver direct support to children need to complete e-learning when they have accessed face-to-face safeguarding training. It has now been agreed that safeguarding training whether face-to-face or online must be completed. A Safeguarding Board has been introduced to monitor such issues on a termly basis. Follow up action with teams will be monitored through the board.
CORPB1e Local Other priority	Percentage of safeguarding e-learning (including workbook) completions (schools) Higher Preferred	New 21-22	72.04%	100.0%	70.57%	↓	Quarterly Indicator Target Setting: All staff should either have completed the module or should complete the new module, once available. Performance: There has been significant debate as to whether staff who deliver direct support to children need to complete e-learning when they have accessed face-to-face safeguarding training. It has now been agreed that safeguarding training whether face-to-face or online must be completed. A Safeguarding Board has been introduced to monitor such issues on a termly basis. Follow up action with teams will be monitored through the board and will also be addressed through Team Bridgend and other forums with schools.

Additional Sickness Information by Service Area – Education

Page 106

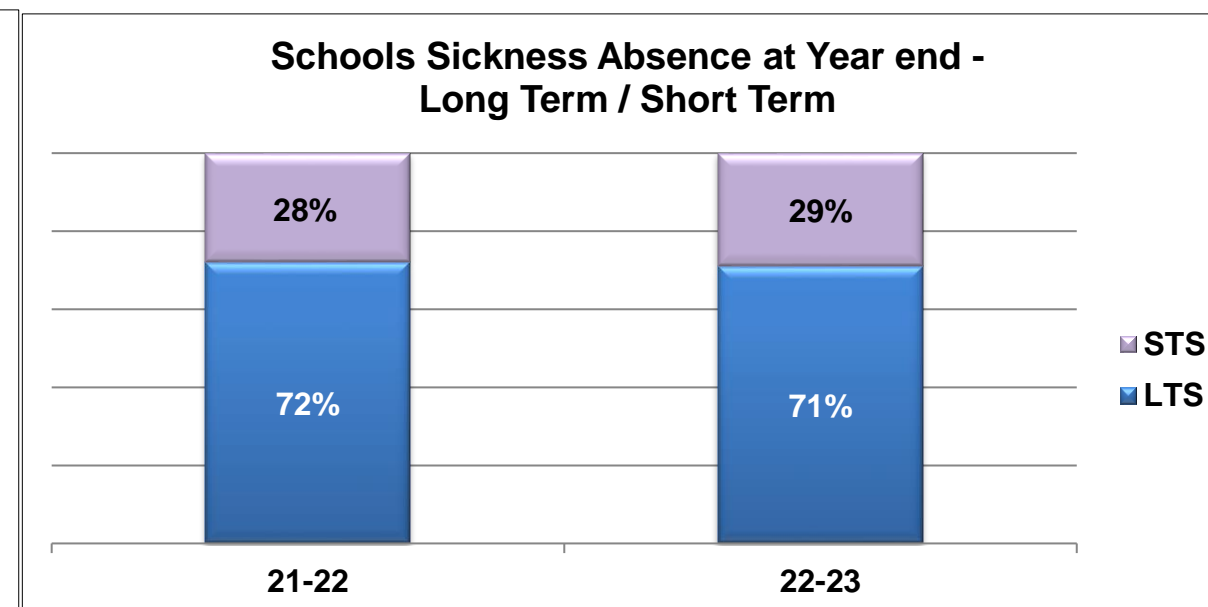
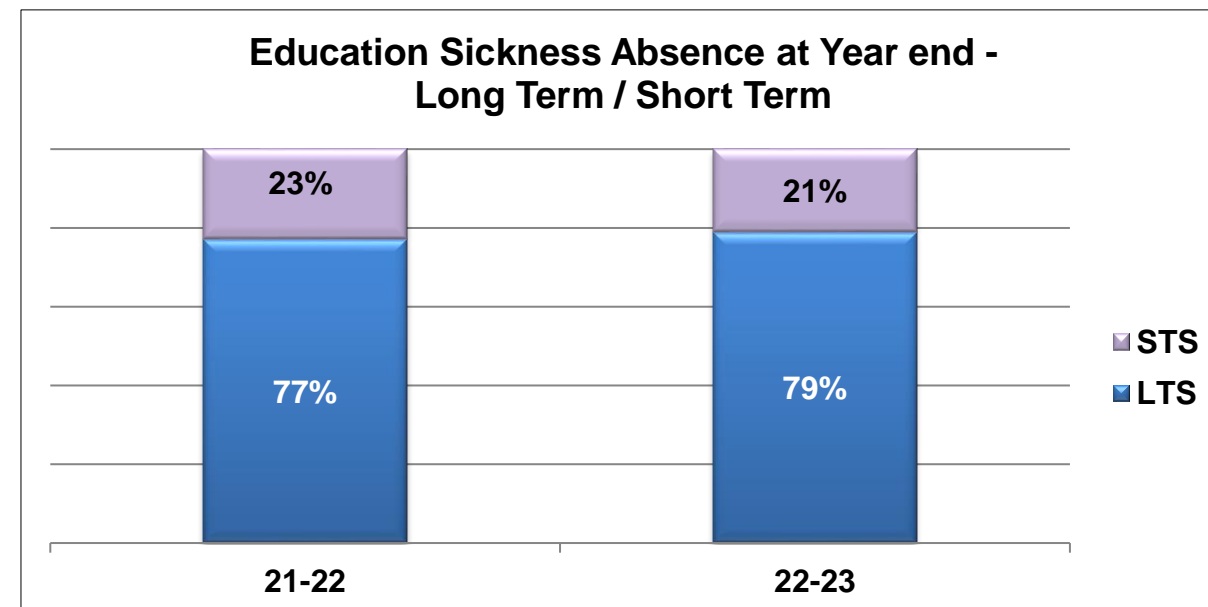
Unit	FTE 31.03.2023	QTR4 2021/22			QTR4 2022/23			Cumulative Days per FTE 2021/22	Cumulative Days per FTE 2022/23
		Number of FTE days lost	No. of Absences	Days per FTE	Number of FTE days lost	No. of Absences	Days per FTE		
Business Support	26.65	30.00	1	1.15	13.00	2	0.49	3.29	3.35
Catering Services (CAT)	109.26	524.84	165	5.05	652.41	162	5.97	15.55	17.43
Family Support	188.87	609.61	42	3.28	585.03	50	3.10	11.42	12.24
Learner Support	122.26	465.75	57	3.74	501.47	79	4.10	15.82	16.18
School Modernisation	6.00	2.00	1	0.67	0.00	0	0.00	2.67	0.00
School Support	16.27	0.00	0	0.00	35.00	2	2.15	0.00	2.22
Vulnerable Groups	19.46	0.00	0	0.00	22.23	4	1.14	0.00	3.37
Education & Family Support Directorate Total	488.77	1632.20	266	3.53	1809.14	299	3.70	12.60	13.09

Additional Sickness Information by Service Area – Schools

Unit	FTE 31.03.2023	QTR4 2021/22			QTR4 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	1085.95	3350.95	519	3.11	3445.11	629	3.17	10.34	10.71
Secondary Schools	930.11	2286.16	409	2.53	2481.71	500	2.67	8.45	9.20
Special Schools	261.23	1402.26	177	5.76	1066.15	219	4.08	19.41	18.92
Schools Total	2277.29	7039.37	1105	3.16	6992.97	1348	3.07	10.56	11.01

Sickness Absence by Reason

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	Q4 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	Q4 Number of FTE days lost	Total Number of FTE Days Lost	% of Cumulative days lost
Bereavement Related	88.36	211.24	265.89	196.96	762.45	12.13%	330.30	169.99	284.95	242.19	1027.43	4.13%
Cancer	95.84	85.62	146.11	115.78	443.35	7.05%	146.59	154.26	151.25	143.01	595.10	2.39%
Chest & Respiratory	57.66	63.26	115.69	86.60	323.21	5.14%	240.50	80.87	549.76	238.01	1109.15	4.46%
Coronavirus COVID - 19	99.61	6.05	56.64	62.32	224.63	3.57%	263.82	94.86	597.72	479.34	1435.74	5.77%
Eye/Ear/Throat/Nose/Mouth/Dental	76.73	11.14	67.75	31.16	186.78	2.97%	383.67	184.50	385.72	436.25	1390.14	5.59%
Genitourinary / Gynaecological	0	0.95	4.09	14.46	19.49	0.31%	87.70	12.66	4.22	86.76	191.34	0.77%
Heart / Blood Pressure / Circulation	21.69	31.42	24.27	37.62	115.00	1.83%	264.66	99.32	146.68	41.41	552.06	2.22%
Infections	97.34	86.86	299.25	187.74	671.18	10.68%	616.73	349.74	1631.56	801.50	3399.54	13.67%
MSD including Back & Neck	245.74	210.60	174.44	249.07	879.85	13.99%	1031.54	716.42	1098.13	1213.68	4059.76	16.33%
Neurological	60.81	80.66	69.06	18.42	228.95	3.64%	382.61	239.09	350.58	231.93	1204.21	4.84%
Other / Medical Certificate	116.70	68.50	8.16	116.71	310.07	4.93%	6.35	24.76	113.32	56.82	201.25	0.81%
Other Mental illness	0	14.00	20.00	0	34.00	0.54%	59.80	5.27	12.91	42.03	120.00	0.48%
Pregnancy related	23.92	18.54	16.01	33.00	91.47	1.45%	53.57	74.78	239.39	138.55	506.30	2.04%
Stomach / Liver / Kidney / Digestion	42.23	38.78	120.99	82.46	284.46	4.52%	745.68	469.36	774.48	867.60	2857.11	11.49%
Stress/Anxiety/Depression not work related	374.88	209.04	270.04	394.81	1248.77	19.86%	1435.30	730.89	1516.41	1674.97	5357.57	21.55%
Stress/Anxiety/Depression work related	21.00	101.00	159.65	182.01	463.66	7.37%	140.58	209.18	206.41	298.93	855.10	3.44%
TOTALS	1422.50	1237.64	1818.04	1809.14	6287.32		6189.40	3615.96	8063.49	6992.97	24861.82	



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No.	IDENTIFIED RISK		ACTION PLAN				who	Last Reviewed	Next Review	Action completed by	Residual risk score			Well-Being Objective				
	There is a risk that	Consequences of risk	Raw risk score			Control method					Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here		Li	Im	Total	
			Li	Im	Total													
Page 109	COR - 2019 - 01	The council is unable to make robust medium to long term decisions requiring service change	It is harder each year to make ongoing budget reductions as easier decisions have already been made. If more difficult decisions about cutting or reducing service levels against a background of declining budgets are not made, then the council will not deliver the changes necessary to achieve a balanced budget which will result in it being in breach of its legal responsibilities. Careful planning and difficult choices will be key to ensuring that a balanced financial position is able to be maintained. Continuing increases in inflationary pressure, most acutely in areas such as energy and also likely pay awards, mean that there is inevitably a greater focus on the "here and now" and the cost of living crisis makes medium term planning more difficult in view of the huge uncertainties around future budget and increasing demand for many services.	4	5	20	Treat	Jan-19	The council manages this risk through existing budget and business planning processes which include early identification of savings targets and development of options for cabinet, challenge from BREP, scrutiny and formal and informal briefings of members and political groupings. The Council was able to meet most of the savings required in 2021/22. The year pressures during 2022/23 were unprecedented due to inflationary pressures on both pay and non pay costs. Elected members were all briefed on this position during the year. In setting the 2023/2024 budget, difficult decisions had to be made re budget savings and limited growth across the budget.	Continuously review the assumptions built into the MTFs and update as additional information becomes available. Keep elected members and BREP informed of updated position and re-align MTFs as appropriate. Earlier discussion with members on possible scenarios to get early buy in to the direction of travel. Review scope and direction of BREP to ensure they play a key part in shaping the MTFs. For MTFs 2023-27, more focus on potential areas of saving, even if not currently proposed, rather than just proposed savings. Focus to be more deep dives into targeted areas. A review of budgets has been commissioned to identify areas of high spend in BCBC compared with that in other Local Authorities. MTFs to consider longer term pressures and ensure these are fully considered beyond the life of the 4 year MTFs. It is clear that in the short term there will need to be a concerted "One Council" approach to identify and agree the immediate priorities while continuing to try to put the right changes and measures in place to develop an effective and sustainable longer term plan for the organisation. The impact of grant fall out on individual services will be monitored to determine financial and service impact.	CMB	May-2023	Nov-2023	Feb-2023 then ongoing quarterly review	4	5	20	Smarter use of resources
	COR - 2019 - 02	The council is unable to deliver transformation including projects and agreed financial savings	If the council is unable to change the way that staff work, including new roles, collaborations and the acquisition of new skills, it will be unsuccessful in delivering service transformation and capital projects, which will lead to it not meeting its commitments within available budgets. Of particular importance here is the actions required to tackle the Climate Emergency, the delivery of the universal free school meal offer and the Sustainable Communities for Learning Programme, the consequences of which will have a detrimental impact on all areas of the Borough.	4	4	16	Treat	Jan-19	The council has a number of programmes and strategies in place that either directly support specific proposals for service improvement, deliver large scale capital regeneration projects, provide wider transformation opportunities and /or financial savings. Further transformation opportunities have been identified that are intended to support a 'One Council' culture and support staff and managers through transformation. It also has a well documented decarbonisation programme to tackle the Climate Emergency and submitted it's Bridged 2030 Decarbonisation Strategy and Action Plan to Cabinet and Council for approval.	Further development of a 'One Council' culture and transformational change was progressed in recent years and accelerated as a response to the Covid-19 pandemic. A much more corporate approach to service provision and transformation has been driven by CMB. The response to the pandemic challenged the way that we work across all services, and we have adapted and learnt lessons from this that we are now working on to embed into 'new normal' and recovery. Transformation projects such as the Future Service Delivery Programme, and increased activity in areas such as "Grow Your own" and helping to change the way the Council does its business and other strategically important projects such as our Digital Transformation Programme continue to progress. Clearly the uncertain future budget position may impact in due course on priorities such as 2030 decarbonisation and where significant investment is required, so this will need to continue to be monitored and reviewed regularly.	CMB	May-2023	Jul-2023	Ongoing	4	4	16	All Well-Being Objectives
	CEX - 2019 - 01	The council is unable to identify and deliver infrastructure required in the medium to longer term	If the council does not raise sufficient capital to maintain its infrastructure, including roads, street lights, buildings and technology then it may deteriorate bringing financial and safety risks which could lead to adverse incidents, reports, publicity, fines and ultimately prosecution. There is an increased risk that the Council will no longer be able to make some of the capital investment to the same level as previously due to the cessation of particular grants. In addition, the cost of borrowing has risen recently making it more difficult for the Council to afford all of its ambitions around investing in its infrastructure and the level of available external funding has fallen since the end of the relevant European programmes, risking further deterioration in some key assets.	4	5	20	Treat	Jan-19	The council has a ten year capital programme. The development of this programme and arrangements for its review and updating are well established. However the council has identified scope to improve upon this to ensure that these needs are balanced with other demands for capital (such as new schools). The capital programme is regularly reviewed and updated but it is already evident that the costs of most projects have risen, sometimes significantly, and the availability of contractors has often become more limited reducing competition.	The Council will consider and seek external and match funding for projects where possible, in order to maximise its capital programme spending capability. Where feasible the capital earmarked reserve will be replenished on an annual basis to mitigate the decline in available and potential new capital receipts. The Council will continue to operate a strategy where capital receipts are not ring-fenced, to ensure that maximum flexibility is available. All capital bids will be fully considered by CMB and CCMB in line with the Capital Strategy, before inclusion in the capital programme. Schemes must have been subject to a full feasibility assessment. This should inform more accurate costings and profiling of spend to avoid potential overspends or delays in schemes. The procurement process will also be considered and qualification criteria updated to try and avoid supplier issues.	CMB	May-2023	Jul-2023	Complete with ongoing review	4	5	20	Supporting a successful sustainable economy and smarter use of resources
	SS - 2019-01	The council fails to safeguard vulnerable individuals e.g. children, adults in need of social care, homeless etc.	Risks to the safety and wellbeing of children and adults at risk are significant and require an effective, highly skilled response from multi-agency safeguarding partnership with leadership from the local authorities. There is a risk that, without adequate budgets and due to the decline of a sufficient experienced workforce, the Council's safeguarding arrangements will not be effective, and that children and adults at risk will not be kept safe and will experience harm. The Council continues to prioritise this area of work and works effectively with key partners, whilst the demand for services continues to significantly increase. This is particularly evident in referrals into MASH/Information Advice and Assistance and the level of assessment activity. The Child Protection Register is at the highest level in the history of the County Borough indicating the level of concern of partners in respect of safeguarding risks to children. While staff teams have been strengthened where possible, there is still an over reliance on agency staff in some areas and there is a further risk with the worsening financial position that all of the investment required will not be possible on a sustainable basis whilst it must be understood that the Council has statutory duties to provide sufficient resources to safeguard children and adults as well as to set a balanced budget and could face intervention from Welsh Government if it fails in either duty	5	5	25	Treat	Jan-19	A number of different actions are being taken to address these concerns. In reaction to staffing matters additional staff have been employed to ensure the service is able to meet the increasing demand for services, the Council's Market Supplement Policy has been invoked to support the recruitment of staff to the childcare teams, resource has been found to support increased numbers of staff accessing the social work training scheme and work has been done to establish an overseas recruitment programme. Working practices in the service are being reviewed. There is a reporting structure in the service to monitor the work required to address the range of issues and this feeds up to a Gold meeting which consists of senior officers and the Leader and Deputy Leader of the Council.	A new Corporate Safeguarding Officer has been appointed to enhance the support to corporate safeguarding arrangements. The Regional Safeguarding Board is developing common quality and performance reporting via the steering group to include clear trigger points of escalated action. A reflective lessons learned exercise has been undertaken into the issues which led to the critical incident in IAA services to ensure lessons have been learned and sustainable improvements made to reduce the risk of such an escalated position being required again. Work is being undertaken to develop a sustainable model for the service which includes practice, workforce and funding issues.	CMB	May-2023	Jul-2023	Ongoing	4	5	20	Helping people and communities to be more healthy and resilient and smarter use of resources
	COR - 2019-03	The council is unable to plan for and recover from major threats to service continuity such as civil emergencies, school failure, cyber attack and discontinuation of funding streams and major contracts	If the council does not have the capacity and expertise to plan for and protect itself against major threats such as cyber-attack, civil emergencies and significant financial variations there is a risk that there may be a failure to deliver services and a balanced financial position which could harm citizens who rely on council services. An increased risk to energy security and financial sustainability has increased this risk.	4	4	16	Treat	Jan-19	The council has anti virus installed which is regularly updated. All critical data is backed up and located offsite. Software update processes exist that includes the installation of patches. Security awareness training is provided to all employees. The council has established emergency planning arrangements including a Major Incident Plan and contributes to the South Wales Local Resilience Forum (SWLRF) and South Wales Resilience Team (SWRT). Contract conditions are included in relevant contracts. The terms of these conditions will vary depending on the nature of the contract, but will cover compliance with GDPR, security of personal information and general cyber security. Where contracts are awarded via a framework the necessary conditions will be imposed by the contracting agency for the framework. This has been an increased risk throughout the COVID period with significantly increased risk of attack and many more sophisticated attempts to disrupt the Council's network.	Cyber resilience training continues to be rolled out. The situation is constantly being monitored on an ongoing basis, ICT are reviewing options to mitigate potential cyber attacks as the attack landscape is continually changing. The council has responded swiftly and appropriately to the increased risk posed by increased reliance on ICT and the network. A number of changes - some significant - were made during this period that has helped to mitigate the increased risk. Throughout the period the Council has stayed connected and resilient with many services being delivered remotely. The situation is being monitored on an ongoing basis. Ongoing work on resilience and business continuity will help mitigate the risks but keeping the Council services running effectively this winter and beyond becomes more challenging	CMB	May-2023	Jul-2023	Ongoing	4	4	16	All Well-Being Objectives
	COR-2019 - 04	The council is unable to attract, develop or retain a workforce with the necessary skills to meet the demands placed upon the authority and its services	If there is a continual decreasing number of suitably skilled and experienced staff then there may not be the expertise required to deliver services and protect the interests of the council. This could lead to the wellbeing of citizens suffering and a loss of morale amongst the remaining staff if they feel unsupported and are seeking to work elsewhere.	4	5	20	Treat	Jan-19	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 practice 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, and some frustration among the public and elected members about the pace of some responses and action	There is a need to continue to seek alternative approaches to recruit to service areas, acknowledging that one size does not fit all. The benefits of working for the council will be promoted alongside different ways of attracting staff. Consideration will also be given to how the council's agency provider can support this agenda. Different recruitment, advertising and selection methods are being introduced for recruiting Apprentices, to improve the level and quality of applicants and with the aim of developing a pool of Apprentices. Action plans are in place and being developed to address challenges in the Social Services and Wellbeing Directorate.	CMB	Jan-2023	Oct-2023	Ongoing	4	5	20	All Well-Being Objectives
	COR-2019 - 05	Important council services are compromised due to the failure of a key supplier	If the suppliers of council services are not resilient there is a risk that they may fail to deliver those services leading to disruption for citizens and the council, which will be impacted as it seeks to restore provision and suffers a loss of reputation. There is increasing evidence that this risk is becoming more apparent and prevalent. In particular in areas such as Home to School Transport, but also in residential care and construction there are increasing numbers of cases of market failure, companies falling into administration and increased costs being demanded to provide services or contracts will be handed back, which are difficult to mitigate as often there are very limited options to provide services, some of which are statutory.	4	4	16	Treat or Transfer	Jan-19	The council's strongest defence against this is through its procurement strategy and procurement processes. When tendering for services the council requires contingency arrangements to be in place to allow for the eventuality of supplier failure (for example in the case of refuse and recycling collection contracts). The council also seeks to shape the market where possible to avoid over reliance on single suppliers (for example in social care). Where appropriate contract conditions are included to ensure the contractor has the appropriate level of security required for the service they provide. This will differ depending on the nature of the service and the legal requirements applicable. Services are also doing more to work with providers to ensure an early dialogue when services are under pressure to work towards an agreed outcome	Social Services have quarterly forum meetings with providers where risks, issues and pressures are identified. There are regular contract monitoring visits to monitor performance and quality. This has continued throughout the pandemic. Directorates to monitor the financial performance and stability of contractors on an ongoing basis. Dialogue with some major suppliers is required and contingency planning has been progressed. This has become increasingly important due to the fragility of the market and the current economic situation. Many suppliers are going through difficult times and we will need to monitor closely to ensure that critical services do not collapse.	CMB	May-2023	Oct-2023	Ongoing	4	4	16	Helping people and communities to be more healthy and resilient and smarter use of resources
	COR-2020 - 02	Recovery/restoration of services - the restoration of some Council services will require new ways of working to be established and implemented to ensure Covid safe environments for staff and the public.	The return of many individuals and staff groups to the office has been successfully managed and the introduction of the new 'hybrid working policy' has been broadly supported by Trade Unions in line with the preference of most of their staff members for a more flexible approach to working. Hybrid meetings for both public Council meetings and internal officer/member meetings has also been introduced. Clearly new ways of working are yet to be fully embedded and we must be aware of new waves of Covid during the winter period. We must also be cognisant of the potential impact of the Cost of Living crisis on the working patterns of individuals. Overall however evidence suggests that with a continued focus on 'business first' there is no detriment to productivity from new ways of working but there is increased demand for many services and ever increasing expectations create further challenges around capacity in the organisation as we continue to see some of the post Covid impact continue in areas such as homelessness and social care	5	4	20	Treat	Sep-20	Full risk assessments at a service level provide evidence of where interventions are required and new ways of working need to be implemented. A risk tool for individual members of staff and elected members has been distributed for self assessment to determine if special measures are required to be implemented to protect those individuals. Revised protocols have been developed to advise staff on good practice and business cases are prepared where additional investment is required to meet new operating procedures. Enhanced communication with staff, elected members and the public (including parents and pupils) will be necessary to mitigate some concerns and fears and ensure a better understanding of the Council's position.	Comprehensive service risk assessment, implement key actions from the service recovery plans completed by Directorates, identify and action the lessons learnt from the experiences of service provision during the pandemic and lockdown, identify and consider service business cases for additional investment (as well as where there might be some savings from stopping areas of service or closing previous provision), ensuring ongoing and comprehensive communication and engagement as necessary. The Council continues to move to a 'recovery' position whereby as well as continuing to deliver some Covid related services and respond to some of the Covid legacy issues such as significantly increased demand for social care, early help and homelessness services, there is an expectation from the public that other Council services will have returned to 'normal'.	CMB	May-2023	Nov-2023	Ongoing recovery as the impact of the pandemic eases, subject to future waves.	4	4	16	Smarter use of resources

No.	IDENTIFIED RISK There is a risk that	Consequences of risk	Raw risk score			ACTION PLAN				who	Last Reviewed	Next Review	Action completed by	Residual risk score			Well-Being Objective
			Li	Im	Total	Control method	Date Risk score assigned	How is the council addressing this risk	Key actions to be established - NB business as usual activity not reflected here					Li	Im	Total	
COM - 2020 - 01	Invigorating the economy and economic recovery - there will be a prolonged and deep economic recession following the Covid pandemic and the uncertainties of the impact of the UKs withdrawal from the European Union, compounded by local issues such as the closure of the Ford engine plant.	The rapidly increasing cost of living crisis and political and market / financial uncertainty is impacting both individuals and local businesses. There has been increased demand for financial support , such as Cost Of Living payments and Council Tax reduction and a corresponding increase for other relevant Council advice and support services . May local businesses are particularly impacted by the huge inflationary increases particularly in energy costs meaning it is inevitable that it will be a difficult winter ahead	5	4	20	Treat	Sep-20	By seeking to support local businesses and individuals by signposting them to appropriate financial support, skills training and support services, and progressing schemes to develop opportunities to set up and establish new business. The Council continues to act on behalf of Welsh Government through the administration of small business rates relief . Through its own Cost of Living Scheme the Council was able to widen its support to individuals and families during 2022/2023	Support the aims set out by local economic recovery taskforce and identify and implement the recommended actions through the development of a new Economic Strategy . Liaise closely with colleagues in the Cardiff Capital Region and Welsh Government to identify and target opportunities for investment to add to investment provided by BCBC to stimulate and invigorate the economy. Seek to signpost opportunities for training, support and new jobs by targeting the work of the Council's Employability teams. Administer and target financial grant schemes and provide support to local businesses to adapt to new circumstances . Progress existing economic development schemes to provide more opportunities for business 'start up' by developing enterprise hubs throughout the County Borough. Agreeing direct intervention initiatives where the Council controls the cost of some relevant services, for example free car parking /car parking offers in town centres, rental holidays/reductions for businesses where the Council is the landlord. Develop proposals for the UK Government's Levelling Up Fund as well as other external funding sources as considered appropriate. Including the recently announced Shared Prosperity Fund which can be used to fund Employability/ skills based initiatives and replaces the previous European Funding Mechanisms.	CMB / Economic Recovery Panel	Apr-2023	Nov-2023	Ongoing	5	4	20	Supporting a successful sustainable economy
COR - 2022 - 01	The hangover effects of the pandemic, coupled with heightened geo-political tensions emerging from invasion of Ukraine, is impacting global economy, financial systems, supply chains and energy security	The continuing impact of Brexit and the war in the Ukraine are resulting in <ul style="list-style-type: none"> Increased supply issues in relation to workforce for contractors and materials for major projects Increased inflationary pressures impacting costs of pricing and materials in construction sector, delaying or disrupting capital projects Increased pricing of commodities –gas, oil and silicon chips could have a direct impact on certain projects, costs and performance of key sectors Increased risks around energy supply and capability, to potentially impact delivery of the Energy Strategy 	4	5	20	Treat	Apr-22	<ul style="list-style-type: none"> Ongoing economic analysis Agreed energy strategy Heat reduction schemes 	The impact on the Council will be continually monitored as the position becomes clearer. To achieve this, we will work closely with suppliers either via existing forums or through the contract management process. Work is being undertaken regionally to develop frameworks which will achieve economies of scale. As new services are tendered, potential inflationary costs and timeline pressures are being factored into the procurement process at an early stage. The impact on service delivery and the budget will be determined as part of this process and will be reported to Cabinet and Council as part of the normal reporting processes.	CMB	May-2023	Nov-2023	Ongoing	4	5	20	All Wellbeing Objectives
SS - 2023- 01	Significant service pressures in the health and social care services could impact on the ability of services to support vulnerable individuals	The health and social care system is not able to meet the health and care needs of people in a timely way resulting in harms and excess deaths. The immediate risk is that there is not sufficient capacity in community health and social care services to prevent hospital admissions and support timely discharge from hospital.	5	5	25	Treat	Jan-23	There are very regular meetings at senior levels across Health and the Local Authority to understand the current position and to agree the joint actions required to try to address the issues	The Cwm Taf Morgannwg health and social care partners have developed a range of immediate, short, medium and long term actions to enhance community capacity and review pathways of care. The most immediate actions are the enhancement of community beds through additional care home capacity and the implementation of Discharge to Recover and Assess pathways of care. There are timescales attached to the actions agreed. There is also a comprehensive plan to address the capacity issues in care and support at home services. The system has experienced significant pressures so despite the actions the residual risk remains at a very high level and the service continues to evaluate whether immediate actions have impacted.	CMB	May-2023	Nov-2023	Ongoing	5	5	25	All Wellbeing Objectives

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

Risk Scores

1-9 - Green - Low

10-12 - Amber - Medium

13-25 - Red - High

Risk ID number follows the sequence Directorate - year identified - risk number

Directorate codes mentioned above are:

SS - Social Service

COR - Corporate

COM - Communities

CEX - Chief Executives

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2023
Report Title:	CORPORATE SELF-ASSESSMENT 2022/23
Report Owner / Corporate Director:	CHIEF OFFICER- LEGAL, HR AND REGULATORY SERVICES
Responsible Officer:	ALEX RAWLIN, POLICY AND PUBLIC AFFAIRS MANAGER
Policy Framework and Procedure Rules:	Council priorities arising from the self-assessment inform Service Plans and the Annual Improvement Plan which form part of the Policy Framework.
Executive Summary:	<ul style="list-style-type: none"> • The report outlines the process and findings of the Council’s self-assessment for 2022/23. • The approach is considerably more embedded in regular quarterly reporting than in the previous year. • The main differences in the final report from last year’s final report are – <ul style="list-style-type: none"> ○ Challenge sessions took place earlier in the year ○ Case studies are included ○ More comprehensive coverage of consultation and engagement throughout the year is included ○ Annual performance data will be published alongside the self-assessment ○ Planned consultation is more comprehensive. • The self-assessment judgements are – <ul style="list-style-type: none"> ○ Wellbeing Objective One – Good ○ Wellbeing Objective Two – Adequate ○ Wellbeing Objective Three – Good ○ Use of resources – Adequate ○ Governance – Good

1. Purpose of Report

- 1.1 The purpose of this report is to provide an update on the Council’s second corporate self-assessment report and judgements, and to seek comments on the draft report in **Appendix 1**.

2 Background

- 2.1 The Local Government and Elections (Wales) Act 2021, which received royal assent in January 2021, set out a new local government improvement regime. One of the requirements of the Act is for the council to make and publish a self-assessment report once each financial year. The self-assessment report has to set out conclusions on whether the Council met the 'performance requirements' during that financial year, and actions needed to improve. The 'performance requirements' focus on -
- Are we exercising our functions effectively;
 - Are we using our resources economically, efficiently and effectively;
 - Is our governance strong.
- 2.2 The Council published its first self-assessment in October 2022 based on performance in 2021/22. The process was new, but based on existing data, reports and review / challenge meetings where possible. Feedback on the report was generally positive in terms of the honesty and transparency of ratings, length of the report and simplicity of the language. However, some Elected Members felt that annual performance data should have been published alongside self-assessment.
- 2.3 Many parts of the self-assessment process have now been embedded in the Council's regular performance management process, for example the regulatory tracker and inclusion of consultation, engagement and involvement exercises in the quarterly dashboard. By design, it was intended that the process for 2022/23 should be simpler and less resource intensive than the previous year.
- 2.4 Existing end of year performance process and timelines have been used to capture Directorate self-assessments of performance to satisfy the first performance requirement (as in 2021/22). However, this year a simpler template was designed with the previous year's information pre-populated for Directorate Management Teams (DMTs) to update. Directorates were asked provide a realistic assessment of their progress, use plain English to outline their challenges and achievements, retain the format of the information and keep contributions brief and to the point. The 4 templates were then collated by the Performance Team for scrutiny and challenge.
- 2.5 The main change to this section is the inclusion of case studies. Having reviewed all other self-assessments in Wales, this is the one feature that stood out. Around half of local authorities included case studies, and they added an extra dimension to the reports.
- 2.6 The second performance requirement, on use of resources, also followed a similar process to last year. The 7 use of resources templates were reviewed and updated by the lead officers. All of the 7 areas have been included in the work of Audit Wales in the past year, and in many cases reviewed and discussed by the Governance and Audit Committee, or Scrutiny Committees, or are included in the

year ahead, so there is significant additional evidence to draw on. These 7 were then collated by the Performance Team for scrutiny and challenge.

- 2.7 The third performance requirement, on governance, is largely covered by the Annual Governance Statement (AGS) which is scrutinised and approved by the Governance and Audit Committee. This document was summarised, and used to inform the self-assessment.

3 Current situation / proposal

- 3.1 The draft findings from each of the three performance requirements were pulled together into a single presentation for a full-day Corporate Performance Assessment (CPA) meeting on 14 June 2023 and considered alongside end of year performance. Comments and changes from CPA have been used to inform a draft self-assessment report, which is included at Appendix 1.

- 3.2 The Council's proposed self-assessment judgements for 2022/23 are –

Wellbeing Objective One	Good
Wellbeing Objective Two	Adequate
Wellbeing Objective Three	Good
Use of resources	Adequate
Governance	Good

- 3.3 Corporate Overview and Scrutiny Committee may want to reflect on the fact that these are exactly the same scores as last year. There are numerous reasons for this, including the short time since consideration of the Council's previous self-assessment in October 2022, turnaround time for significant improvement in use of resources, for example performance management and asset management, issues with workforce capacity and financial constraints included at the start of the self-assessment report for context. On balance therefore, while there have been improvements in some elements of the self-assessment judgements, it is felt that there has been insufficient change to alter the overall judgement.
- 3.4 Corporate Overview and Scrutiny Committee may also want to reflect on the addition of case studies and whether this adds value to the report, and whether the publication of quarter 4 performance information alongside the report adds context and value to the self-assessment.

3.5 Following consideration at Corporate Overview and Scrutiny Committee and Governance and Audit Committee, on 26 July 2023, the Council will commence formal consultation on the draft document with the public as well as -

- discussion with Trade Unions
- discussion with Town and Community Councils at the Town and Community Council Forum
- discussion with Partners and neighbouring local authorities at the Public Services Board

3.6 Following engagement and consultation over the summer, it is proposed that the final self-assessment be presented to Cabinet and Council in September 2023.

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 review of policies, strategies, services and functions. It is considered there will be no significant or unacceptable equality impacts as a result of this information report.

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

5.1 This report measures progress against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that formed part of the Council's Corporate Plan 2018-23:-

1. Supporting a successful sustainable economy
2. Helping people and communities to be more healthy and resilient
3. Smarter use of resources

5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act form a key part of the key lines of enquiry for officer and member challenge of the self-assessment findings. The annual wellbeing assessment will be merged with the annual self-assessment for 2022/23, as it was for 2021/22.

6. Climate Change Implications

6.1 There are no specific implications of this report on climate change. However, the self-assessment will consider the Council's performance and progress on specific climate change related commitments and targets in the Corporate Plan 2018-23.

7. Safeguarding and Corporate Parent Implications

7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the self-assessment will consider the Council's performance and progress on specific safeguarding and corporate parenting related commitments and targets in the Corporate Plan 2018-23.

8. Financial Implications

8.1 There are no financial implications associated with these arrangements.

9. Recommendation

9.1 The Corporate Overview and Scrutiny Committee is recommended to: -

- Review and provide any recommendations for change to the corporate self-assessment report 2021/22 at **Appendix 1**.
- Consider whether the additions to the report since 2021/22 add value to the document.

Background documents

None.

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Appendix 1 – Corporate Self-Assessment 2022/23

1. The purpose of this report

In January 2021, the Welsh Parliament passed a new law that changed the way councils work. Every year, we must publish a self-assessment report. This report covers 6 April 2022 to 5 April 2023.

We want the report to assure Welsh Government that we are performing well. We also want it to tell them that we are using our money and other resources properly and making decisions in a sensible, open way. Most importantly, the report must tell local residents, businesses and all stakeholders how we are doing.

Welsh Government and the Welsh Local Government Association published guidance that told us how to develop our self-assessment and what evidence to use to judge ourselves.

2. The changing world for local government

The world has changed a lot since the pandemic, and it is having a big impact on the way the Council works.

The cost-of-living crisis is making things difficult for you as residents and businesses, and it is making it harder for the Council to manage too. Some of the challenges your Council faces are –

- Increasing energy costs for community centres, leisure centres and schools
- Increasing fuel costs for school transport, home carers and recycling vehicles
- Changes to the cost and availability of goods like food for residential homes and building materials for new schools
- Pay rises for our staff who provide indispensable services
- Government asking us to provide extra services like distributing cost of living payments
- Impacts on residents that add demand to services, including increased homelessness and safeguarding referrals
- Funding for the Council not increasing at the same rate as prices.

3. How is the council performing?

Every 5 years the council publishes a new Corporate Plan. This plan describes the council’s priorities, why they are important and how progress will be measured. The priorities, or well-being objectives, show our commitments to our citizens and our contribution to Wales’s seven well-being goals -

Well-being Goal	Priority 1: A successful sustainable economy	Priority 2: Helping people be more healthy & resilient	Priority 3: Smarter use of resources
A prosperous Wales	✓		✓

Well-being Goal	Priority 1: A successful sustainable economy	Priority 2: Helping people be more healthy & resilient	Priority 3: Smarter use of resources
A resilient Wales			✓
A healthier Wales	✓	✓	✓
A more equal Wales	✓	✓	✓
A Wales of cohesive communities	✓	✓	✓
Vibrant culture & thriving Welsh language	✓	✓	
A globally responsible Wales	✓		✓

The Future Generations Act says we must meet the needs of the present without compromising the ability of future generations to meet their needs. Based on the sustainable development principle, our well-being objectives will deliver long-term positive outcomes. We review progress every year to make sure our actions are getting us closer to our goals. This report covers the final year of the corporate plan published in 2017, (although it is refreshed and updated annually), with three priorities for the council -



When we developed this corporate plan, we thought hard about the type of organisation we wanted to be. Our vision is to act as **One Council** working together to improve lives. We have a process for measuring how we are doing on these priorities. We use –

- performance indicators,
- evidence on delivery of our projects,

- feedback from residents, businesses, and partners, and
- the views of our regulators and auditors.

Each part of the council pulls this information together and presents it to councillors who look at the data, check it and ask questions. This was done for the year 2022-23 in June 2023. We use this information to come to a judgement on each priority using this scale -

EXCELLENT	Very strong, sustained performance
GOOD	Strong features, minor aspects need improvement
ADEQUATE	Strengths outweigh weaknesses, but important aspects need improvement
UNSATISFACTORY	Important weaknesses outweigh strengths. Needs urgent improvement.

Priority One – Supporting a successful, sustainable economy

We want to build a place where people can have good jobs and careers and improve their family income. Prosperity boosts health and well-being and creates more resilient communities that need fewer services. Education is the most important part of improving the life chances of young people. Our main ways of achieving this objective are -

- **Improve learner outcomes** – Support children, adults and families to get better education outcomes;
- **Growth and prosperity** - Promote the conditions for growth and prosperity by helping people and business to succeed.

What is our judgement?

Supporting a successful, sustainable economy	GOOD
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- **Learner outcomes** – There is no data available for the school year 2021-2022 for comparison with previous years. We continued to align monitoring and evaluation processes with Welsh Government’s ‘Framework for evaluation, improvement and accountability’. Work continued with secondary schools to improve progress of Key Stage 4 learners and to retain Post-16 learners. A Post-16 Improvement Plan has been approved. Schools submitted ‘Statements of Intent’ for any changes to their curriculum, to share good practice, improve collaboration and avoid duplication. Unfortunately, young people in Bridgend who are engaging with support services are presenting with a wide range of social and mental health difficulties, and the majority have said the pandemic is the main contributor. We delivered the first phase of the universal primary free school meals for pupils in Reception, Year 1 and Year 2.
- **School support** – We worked with Central South Consortium to support schools on self-evaluation and assessment, continuous improvement, and implementation of the new Curriculum. Estyn resumed school inspections in spring 2022. There are currently no schools in statutory categories in Bridgend, but six schools are receiving ‘enhanced monitoring’. School self-evaluation work with their improvement partners continues to identify where additional support is needed for learners after the pandemic. Officers offered enhanced support and more frequent monitoring visits to any early years non-maintained setting if concerns were identified after inspections.
- **Welsh Language Education** – The Welsh in Education Strategic Plan (WESP) has been approved by Welsh Government covering 2022-2027 and we have appointed a full-time Welsh in Education Strategic Plan Co-ordinator. All actions in the WESP for 2022-2023 have been completed. Welsh language immersion provision continued to develop and numbers of Year 1 learners in Welsh-medium primary schools has increased. Our capital schemes are helping to grow Welsh-medium school places. Construction work for the Welsh-medium childcare scheme at Bettws was completed.
- **Attendance and exclusions**– The creation of an exclusion lead within the Education Engagement Team has assisted schools in ensuring the correct processes and procedures are being followed related to fixed-term and permanent exclusion. While the percentage of school days lost due to fixed-term

exclusions in primary schools, in the 2021-2022 school year (reported in 2022-2023), was static when compared to pre-pandemic levels, the situation in secondary schools was double pre-pandemic levels.

- **Regeneration** - The Town Centre Masterplan for Bridgend, including redevelopment of the Railway station are progressing. The new site for the Bridgend College Campus in the town centre is being cleared and prepared and the planning application is in. The Placemaking agenda for Porthcawl is looking at infrastructure, public realm, and green spaces. The Aldi store at Salt Lake opened 13 July. The £6m sea defences scheme is complete at the Eastern Promenade and open to the public. The Council got an £18m grant for the Grand Pavilion, to refurbish and extend the venue and provide a wider range of events and activities. We are working with housing providers to invest in housing in the Town Centres. Maesteg Town Hall is progressing, but its completion date is delayed. We are investing in town centres and working with partners to redevelop sites and buildings. The regeneration programme delivered over £600k of improvement grants for commercial premises after covid. There is £1.36m support available for a further 3 years. Vacant properties in all town centres have decreased.
- **Business support** - The Bridgend Elevate and Prosper Project (EAP) is supporting start-ups and micro-business. Business start-ups have increased to 770, that is by a further 28% since 2021-22. The socially responsible 3-year procurement strategy and delivery plan is ensuring our spending is more accessible to local small businesses and the third sector. There is significant demand for the new commercial units at the Cosy Corner development in Porthcawl and we are working with Agents to let these new premises which will open in August 2023.
- **Support for employment** - Employability Bridgend provides support to residents and council employees, including unemployed people, and those in work but struggling with low skills or in-work poverty. The number of people from the Employability Scheme who have gone into employment is 392 in 2022-23. We have also addressed work poverty by assisting some 107 people into higher paid jobs.
- **Tourism** – We have worked with partners to put on events to increase tourism in Porthcawl, including the Senior Open Golf tournament at Royal Porthcawl. Also giving advice on the Porthcawl Triathlon, Porthcawl Truck Gathering and the Porthcawl Elvis Festival. The Cosy Corner development will provide new community facilities following a £3m investment and will be complete in late summer 2023. More people are visiting Bridgend and Porthcawl, this is up by 3% from last year and has now reached pre-pandemic levels. Tourism expenditure data will tell us more at the end of the year.

Regulators assurances

Our education services were last inspected by Estyn in [March 2019](#). Since the inspection, we have been working to address their recommendations, raising the standards of literacy in primary schools, improve outcomes for post-16 learners in sixth forms, increasing the pace of improvement in schools causing concern and strengthening the role of the Welsh Education Strategic Forum (WESF) to deliver the priorities in the WESP.

APPENDIX 1

Estyn also carried out an inspection of Adult Community Learning in February 2023 and the Estyn report that was published on 7 June 2023 identified that many learners make suitable progress in their learning with the partnership offering a useful range of courses, based on the Welsh Government priorities of literacy, numeracy and digital skill, and English for speakers of other languages (ESOL) The partnership provides a range of impartial advice, guidance and support to help learners stay on track and progress in their learning and Estyn identified that the partnership worked effectively together providing advice, support and guidance to learners with honest evaluations.

Consultations and engagement activities

Consultation	Dates	Findings and Impact
WESP 2022-2032 and 5 year WESP plan.	July 2022 to March 2023	WESP was approved by the Welsh Government and workshops held with Welsh in Education Forum to create the five-year WESP plan.
Healthcare needs policy	January to March 2023	Consultation and engagement sessions held with pupils, staff and parents. Pupils felt their health care needs were being met in school and that if they voiced an opinion then they would be listened to. Pupils felt confident that staff had the knowledge and awareness to take action where needed. Information was provided to schools and parents to explain the policy. Further awareness to staff and pupil provided in regard to assisting with their health care needs.
Planning for improvement	Ongoing	School support attend and support the engagement of all primary and secondary schools leads within the 'Planning for Improvement' network. Workshops take place, alongside guest speakers / opportunities to network / share information.
Seren activities	Ongoing	Activities organised by Seren hub co-ordinators aim to provide learners with increased resilience to dealing with exam stress, workload and everyday life. Learner voice is regularly requested, and feedback has informed us that their engagement in the events has been impactful.
Higher education programme	Ongoing	Aimed across all key stages has also promoted resilience and healthy mental well-being whilst dealing with school pressures.
Bridgend Forces Festival	June 2023	We worked with 'Forces Fitness', 'YourNorth' and 'SSCE Cymru' to create the 'Bridgend Forces Festival' for service children. 100 service children, who are categorised as vulnerable learners, came together for the first time to take part in activities to improve their well-being and resilience. The festival highlighted emotional challenges that service children face in their education through interviews and questionnaires.
Local Development Plan – Examination in Public	January to March 2023	The Planning Inspector is considering the evidence, but no significant changes have been requested to date. It is anticipated the outcome will be known in late Autumn 2023.
Consultation on the Hybont Project at Brynmenyn Industrial Estate	Dec 22 ongoing	Two public exhibitions held on the 13 th and 14 th December 2022 these were followed up with a post consultation feedback public information event on the 9 th February 2023. The formal planning application has now submitted and is being determined by the LPA.
Consultation on 2030 Strategy	Dec 2022 ongoing	The Strategy is now approved by the Council and an action plan was approved by Cabinet in December of 2022.
Placemaking strategy in Porthcawl	Completed May 2023	The overarching strategy was consulted on in March 2022, and provides a framework to shape future development within the

		regeneration area. Following from that a further consultation on Public Open Space has also been taken place between to May 2023, including meetings with all schools in Porthcawl, stakeholder workshops and public consultation at the Pavilion.
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What will we do to improve?

Some of the main improvements we will make for this priority are –

- Using the Post-16 Improvement Plan, we will work with schools to improve outcomes for learners in sixth forms.
- The use of permanent exclusions will be reviewed, and we will increase opportunities for managed moves in schools in Bridgend.
- We will support the ambitions of the local authority's Welsh in Education Strategic Plan (WESP) (2022-2032).
- We will deliver at least 20 more face-to-face Adult Community Learning sessions and increase learner engagement by 20%.
- That the Bridgend Business Forum delivers business support events in 2023.
- Introduce the Integrated Works Management System (IWMS) to improve the speed of work instructions and real time statutory compliance data.

Case study

Ysgol Gyfun Gymraeg Llangynwyd

Ysgol Gyfun Gymraeg Llangynwyd is a Welsh-medium secondary school that received The Recruit, Recover and Raise Standards (RRRS) grant, to help mitigate the effects of the pandemic on learners. The funding provided an opportunity to recruit a teacher to focus on Years 11, 12 and 13, to provide support and increase retention of post-16 learners. The school has also appointed a classroom assistant to help learners with welfare issues, transition and develop the use of Welsh to build learners' confidence. The school encourages learners to have confidence in speaking Welsh, by providing tutor sessions and cross-cutting activities to practice oral language, in groups or through one-to-one sessions. The school also works with parents so that they also emphasise the importance of using the language. The school has focused on addressing the needs of different learner groups and aspects of the curriculum, by setting up groups to develop literacy, numeracy and digital competency skills, as well as providing transition to learners in years 5 and 6. Learners have been graded based on their support requirements so that targeted support can be provided, which includes one-to-one work with the pastoral team, mentoring sessions and additional help with their work. Through blended learning and collaboration with other schools, resources and expertise can be shared to enhance the support provided to learners. The school plans to work in partnership with universities to utilise cross-cutting skills to develop a balanced programme of learning.

Oldcastle Primary School

Oldcastle is an English medium primary school in Bridgend with 445 learners. Well-being champions have worked with all year groups on key life skills. Learners have experienced how to cook, grow vegetables, basic sewing, and increased understanding of the importance of keeping healthy. A well-being dog is now part of

the team, supporting more anxious learners arriving at school every morning, and working with target groups during 'Thrive' and well-being sessions. The 'Recruit Recover and Raise Standards' (RRRS) grant has also been utilised to employ a Family Engagement Officer trained in the Thrive approach to work with learners and their families. They address attendance issues using a mixture of approaches including one-to-one, nurture groups, attendance meetings, and linking with external agencies. A structured enrichment programme takes place every Friday afternoon delivered by the whole school staff. This offers a range of activities, skills, and experiences. Through this, all learners have access to the same opportunities. External professionals are often involved, and a network of community members now exists. As a result of the grant and the projects it has supported, there are closer relationships between the school, parents, and the community. Attendance has improved across the whole school, most notably amongst learners with anxieties around attending school. Behaviour has improved with Thrive and 1-to-1 sessions available to be booked or accessed instantly.

Corneli Primary School

In 2015, Corneli Primary School opened a savings scheme, in partnership with Bridgend Lifesavers Credit Union. Since then, Corneli Primary has won a Credit Unions of Wales award for a video entry and has been nominated for a Credit Unions of Wales School Partnership. Nearly all pupils and families now understand the benefits of regular saving and financial management. Through pupil voice, older pupils have taken ownership working alongside staff and governors to successfully manage weekly savings provision. The majority of staff, as well as members of the community, save on a weekly basis as role models for pupils. The school has created a real-life context where pupils can save for a purpose. The school has enhanced its Enterprise initiative weeks and has had an integral role in developing the 'Four Purposes' of Curriculum for Wales. Standards of financial literacy have increased across the school impacting on problem solving and thinking skills. A more positive impact has developed on attitudes towards financial management within the community, as well as enhanced life skills and social skills needed to thrive in society, and enhanced life chances and quality of life and to enable future aspirations for employment and economic well-being.

Cosy Corner Development

In October 2020 the planned regeneration of the Cosy Corner site, by Credu, ended and the site returned to the Council as a partial commenced construction site. We wanted to develop this prominent and valuable site for a community facility. We have worked with Visit Wales to develop a design and secure funding and in May 2021, appointed architects to develop a single storey glass and stone building containing community facilities, including accessible toilets and a changing place facility, new facilities for Marina Berth Holders and the Harbour Master, shops and restaurant. This building will be surrounded by landscaped grounds and have a children's play area

APPENDIX 1



and outdoor seating. Extra Welsh Government funding has been secured, planning permission granted and in May 2022 John Weaver Construction were awarded the construction contract. The site will be completed, opened and occupied by new businesses by August 2023 and will hugely enhance the tourism and

community offer on the Porthcawl waterfront as well as providing business and employment opportunities.

Priority Two – Helping people and communities to be more healthy and resilient

We want to provide support to help individuals and families thrive. A focus on prevention and well-being helps us support people to lead independent lives and reduces the likelihood of them becoming dependent on council services. Our main ways of achieving this objective are -

- **Community support and services** – Provide support and services to those who need our help and help them to stay independent for as long as possible.
- **Resilient communities** – Develop innovative ways to improve well-being and deliver services.
- **Health and well-being** – Improve the physical, mental and emotional well-being of children and young people and vulnerable citizens.

What is our judgement?

Help people & communities be healthy & resilient	ADEQUATE
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- **Social services** - Increases in demand in children's social care continue, there are challenges across the health and social care system and difficulties recruiting and keeping social care staff. We have focused on improving quality and performance. Our plans to improve workforce recruitment and retention, include using agency workers to make sure we meet our statutory duties, bringing in social worker support officers to case management teams, introducing market supplements to salaries in some teams, development of a social worker charter and recruitment of an officer to promote the opportunities in social care roles. We are making progress on international recruitment. Social worker trainees and secondees are being supported to help us develop a professional social worker workforce in the long term. We are also making sure that specialist well-being support can be provided.
- **Children's services** - Delivering children's social care services is still very difficult but we are making progress on our top priorities of practice improvement, workforce, provision of services, hearing and acting on the voice of people and effective partnership working. We have worked with partners to prepare, understand and act on learning from the child practice review and our own internal reviews, including 6 week and 6 month plans for all parts of children's social care. We have retained our gold, silver and bronze governance structures to deal with continuing high levels of contacts to the multi-agency safeguarding hub (MASH) and information advice and assistance services (IAA). These services have been reviewed and a future model for the service agreed. We have appointed a lead for Social Worker Transformation who has started implementing 'Signs of Safety' model of practice to drive practice improvement. We are embedding focused learning from audits and reviews and enhanced performance data to ensure continued management oversight of the service. We have done a review of our residential provision and strengthened leadership by appointing a dedicated Responsible Individual. We have improved our Quality Assurance

framework in residential children's services. The solo residential provision which was registered in November 2022 will build capacity into our residential services.

- **Adult services** - There have been challenges in meeting care and support needs in a timely way in adult services. We are improving our customer services and response times to initial inquiries through the Social Work Review Project and Corporate Front Door project and the introduction of the new telephone systems. We are focused on strength based social work practice and quality assurance and management oversight is being strengthened. A new 'Outcome Focused, Strength Based' model of practice has been launched which will strengthen further how we understand and act on what matters to individuals. Pressures in meeting the needs of older people is a high priority. We are putting in new pathways to improve the hospital discharge processes, although capacity in community care services is still a big challenge. We are modernising in-house domiciliary care services, getting rid of 'split shifts' and recruiting to vacant posts in care and support roles. Deep dives are being done in every adult social work team and a new operating model will be approved in 2023. Where changes have been needed more quickly, they have been made. We are transferring the Council's telecare service from analogue to digital and improving the use of assistive technology to improve outcomes for people. We are reviewing our learning disability direct services to make sure we have a sustainable day opportunities and supported living model.
- **Additional Learning Needs (ALN) reform** – Our ALN implementation Plan 2022-2023 was completed and Early Years ALN processes were established and embedded. We continued the quality assurance monitoring of local authority individual development plans (IDPs) for learners and the use of Early Years ALN toolkits by Early Years settings. We held events for school staff and partners to support those involved with ALN Reform. We extended our provisions for primary-aged learners with ALN, opening two new learning resource centres in autumn term 2022 - one at Tremains Primary School for pupils with autistic spectrum disorders, one at Ysgol Cynwyd Sant for pupils with moderate learning difficulties.
- **Safeguarding** – We are accountable to the Regional Safeguarding Board for making sure we are safeguarding children and adults at risk. They are responsible for publishing child / adult practice reviews. One child and one adult practice review were published in 2022/23 about Bridgend. Four more child practice reviews will be published in the coming year. We host a Multi-Agency Safeguarding Hub (MASH) where Council officers and partner agencies work together to respond to safeguarding concerns. In the last year we have strengthened the leadership and governance of social care services by employing dedicated Responsible Individuals who oversee the safety and effectiveness of these services. We hold Corporate Safeguarding Group meetings monthly where safeguarding data is reviewed. Silver group meetings take place fortnightly / weekly chaired by the Corporate Director to consider performance data and areas of pressure so that the whole council understands what's going on. These meetings report up to a fortnightly gold command meeting chaired by the chief executive and attended by the Leader/ Deputy

Leader. We have improved the way we safeguard children at risk of harm from criminal or sexual exploitation. Two officers have been appointed and an exploitation panel established bringing together partners to address the risks. We also have an Education Safeguarding Board which meets termly and examines safeguarding data and practice across the directorate. Information about policies and procedures is shared. All schools in Bridgend have adopted the Safeguarding Board policy. Schools do audits on their safeguarding approach and 90% of schools are rated as green, 10% as amber and none are red.

- **Housing** - The Council's housing duties changed during the pandemic and we must provide accommodation for all homeless people. People presenting as homeless and numbers of people on the register for social housing have increased. We have had to rely on different options including hotels and Airbnb's to provide temporary accommodation as the supply of suitable accommodation can't be met through our usual supply of accommodation. During 2022/2023 we have also needed to provide housing for Ukrainian citizens fleeing the war in their country. At the end of March 2023 198 Ukrainian individuals had arrived in the local authority, of which 100 individuals have found housing in the area. The Council has also worked with one of our Registered Social Landlords to bring 35 long term voids back into use.
- **Community Safety** – We have dealt with 1219 anti-social behaviour referrals and 88% were successfully addressed at stage 1. We have worked with partners to improve CCTV coverage, brighten up spaces with Street Art and employ taxi marshals so that no-one is left waiting alone after a night out. The review of regional Community Safety arrangements has been completed. Assia domestic abuse service has completed needs assessments on 2,010 referrals. We have delivered exploitation workshops for college students and tutors and training on domestic abuse awareness and coercive control. All Multi Agency Risk Assessment Conference (MARAC) representatives across the region have been fully trained in the process and understand their role. A SafeLives review resulted in us recruiting a dedicated Older Persons IDVA alongside our Male Victim IDVA. We chair and contribute to the local joint agency Events Safety and Advisory Group which advises event holders on risk assessments and general safety and good practice planning for public events.
- **Recreation, green and open spaces** – In November 2022, Council approved the Biodiversity Plan 2022-25, setting our plans to protect and enhance biodiversity. It includes new projects at the disused coal washery site at the Ogmere Washeries and the "Dune 2 Dune" Project, bringing together nature reserve managers, volunteers and landowners to sustainably manage habitats along the coastline of Bridgend. A comprehensive programme of improvements to children's play areas is continuing with 9 playgrounds completed in 2022. There is £2.9m further investment in playgrounds throughout the Borough targeted for the next two years, including accessible play facilities, such as wheelchair friendly roundabouts. We have transferred a further 10 assets in 2022-23 through the community asset transfers programme (CAT's). This is below target, but is reflective of the cost price inflation everyone is experiencing.
- **Youth Justice** - There was a reduction in the number of first-time entrants to the Bridgend Youth Justice Service (YJS) and a reduction of re-offending behaviour

among children and young people. In line with the 'Additional Learning Needs Code for Wales 2021', a robust system was developed to monitor the education, training and employment (ETE) of young people engaged with the YJS and ensure education needs are met. The service continued to collect and present the views of service users to education provisions. An in-house accreditation scheme enabled ETE work undertaken by service users to be recognised and awarded accordingly.

- **Family Support** - Edge of Care services supported 527 children and prevented over 90% of them from becoming care experienced. Funding was secured to continue development of a trauma-informed approach. The 'Rise Service' was successfully implemented, providing practical, emotional and therapeutic support to families. Despite the increasing complexity of cases supported by the Early Help staff, 75% of Team Around the Family support plans were closed with a successful outcome, 2% higher than in 2021-2022. Inspectorate Wales categorised all of our Flying Start settings as 'good' or better.
- **Prevention and Well-being** – These services are steadily recovering from the pandemic with a focus on supporting the most vulnerable and preventing escalation of need. We are including working with BAVO to develop community representative networks that support prevention and well-being, operating our National Exercise Referral scheme and developing Disability Sport, supporting the development of Age Friendly Communities and running programmes of family support including the Family Active Zone, Made for Mams and Early Years opportunities. Services for carers have been reviewed and improved including developing a carers ID card. Like other services with high energy consumption, leisure venues have significant cost pressures.

Regulators assurances

An inspection by Her Majesty's Inspectorate of Prisons in 2022 found significant improvement in our Youth Justice Service. Since then, the Bridgend Youth Justice Service has further strengthened its management structure, partnership relationships, preventative service offer and first-time entrant system, to give good, timely services to children who need support. The service is no longer under special measures and the Youth Justice Board has removed any formal monitoring of the service.

Care Inspectorate Wales (CIW) carried out a Performance Evaluation Inspection (PEI) of children's social care, published in May 2022. They identified a number of areas requiring improvement where they had significant concerns. The Improving Outcomes for Children Board, chaired by the Chief Executive and informed by an independent advisor, focused on delivering actions in the 3-year strategic plan to address these concerns and make improvements.

CIW undertook a follow up improvement check in November 2022 which found that improvements had been made but further actions are needed, so it remains that the Authority's Children's Services require improvement. Evidence from other councils who have been in similar positions tells us that 3 years is a realistic timescale to progress from being a service where there are serious concerns to one that requires improvement (at the end of year 1) to adequate and then good performance. And it requires understanding and action across the council to improve. We will test progress

APPENDIX 1

against our 3 year plan in coming months and present an updated plan to Cabinet in September 2023. This will be a sustainability plan, financial strategy, workforce plan and action plan.

There have also been a number of inspections of regulated care services. Where priority action notices or improvements have been identified there has been good progress made in follow up inspections in the vast majority of cases.

Consultations and engagement activities

Consultation / engagement	Dates	Impact
Engagement on the play sufficiency assessment	March 2022- Nov 2022	Diverse range of engagement exercises on play opportunities and facilities with children and young people including those with diverse needs.
Care experienced and care leavers' Youth Forum	Ongoing	Meet regularly to inform a range of work – <ul style="list-style-type: none"> • the Director's Annual Reports. • recruitment and selection for a variety of Children Services posts. • media clips for Member training • The Corporate Parenting brand / strategy • name of a new Childrens Residential home • consultation on the Saving Policy and evaluation of Foster Carer Reviews
Care reform	Ongoing	Two young people represent Bridgend CEC Forum as Ambassadors for Voices from Care Cymru. They have been involved in a summit meeting with Ministers to discuss reform of the care system in Wales. The result has been a declaration on radical reform to the care system and the production of a Welsh Parliament report 'If not now, when?'
Promoting advocacy	Regular Meetings	Engagement including the local advocacy attending Bridgend Locality Safeguarding & Community Safety Group, promotion of advocacy as part of routine contract monitoring with providers, Learning Disability Advocacy Service, People First Bridgend, being embedded in local stakeholder groups.
Community meetings in domiciliary care services	Quarterly	Feedback on areas including health and well-being, Health and Safety, community and 'at home' activities
People's First Bridgend, an independent advocacy group for people with learning disabilities and autism	Regular meetings	Contributions on the development of services. Including advocacy, self advocacy, easy read documentation, support for representation in planning groups and assistance with service developments.
Group for people with experience of substance misuse	Regular meetings	Link to similar regional groups. Involvement in appointments / service developments.
The young carers network	Quarterly - engaged over 280 young carers	Well-being workshops were co-produced and ran, in partnership with young carers, "You are Valued" days. Young adult carer ambassadors are leading the network group. Young Carers Network Group created and co-produced opportunities to support physical and mental well-being.
Feel good for life	August 2022	The National Lottery has provided 5 years investment to further progress the work and

APPENDIX 1

		develop learning and insight into the Feel Good for Life programme
What Matters conversations by the carer well-being service	410 conversations	581 people received information, advice or assistance including signposting.
Consultation on service user experiences	May 2023	4 online questionnaires to inform the annual director of social services report and how to improve our services. Analysis of findings will be included in the 2022/23 annual report
Homelessness strategy	Throughout the year	Stakeholders have been engaged during the year in the development of the new homelessness strategy. This included interviews with officers and elected members, service users and partners and an online survey. The findings have been included in the homelessness strategy and action plan.

What will we do to improve?

Some of the main improvements we will make for this priority are –

- We will increase adult basic education provision by 50%.
- Working with our partners, we will take the actions within the ALN Implementation Plan for 2023-2024.
- We will develop an effective cluster working model involving ALN co-ordinators and we will train individual development plan (IDP) champions within ALN clusters.
- In partnership with Mudiad Meithrin, we aim to provide Welsh-medium childcare in Bettws and in the Ogmere Valley by September 2023.
- We will make UPFSM available for Year 1 and Year 2 pupils from April 2023 and Nursery pupils from September 2023.
- Complete the merger of the community safety partnerships to create one Cwm Taf Morgannwg Community Safety Partnership and continue to ensure local issues are considered in a timely manner
- Consult on our new draft homelessness strategy and get it agreed by members
- Work with Welsh Government and other authorities on our approach to housing refugees (including Ukrainian refugees)
- Improve our work with Registered Social Landlords to improve housing options.
- Address workforce issues in social worker and social care worker including international recruitment and 'growing our own' workforce of the future
- Improve the consistency of social work practice in children's social care, which supports improved outcomes, allows families to stay together (wherever possible) and safeguards people from harm through implementing our Signs of Safety model of social work practice.
- Improve outcomes for adults with care and support needs through implementing our 'Strength Based, Outcome-Focussed' model of social work practice
- Open our new children's residential care service and implement enhanced therapeutic support for all our residential care and inhouse fostering services
- Deliver year one of a sustainability plan for children and families

- Work with partners to deliver our Corporate Parenting Strategy
- Work on admission avoidance and discharge services with the NHS to reduce delays in people receiving care
- Develop capacity in reablement services so more people are able to be supported to retain or regain independent living skills
- Provide enhanced support for adult and young carers through carer's networks
- Enhance well-being and preventative support in all parts of the County through appointment of local community co-ordinators
- Modernise learning disability services to ensure people are supported to live as independently as possible and enjoy meaningful day time occupation
- Awareness Raising of the Bridgend Biodiversity Duty 22-25
- Continuing to progress Community Asset Transfers

Case studies

Telecare

Telecare supports people in their own homes when they need support to remain independent. It offers the security of knowing someone can help 24 hours a day, 365 days a year. Telecare packages are tailored to individual's needs, and adapt as peoples' needs change. In 2017, BT announced plans to switch off their analogue telephone network and replace it with a digital solution. This meant we had to switch over to digital technology, and we decided to become one of the first Welsh authorities to do this. £1.4 million funding for the project was agreed as part of the budget setting process and the project team manage this budget. The project team are working with the installers - Care and Repair. At the moment, the remaining replacement installations are taking place by post code area. The next phase of the project will see new installations taking place.

Super -Agers



BCBC has led a regional project called Super-Agers, to support older adults to have healthy and active lives and to be connected to support in their community. The programme has included community based exercise and activity sessions and also the training of older adults to lead and run their own activities. The Super-Agers programme has included events such

as the Olympage games including inter-generational approaches with young people from Bridgend College and local secondary schools. £3.80 of social value has been delivered for every pound invested. People who have done the activities have valued the support provided, opportunities to have social interaction and build bonds in their communities and opportunities to gain information and advice in less formal settings.

Corporate Parenting

We have recently launched a new Corporate Parenting Strategy. The Corporate Parenting Board, chaired by the Deputy Leader, worked with care experienced children, young people, care leavers and Bridgend Youth Voice Forum to co-produce the document, working with council officers, partner agencies and elected members. The strategy focuses on addressing the needs, views and wants of our care experienced children and young people to help them live happy, fulfilling lives. It includes a list of promises made by over forty professionals, carers and councillors, stating their own commitment to children and young people. The strategy has been welcomed by the Children's Commissioner for Wales and Deputy Minister for Social Services, both of whom visited Bridgend for the launch of the Strategy. The launch event itself was facilitated by eight representatives of Bridgend Youth Voice Forum



Signs of Safety

Children Social Care is working with Wales' only Licensed Signs of Safety Consultant, to implement the Signs of Safety framework. It is a child protection framework using a questioning approach, and focusing on the strengths in families to ensure safety and good care. The framework uses assessment, danger statements and safety goals to help professionals and families through the child protection process. Children's Social Care introduced Signs of Safety to their workforce and partner agencies during two Launch days in March and through two multi agency workshops in April. The Leadership Team also presented their Leadership Promise, which highlighted their commitment to staff and the families they work with. Staff have been attended training and practice days to help them use the signs of safety approach. There are also workstreams that focus on meaningful measures, system alignment, leadership and management, learning and development and partner agencies. Social Workers and Social Work Assistants have provided lots of examples of where they have used a number of creative direct work tools with children to help achieve positive



outcomes. Families who have been involved in using this framework, report that they feel more positive about intervention, felt more included and able to understand the process.

Community Asset Transfers (CAT)

To date the Council have spent or committed £1.38 million in improving community assets including, sports pavilions, bowling greens, children's play areas and community centers through the Community Asset Transfer (CAT) programme. This has been an investment in assets that have been or are to be handed over to community groups, sports clubs or town and community councils for future management and operation. The CAT program secures the long-term viability of assets and makes sure that future generations continue to be able to enjoy the benefits these assets bring to the community. 10 further assets were transferred in the 2022/23 financial year.

Priority Three – Smarter use of resources

We want to make the best possible use of public money. We want to make smarter use of our resources while minimising reductions in services. Over the period 2018-19 to 2022-23, the council made budget reductions of over £18.5 million. As austerity continues, it becomes harder each year to make further cuts. Our main ways of achieving this objective are -

- **Transforming our estate** – Using our land and buildings to improve service delivery, reduce running costs, minimise our impact on the environment and meet the needs of service users.
- **Corporate change** - Embracing innovation and technology, developing the skills and approaches of staff and new ways of working.
- **Environmental sustainability** - Protecting and safeguarding the environment by lowering the council’s carbon footprint, looking at waste reduction, re-use and recycling and promoting environmental responsibility in communities.

What is our judgement?

Smarter use of resources	GOOD
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- **Budget reductions** - The budget for 2022-23 was agreed in February 2022, before major increases in inflation, energy costs and the cost of living. This means our service budgets have been under sever pressure during the year. We have had to pay for increases in staff pay, energy costs across all our properties, and increased cost of food in the school catering service. There also been a significant pressure on the capital budget due to inflation, supply chain issues and lack of staff.
- **Digital transformation** - Bridgend County Borough Council’s Digital Strategy outlines how we aim to achieve being a Digital Council. It aligns with the ambition of the Welsh Government ‘Digital First’ strategy focusing on; getting smarter by understanding challenges; using resources more effectively, developing integrated solutions and planning future developments based on better evidence. End-to-end integrated digital services will be built around the people who use them, meeting our priorities to help people and their communities. The successful implementation of the digital strategy will lead to improved services, embedded community benefits, integration with well-being goals, citizen satisfaction and reduced service costs.
- **Estates** – We are looking at how our buildings will be improved / remodelled through the Future Service Delivery Model. Digital transformation will help us find ways to remodel, reduce or use our office spaces in a smarter digitally enabled way. Our capital receipts have achieved their targets, as the sale of the land at Salt Lake in Porthcawl to Aldi was completed at £3.5m. Although our buildings are classed as safe, some compliance targets have not been met, but they are significantly improved, with gas, electricity, fire safety and asbestos compliance being above 90%. We have appointed a legionella officer and have commission a

new legionella contract and expect to see compliance in this area significantly improve over the next twelve months.

- **School modernisation** - Construction was completed of the Bettws Welsh-medium childcare setting, and we commenced a process to source a service provider. The statutory consultation processes concluded for the replacement Mynydd Cynffig Primary School, replacement Heronsbridge School and the replacement Ysgol Gymraeg Bro Ogwr and we commenced the design stage for all three schools. We concluded the first stage of the design process for the Bridgend West scheme, which will provide a new English-medium primary school (that is, to replace Afon y Felin Primary School and Corneli Primary School), and replacement Ysgol y Ferch o'r Sgêr. We commenced consultation processes in respect of a proposed enlargement to Coety Primary School and a proposal to establish a Welsh-medium seedling school and childcare provision in Porthcawl. We completed a scoping exercise and commenced the tender process for kitchen pod schemes, which will form a critical element of the next implementation phase for the delivery of UPFSM.
- **Corporate change** – We developed a plan for future working with our staff and trade unions, improved staff well-being activities, and continued work on our 'grow your own' schemes to develop apprentices and graduates. The Future Services Delivery project continues to look at the hybrid working model which offers a blended approach that takes account of the wide range of services delivered. We have some new regional frameworks where we procure goods and services jointly with other authorities, for example grounds maintenance and civil engineering.
- **Waste** – Our recycling rates are 70.49%, making us one of the top recyclers in Wales. Waste generated per person has reduced by 9% over the last year. 76% of people rate waste services as very or fairly good. The new community recycling centre at Pyle is complete although the site is yet to gain its operators licence from Natural Resources Wales. We recycle 40% of Street litter. Public campaigns are ongoing around food waste recycling, reminders on what to place in recycling containers, nappies and garden waste. Anti-dog fouling messages, including on our enforcement policy have been promoted. We are out to tender for an interim waste contract for 2024 to 2026. This will use the same vehicles and waste collection methodology. Options for future waste services are being prepared for post-2026.
- **Sustainability** – We are part of the Welsh Government's net zero carbon plan for the public sector and now have an approved Bridgend 2030 – Net Zero Carbon Strategy. We are the first council in Wales to use new Welsh Government Greenhouse Gas Reporting Protocol. We have successfully implemented the £1.3m Ref-fit programme on 19 school buildings which is already savings energy and reducing utility bills. Phase 2 of the re-fit scheme is being designed. £3m of Active Travel routes have been implemented we have an additional £1.5m to continue routes throughout the borough. We have invested £1.3 million to install energy and cost saving technologies to reduce energy consumption and CO2 emissions. Including replacing all our 16,000-street lighting in the Borough with LED bulbs. We have installed a network of electric vehicle charging points across

the Borough, 27 chargers are in use, 20 are awaiting power connection. We are trying to speed up our fleet transition. We have implemented a Socially Responsible Procurement Strategy to make sure our suppliers also focus on climate change and circular economy.

Regulators assurances

In August 2022, Audit Wales completed a review of the council's performance management arrangements. The review sought to answer the question: Do the Council's performance management arrangements support robust and effective decision-making and improvement? Overall, it found that: The Council's performance management arrangements do not consistently enable it to effectively evaluate and manage its performance. Following the review, we have made improvements in various areas but there is a lot more to do. A plan has been developed so that these improvements can be agreed, communicated and monitored, including recruiting to the remaining vacant post, developing and publishing a new performance framework, improving our data quality and accuracy and improving our performance culture.

The Local Government Association (LGA) carried out a peer review of our Communications and Marketing functions during February 2023 which involved assessors spending a number of days talking to the key individuals involved in providing this service, seeking feedback from relevant stakeholders and observing how the Council communicates both within the organisation and externally with residents. As a result, we received a series of recommendations from the review and an action plan has been developed for the next year, that will help our communications to be more effective and more aligned to our priorities.

Consultations and engagement activities

Consultation	Dates	Impact
Héronsbridge School	April 2022 to May 2022	Consultation processes concluded in respect of a 300-place replacement Heronsbridge School on the Island Farm site. Engagement with staff and pupils regarding the school relocation and Cabinet approval gathered for relocation.
Ysgol Gymraeg Bro Ogwr	March 2023	Consultation processes concluded in respect of regulated alteration to Ysgol Gymraeg Bro Ogwr in the form of an enlargement of the school to 2.5 form-entry, a 90-place full-time-equivalent nursery and an 8-place observation and assessment class. The replacement school will be located on land off Ffordd Cadfan, Brackla. Consultation session held around the design of the school.
Mynydd Cynffig Primary School	July 2022 and October 2022	Consultation processes concluded in respect of regulated alteration to Mynydd Cynffig Primary School in the form of an enlargement to 2 form-entry plus a 75 full-time-equivalent nursery. Engagement sessions held with staff, pupils and governors around the design of the site.
Budget Survey	December 2022	The findings informed the final budget proposals and Corporate Plan objectives which were approved by

		Cabinet at the end of February and Council on March 1st. They have also informed this self-assessment.
Staff survey	December 2022	Responses are feeding into the ongoing development of the strategic workforce plan as well as informing corporate plan objectives.

What will we do to improve?

Some of the main improvements we will make for this priority are –

- A new nine-year investment programme for school modernisation will be established during this year in preparation to commence in April 2024.
- We will complete the creation and integration of key information into the new management information system and develop data reporting mechanisms to ensure services have access to good quality data, which can be used to inform service improvements.
- Continue to address the recommendations of the Audit Wales reports on workforce planning, asset management and performance management
- Continuing to develop our Future Service Delivery approach
- Develop our budget, savings plan and Medium-Term Financial Strategy.
- Implement the provisions of the Environment (Air Quality and Soundscapes)(Wales) Bill once these are known and understood. Following completion of the public consultation, Cabinet will decide on the content of the Air Quality Action Plan for the Park Street Air Quality Management Area and implement improvement measures.
- Implement the action plan for communications following the LGA peer review
- Complete, consult on and publish a new workforce strategy
- Work with HMLR to migrate all local authority land charges data to a central register to streamline the homebuying process
- Agree a regional framework for food procurement by December 2023
- Refreshed Corporate Fleet Transition Plan to accelerate move to ULEV.
- Develop options for our future waste service model for post 2026
- Open the new community recycling facility in Pyle and realise the savings this creates.
- Design & Implement Phase 2 of the Re-fit Scheme to reduce our building energy costs
- Put in place a further 43 electric vehicle charging points by August 23

Case studies

Grow Our Own

We want to invest in people to develop future skills and secure employment. Staff development is promoted to enhance skills and our human resources teams have been encouraging the use of grow your own approaches to help with recruitment challenges. These include an apprenticeship programme which started in 2013, and focused on ICT, Procurement and Building Control. Following appointment, regular support is also in place for the learners and their managers, whilst a programme of planned workshops is established for all apprentices. With Corporate investment and

coordination, there has been an increase in the number and range of apprenticeships, including in social care, highways and planning. We have now appointed 151 apprentices, with 85 securing permanent roles. This has increased capacity; helped us overcome skill shortages and helped with staff retention. The council launched the introduction of a corporately coordinated in-house graduate scheme in 2021, recognising that such roles can make an important contribution towards building capacity, skills development, and workforce planning, at a higher level. We have appointed 7 graduates across a range of services, such as planning, digital transformation, policy performance and public affairs, commissioning and civil engineering. The aim is to provide graduates with a programme where they will be exposed to genuine challenges early on in their development. They will be equipped with a base of skills to meet and manage these challenges effectively and ensure that each experience provides opportunity for personal growth.

Valleys 2 Coast

A digital platform was launched in March 2021 to allow elected members and the public to report issues with V2C homes or in their local area. Since then, 45,605 users have created an online account. There are 105 forms available via the digital platform. From May 2022 to February 2023 there were 82,343 transactions. Using this digital platform has enabled the Council to review some of its operational models of work, for example, the waste and recycling team introduced tablets for operatives to receive all fly-tipping, litter, abandoned vehicles and other waste issue reports. This has led to the team working more efficiently, as well as reducing the need to produce paper work tickets and unnecessary administrative tasks.

Empty Properties

Bridgend Council worked in partnership with Valleys to Coast to bring 35 long term empty properties back into use. This was done using over half a million pounds from Council resources. Our contribution allowed Valleys to Coast to secure an extra £2 million of funding from Welsh Government towards the refurbishment and improvement of the properties. Investment was not only focused on bringing the properties back into use but also improving the energy efficiency of the homes, reducing running costs for the future tenants.

Welsh Government Fuel Support Scheme

Welsh Government made funds available for a 2022-23 Fuel Support Scheme to help people with their living costs. Eligible households claimed a one-off £200 cash payment to provide support towards paying their winter fuel bills. The scheme was open to households where an applicant was in receipt of specific benefits between 1 September 2022 and 31 January 2023. To administer the scheme, the Council developed an on-line system that maximised automated technology to process applications quickly and accurately, with minimum data input. In just the first week of the scheme, 9,500 applications were completed (out of 10,500 applications received), with around 9,000 of these approved for payment. At the end of the scheme, 17,854 Bridgend households had received a payment – a total of over £3.57 million of support during the cost of living crisis.

Street Lighting

Between 2018 and 2023 the authority has been replacing our traditional street lights with energy efficient LED lamps. We have changed around 20,000 streetlamps. The work was funded using £2.242 million from the Salix loan programme, (Salix is a non-departmental public body, owned wholly by Government. Salix administers funds on behalf of the Department for Energy Security and Net Zero.) As well as reducing the carbon impact of the authority and contributing to the net zero 2030 ambitions, the programme is delivering annual energy cost savings of around £420,000 every year.

How is the council using its resources?

We have always had to report how well we are using our resources. For example, we must tell Audit Wales about our spending, our workforce and our buildings. Until recently, we didn't have a common process for reviewing how we are managing all of our different resources. This year, to help us judge our use of resources and write this report, we developed a new process. We held a workshop with managers and staff to look at –

- finances,
- procurement,
- corporate planning,
- performance management,
- risk management,
- workforce planning, and
- asset management.

To come to our judgements, we used

- performance indicators e.g. staff vacancy levels and building maintenance,
- evidence on delivery of our projects and improvement plans,
- feedback from customers, staff and trade unions, and
- the views of our regulators e.g. Audit Wales report on workforce planning

We asked each other questions based on the well-being of future generations act, including

- Do we focus on prevention, not just putting things right when they go wrong?
- Are we making strong long-term plans?
- Do we share ideas, plans and resources with partner organisations?
- Are we making links and doing things consistently across the council?
- Are we involving the community and customers in key plans and decisions?

Like the performance information, we presented our findings to councillors who scrutinised the information, checked it and asked questions. We used the same scale from excellent to unsatisfactory as the one used for performance. This was done in June 2023.

What are our judgements?

Use of resources	Adequate	<p>Day-to-day management of our resources is good. There are clear and agreed working models and strong, working relationships between corporate teams and directorates.</p> <p>Use of resources overall is judged as adequate again this year. Significant improvements are underway, particularly around workforce planning, asset management and performance management – with detailed improvement plans agreed following poor judgements in regulatory reviews last year. We are keen to implement these plans but to become 'good' will require additional investment in support services.</p> <p>There are still some vacancies and capacity issues both in corporate teams, and the senior managers who work alongside them. In some areas, we need to improve member engagement / challenge and develop modern, joined-up IT systems that help us</p>
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APPENDIX 1

		with decision-making. Some directorates are better resourced than others to be able to respond and work with corporate teams. Those with well-resourced business teams were seen as more successful.
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Our overall judgement looks at use of resources of all types. We also have a specific judgement for each resource type, to help us with our improvement planning.

Finances	Good	Financial management is good. We successfully balance our budget and keep within budget during the year. Feedback from our regulators is positive. We have a healthy financial position, and respond quickly to new pressures, through effective management of budgets and reserves and member challenge. The cost of living crisis has impacted on our funding, with much higher than anticipated pay awards and unprecedented levels of price inflation. Our budget has faced unavoidable pressures from all services and any previous flexibility within the budget has been eroded.
Corporate planning	Good	This year we have developed a new corporate plan to reflect the ambitions of elected members, staff and partners. It also reflects the challenges we face including covid recovery and the cost-of-living crisis. It is a different, more accessible document than ones produced in the past. The development process has been more inclusive, working closely with elected members, staff, trade unions, and partners at three stages of its development. The corporate plan was agreed by council on 2 March 2023.
Risk management	Good	Risk management is good. Further improvements have been made to the identification and management of risk, through an updated Corporate Risk Management Policy. Reporting of risk is simple and accessible. The Corporate Risk Assessment is reported to Governance and Audit Committee and up to two risks are looked at in more detail, with the relevant Chief Officer, so members of the Committee can probe in more depth. A review by internal audit of our Risk Management, in March 2023, gave us a 'Substantial Assurance' opinion, and raised no findings or recommendations.
Procurement	Adequate	Commissioning is adequate. Procurement remains good. The Socially Responsible Procurement Strategy, delivery plan and updated Contract Procedure Rules have been embedded and extra training has been provided. We have some new regional frameworks, for example grounds maintenance and civil engineering. We need to work to develop a culture of forward planning and early engagement between commissioners and the corporate procurement team. This will lead to opportunities to identify and address problems and better consider things like Decarbonisation and Community Benefits. A working group will be set up with commissioners and the corporate procurement team, to help us collaborate better to meet the objectives of the Strategy.
Performance management	Adequate	Performance management is adequate. We have had an internal audit of performance indicators and an Audit Wales review of performance management which found that the Council's performance management arrangements do not consistently enable it to effectively evaluate and manage performance. Since then, we have made improvements, but there is more to do. Performance management arrangements are patchy but are good in some areas. A plan has been developed so that these improvements can be agreed, communicated and monitored, including recruiting to the remaining vacant post, developing a new performance framework, clarifying roles and responsibilities, improving our performance culture, data quality and accuracy.

Workforce planning	Adequate	<p>Workforce management is good. Feedback from employees, managers, trade union representatives and internal audits is generally positive. Managers are assisted to deal effectively with people issues through appropriate and timely support from HR. The HR operating model, aims to give managers an improved service based on an increasing focus on proactive and preventative HR services and an incremental reduction in the need for and provision of reactive support services. The overall judgement is assessed as adequate as we need to improve capacity amongst managers and in the HR team, and focus on strategic workforce planning, long term workforce needs and succession planning. Following an Audit Wales review of Workforce Planning, we are developing a Strategic Workforce Plan 2023-2028, developing HR policies and procedures, co-designed and to focus on proactive HR services. We need to continue to streamline HR processes, including using automation.</p>
Asset management	Adequate	<p>Asset management policy is good with strong engagement from directorates. The asset management strategy for our property is dynamic and reviewed regularly. The overall judgement is adequate, based on the need to address workforce and resource challenges that result in a continued reactive approach. In response to last year's Audit Wales review we have; reviewed the 2030 Strategic Asset Management Plan, reduced our maintenance backlog, improved our management of Statutory Building Compliance, and made progress on the Integrated Works Management System (IWMS) to improve our data / benchmarking. More improvements are needed, including adopting the strategic asset management plan, continuing improvements in the maintenance backlog and statutory building compliance, implementing the IWMS and focusing on our workforce capacity. Separate reviews are in place for management of other assets including highways / streetlighting.</p>

What will we do to improve?

Some of the main improvements we will make in our management of resources are –

- Developing and implementing a Strategic workforce plan
- Communicating and implementing the Performance Management Improvement Plan (PMIP) including developing a Corporate Delivery Plan and Performance Framework
- Asset management improvements, including adopting the strategic asset management plan, continuing improvements in the maintenance backlog and statutory building compliance, implementing the IWMS and focusing on our workforce capacity
- Making Corporate planning and updates earlier in the year
- The system we use to monitor and report risk will be improved
- We will work to identify more longer term savings options, based on agreed priorities
- A working group will be established with relevant commissioners in the authority and the corporate procurement team
- Streamline HR processes, including using automation.

4. How good is the council’s governance?

Organisations that have good governance use clear decision-making processes and communicate openly about what they are doing. They work well with their stakeholders, manage the risks they face, and take responsibility for their assets.

We have always had to report on our governance, to Audit Wales. There is a clear process for developing an ‘Annual Governance Statement’ that has existed for many years. This year, to help us judge our governance and write this report, we have added more thinking about our consultation, engagement and involvement. We have well established and effective political governance, with Cabinet as part of regular Cabinet/Corporate Management Board meetings and formal Cabinet meetings, and with full Council when necessary. With scheduled Overview and Scrutiny meetings and an enhanced and important role for the Governance and Audit Committee. Additionally, when required separate member panels are set up to improve the governance process and make better evidenced based, informed decisions. For example, the Budget Research and Evaluation Panel (BREP) which is used to share emerging budget issues on a confidential cross party basis and the Social Care Member Panel which allows risks and issues in that service to be discussed and better understood at an earlier stage.

What is our judgement?

Governance	Good
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Organisations that have good governance use clear decision-making processes and communicate openly about what they are doing. They work well with their stakeholders, manage the risks they face, and take responsibility for their assets.

Decision making

Our governance arrangements are good, and work well. Our [Governance Framework](#), [Code of Corporate Governance](#) explain how we work, how we are accountable and how decisions are made. In 2022 we developed a new constitution to take into account the new legislative requirements placed on local authorities under the Local Government and Elections (Wales) Act 2021. It was approved by Council on 19 October 2022 and implemented from 1 December 2022. A [guide to the Constitution](#) has also been produced and published, to help members of the public understand our constitution. Through these documents (along with the Member’s Code of Conduct, Standards Committee and role of Internal Audit) the Council operates with integrity, ethical values and within its legal powers. Governance arrangements are reviewed each year to update the Annual Governance Statement (AGS). It is considered and approved by the Governance and Audit Committee. A number of significant issues were identified in the Council’s 2021-22 AGS, so in the past year we have made improvements including –

- Publishing our first Corporate Self Assessment in October 2022
- Developing a transition plan for the South East Wales Corporate Joint Committee
- Updated our Medium Term Financial Strategy to reflect the current position and started a review of our earmarked reserves

- Done work to assess and address issues with increased costs in existing contracts and tenders for new contracts, including a specific piece of work for the social care sector.
- Completed a member induction programme, events, training and drop-in sessions.
- Raised awareness of roles and responsibilities for GDPR when working from home.
- Developed a multi-locations meetings policy, approved by Council on 15 June 2022.

Consultation, engagement and involvement

Consultation with our local residents and businesses is good. The corporate consultation team have a programme of future consultations and support directorates to consult in a timely and effective way. We have a range of consultation channels, mechanisms and groups, but these could be broadened. Engagement and involvement is adequate. Engagement activities take place in directorates, some using industry best practice. But engagement is patchy and the corporate team is not always involved or informed. Engagement is usually reactive rather than proactive. The pandemic has had a big impact on our capacity and ability to engage. There is not yet much activity focused on trust or relationship building between the community and BCBC and we are in the process developing our new engagement platform which offers various methods of communication tools which are being utilised for enhancing our abilities to connect with residents.

We have positive and constructive social partnership arrangements. We work with recognised Trade Unions (TU's), with clear and regular arrangements for consultation and engagement. Local and regional TU representatives meet HR officers monthly. Other officers are brought in as needed, for example the Chief Executive on future service delivery and the Section 151 Officer on the budget. Two Cabinet members attend bi-monthly so TU representatives can talk to them directly. There are separate meetings for schools. TU representatives play an important role in decision making and organisational change. They contribute different ideas and perspectives and support their members at meetings which focus on the workforce impacts of any changes. All HR policy reviews are done with full consultation with TU's.

As well as regular staff and trade union engagement, we run an annual staff survey. The last one, in December 2022 had over 1000 responses. The survey contained many questions which repeated previous surveys so we can see how we are doing over time. Overall satisfaction with BCBC as an employer has increased in recent years but reduced slightly in the last year, from 59% in 2018, 66% in 2020, 73% in 2021 and 67% in 2022. A detailed feedback report was developed, and an internal action plan is being developed to act on issues from the staff survey.

Engagement with regulators is strong and systematic. Regular meetings take place between regulators and senior officers in the Council to discuss regulators' work and the council's improvement plans.

What will we do to improve?

Some of the main improvements we will make in our governance are -

- Development of the council's strategic workforce plan
- Making improvements to strategic asset management
- Develop a contractors' framework for Disabled Facilities Grants to provide the Council with end-to-end ownership of the process from referral to completion
- Implement our Decarbonisation 2030 plans
- Improve long term financial management
- Providing training on Capital Strategy, Earmarked Reserves and Statement of Accounts for all members.
- Implementing our performance management improvement plan.
- Improving our approach to regular and ongoing engagement and involvement
- Implementing our new participation and engagement strategy for the council

5. Our Strategic Equality Plan

In developing the equality objectives, we have talked to our residents, stakeholders and employees and used relevant information, including EHRC reports, Welsh Government reports and internal strategies. In addition to this we have:

- Developed a [Strategic Equality Plan 2020-24](#) and associated action plan
- Reviewed our old Strategic Equality Plan and action plan to see how we have done;
- Developed a consultation toolkit to improve the way we engage with our communities;
- Given further consideration to each of the nine protected characteristics covered by the three main aims of the general duty and the requirement to eliminate discrimination, harassment and other actions prohibited in the Equality Act 2010;
- Looked at regional approaches to meeting the needs of Gypsy and Traveller families and people who have experienced domestic abuse and hate crime.
- Started the process for developing a new Strategic Equality Plan 2024-28

How do we identify and collect relevant information?

We are committed to collecting and using data to identify where some protected characteristic groups experience a disproportionate impact or where we could deliver services in a different way. We collect data on customers and residents via our consultation and engagement activities and on our employees via our own internal systems. We will collect and use the following equality data:

- Employment profile data for all protected characteristics;
- Service user data to understand the characteristics of our service users;
- Job applicants for all protected characteristics.

This data will be published annually as part of our Strategic Equality Plan annual reporting process. In addition we will publish annually:

- The Full Equality Impact Assessments undertaken;
- The Strategic Equality Plan action plan review;
- The Strategic Equality Plan annual report.
- Welsh language standards annual report

How effective are arrangements for identifying and collecting relevant information?

Each year we try to improve the Equality Monitoring Data we hold for employees. We encourage employees to update information through communications / appraisals.

What does this tell us about equality of access to employment, training and pay?

Every year, we report our 'equalities in the workforce' report to councillors. This tells us about our numbers of employees with protected characteristics. It also tells us about pay, recruitment and training of employees with protected characteristics. This is all put together and included in the strategic equality plan. Areas for improvement are included in the [strategic equality plan action plan](#).

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Agenda Item 8

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2023
Report Title:	PROPOSALS FOR THE JOINT OVERVIEW AND SCRUTINY ARRANGEMENTS FOLLOWING THE TRANSITION TO A SINGLE PUBLIC SERVICES BOARD (PSB) FOR CWM TAF MORGANNWG
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER - SCRUTINY
Policy Framework and Procedure Rules:	The work of Overview and Scrutiny Committees relate to the review and monitoring of plans, policy or strategy that form part of the Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. 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.
Executive Summary:	<p>The report is an update on the proposed joint scrutiny arrangements and Terms of Reference for the Cwm Taf Morgannwg Public Services Board, to ensure effective scrutiny arrangements are in place to scrutinise the new single Public Services Board (PSB) for Cwm Taf Morgannwg, which is being reported to Council on 19 July 2023.</p> <p>Subject to agreement of the proposed joint scrutiny arrangements and Terms of Reference by Council on 19 July 2023, this report seeks nominations of five Members of this Committee (as the Scrutiny Committee designated to scrutinise the work of the Public Service Board as required by the Well-being of Future Generations (Wales) Act, 2015) and based on the political balance of this Committee, as far as practical, to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee (JOSC).</p> <p>The report also seeks the nomination of one substitute Member from the Committee to attend the JOSC when one of the core Members are not available.</p>

1. Purpose of Report

- 1.1 The purpose of the report is, subject to approval of the proposed joint scrutiny arrangements and the attached Terms of Reference by Council on 19 July 2023, to:
- a) Update the Committee on the proposed joint scrutiny arrangements and Terms of Reference for the Cwm Taf Morgannwg Public Services Board, following the transition to a single Public Services Board (PSB) for Cwm Taf Morgannwg;
 - b) To request nominations of **five** Members from the Committee (as the Scrutiny Committee designated to scrutinise the work of the PSB as required by the Well-being of Future Generations (Wales) Act, 2015) and based on the political balance of the Committee, as far as practical, to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee (JOSC), and;
 - c) To request nomination of **one** substitute Member from the Committee to attend the JOSC when one of the core Members are not available.

2. Background

- 2.1 The Well-being of Future Generations (Wales) Act 2015 gives a legally binding common purpose to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the 7 national well-being goals. The Well-being of Future Generations (Wales) Act (the Act) puts a well-being duty on specified public bodies including local authorities, local health boards, fire and rescue services and Natural Resources Wales to act jointly via PSBs. PSBs are required to:
- assess the state of economic, social, environmental and cultural well-being in their areas (the Well-being Assessment);
 - use that assessment to set local well-being objectives (the Well-being Plan);
 - act together to meet those objectives.
- 2.2 To reduce duplication and enable more effective joint working to improve well-being for people within the Cwm Taf Morgannwg area, the two PSBs currently in place within the footprint (Cwm Taf and Bridgend) have taken forward a merger to create a new PSB for the Cwm Taf Morgannwg area. This merger will enable the PSB to align with the health board footprint, as well as being co-terminus with the 'Mid Glamorgan' basic command unit of South Wales Police.
- 2.3 The Well-being of Future Generations (Wales) Act provides for two or more PSBs to be able to merge and to collaborate if it would assist them in contributing to the achievement of the well-being goals.
- 2.4 The Well-being Assessment was prepared to cover the Cwm Taf Morgannwg area and was done in close collaboration with the Regional Partnership Board in the development of their Population Needs Assessment.

- 2.5 Following on from the Assessment, the two PSBs have worked together this year to develop a single Well-being Plan for the Cwm Taf Morgannwg region that was endorsed by Council on the 12 April 2023.
- 2.6 During February the two separate PSBs agreed to the formal transition to a single PSB to ensure the delivery of the well-being plan and objectives, and are currently operating as a shadow joint PSB whilst the Board works through its governance and operating arrangements.

3. Current situation / proposal

SCRUTINY ARRANGEMENTS

- 3.1 In order to ensure democratic accountability of the PSB, there is a statutory requirement set out in the Well-being of Future Generations (Wales) Act, 2015 and associated statutory guidance for a designated Local Government Scrutiny Committee of the relevant authority to scrutinise the work of the PSB.
- 3.2 Both regions have established scrutiny arrangements in place in respect of scrutiny of their respective PSBs.
- 3.3 Rhondda Cynon Taf County Borough Council and Merthyr Tydfil County Borough Council agreed to the creation of a Joint Overview and Scrutiny Committee, comprising elected Members of both Authorities' Overview & Scrutiny Committee and Governance, Performance, Business Change and Corporate Services Scrutiny Committee (respectively), to scrutinise the Cwm Taf Public Services Board in 2016 and meets quarterly to scrutinise and challenge the work of Cwm Taf PSB.
- 3.4 The Membership of the Cwm Taf Joint Overview and Scrutiny Committee (JOSC) comprises 5 County Borough Councillors from each Local Authority and also includes 'co-opted' members representing the Local Health Board, Community Health Council and citizen representatives from the 2 local regions.
- 3.5 Bridgend Council had established a Public Service Board Scrutiny Panel. The membership of the PSB Panel was determined annually and incorporated six Overview and Scrutiny Members and counterpart representatives that sit on the Public Service Board.
- 3.6 Following the merger of the PSBs, it is important that the scrutiny arrangements mirror the same footprint to prevent duplication and ensure effective scrutiny arrangements are in place.

SCRUTINY GOING FORWARD

- 3.7 It is proposed that a Cwm Taf Morgannwg Joint Overview and Scrutiny Committee is established comprising of 5 Elected Members from each of the three Local Authorities' Overview and Scrutiny Committees designated to scrutinise the work of the PSB as required by the Well-being of Future Generations (Wales) Act, 2015 and based on the political balance of each of those Committees, as far as practical.
- 3.8 To assist with attendance and potential quorum issues, provision will be made for one substitute Member from each Local Authority to be provided. A substitution will

be made available to allow an alternate Member to attend the JOSC when *one* of the core Members are not available. This will assist with any quorum issues but will not dilute the knowledge base of the overall Membership.

- 3.9 Good practice would suggest that co-option of Members to the JOSC is taken forward, to allow the JOSC to mirror in part the PSB. It is important to highlight that the current membership of the Cwm Taf PSB has not yet been finalised in respect of invited attendees, therefore it is suggested that the statutory partners of PSBs are co-opted within the scrutiny arrangements, i.e., non-executive representation from Cwm Taf Morgannwg University Health Board, South Wales Fire and Rescue and Natural Resources Wales. As a form of recognised good practice and in line with the ambitions of the Well-being of Future Generations (Wales) Act, 2015 of 'public engagement and involvement' the citizen panel representations currently taken forward with the Cwm Taf JOSC PSB should be continued for future arrangements.
- 3.10 It is suggested that the arrangements proposed above are reviewed at an appropriate point in time to ensure that the membership, where possible, reflects the single PSB membership, once confirmed, in respect of invited attendees. In accordance with paragraph 8.3.3(1) of the Statutory Guidance of the Local Government (Wales) Measure, 2011, the number of co-opted members on the JOSC should not exceed the number of elected Members.
- 3.11 A draft Terms of Reference for the merged Joint Cwm Taf Morgannwg PSB Overview and Scrutiny Committee is attached as **Appendix 1** of the report. It is proposed that once agreed the Terms of Reference are reviewed periodically to ensure they are 'Fit for Purpose'.

CHAIRPERSON

- 3.12 The role of the Chair of the Joint Scrutiny Committee will play a significant part in the success and outcomes of the Committee. It is suggested that the appointment of the Chairperson is taken forward on an annual basis, although for greater consistency of the leadership of the JOSC, it is proposed that there is no requirement for an annual rotation of appointment between Authorities and a current Chair could be re-appointed.
- 3.13 It is suggested that the appointment of the Chair and Vice Chair cannot be from the same Authority. Due to legal requirements, a co-opted Member could not be considered for the role of Chair or Vice Chair.

SUPPORT ARRANGEMENTS

- 3.14 Following the agreement to establish the Cwm Taf Public Service Board Joint Overview and Scrutiny Committee, Rhondda Cynon Taf County Borough Council and Merthyr Tydfil County Borough Council agreed to undertake the administrative arrangements on a joint basis and provide dedicated support and advisers for the JOSC for a period of one year each, on a rotational basis respectively.
- 3.15 In 2019 a review was undertaken by senior officers from Rhondda Cynon Taf County Borough Council and Merthyr Tydfil County Borough Council of the administrative arrangements of the Cwm Taf Public Service Board Joint Overview & Scrutiny Committee, where it was subsequently agreed that Rhondda Cynon Taf

County Borough Council would continue the role as the Host Authority with periodic reviews of the administrative arrangements when appropriate.

- 3.16 The agreed approach ensured that Members of the JOSC would continue to work together with shared responsibility for improved outcomes with the most appropriate support and resources in place. This arrangement also complimented the secretariat support that was provided by Rhondda Cynon Taf Council to the Joint PSB.
- 3.17 Bridgend County Borough Council previously took forward the support arrangements for the Bridgend Public Service Board Scrutiny Panel.
- 3.18 Due to the previous experience gained with support arrangements for Joint Overview and Scrutiny it is proposed that Rhondda Cynon Taf Council take forward the support arrangements for the newly merged Joint Overview and Scrutiny Committee. It is proposed that this arrangement is taken forward for a 2-year period, commencing from the beginning of the 2023/24 Municipal Year before a review of the arrangements is undertaken. This would allow for consistency of approach and support, whilst support officers from each of the Local Authorities would be involved in discussions and approaches going forward.

TRAINING REQUIREMENTS

- 3.19 Members appointed to the Committee will be provided with any necessary training requirements to fulfil their role as a Member of the Joint Overview and Scrutiny Committee as detailed in the Terms of Reference.

SCHEDULE OF MEETINGS

- 3.20 The Committee will meet on a meeting frequency that will reflect the meeting arrangements of the PSB, where the scrutiny Committee will meet at least 2 weeks prior to a PSB meeting to allow for any potential pre-scrutiny to be undertaken. The meetings will be conducted on a hybrid arrangement and can be reviewed by the Committee as and when appropriate.

FUTURE POTENTIAL DEVELOPMENT

- 3.21 A review of the Cwm Taf Morgannwg Region Community Safety Arrangements has recently been undertaken which recommended the establishment of a Cwm Taf Morgannwg Community Safety Partnership Board. Given that the footprints are the same and the Boards are intrinsically linked it would seem appropriate that consideration be given in the near future to the inclusion of this Board, once established, within the remit of the Joint Overview and Scrutiny Committee. Similar consideration could also be given to the inclusion of the Cwm Taf Morgannwg Safeguarding Board and any future partnership mergers based on the Cwm Taf Morgannwg region.

REPORT TO COUNCIL ON 19 JULY 2023

- 3.22 To ensure effective scrutiny arrangements are in place to scrutinise the joint PSB, following its recent merger, a report on the proposed arrangements has been submitted to Council on 19 July 2023, with the following recommendations, to:

- 1) Agree to the creation of a Joint Overview and Scrutiny Committee comprising elected Members from Rhondda Cynon Taf, Merthyr Tydfil and Bridgend County Borough Councils to scrutinise the Cwm Taf Morgannwg Public Services Board;
- 2) Endorse the Draft Terms of Reference of the Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee, as set out in **Appendix 1**, and to make any further comments as felt appropriate.
- 3) Determine the PSB Statutory members (non-executive) and `invited participants` to serve as co-opted members on the Cwm Taf PSB JOSC as highlighted within section 3 of the report.
- 4) Agree that the Chair and Vice Chair arrangements, highlighted within section 3 of the report, be taken forward, commencing from the beginning of the 2023/24 Municipal Year.
- 5) Agree that the support and administrative arrangements, highlighted within section 3 of the report be provided by Rhondda Cynon Taf County Borough Council, for a 2-year period, commencing from the beginning of the 2023/24 Municipal Year before a review of the arrangements is undertaken.
- 6) Agree that all Members of the Cwm Taf Morgannwg PSB JOSC be provided with training to assist them in undertaking their new role.

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 Joint Scrutiny Arrangements will enable the Authority’s long-term commitment to effective scrutiny of the Cwm Taf Morgannwg PSB.
 - Prevention – The PSB Wellbeing Assessment and Plan will be preventative in nature and progress will be scrutinised effectively.

- Integration – The proposed arrangements are for integrated joint scrutiny by three Local Authorities of the integrated partnership arrangements of the Cwm Taf Morgannwg Public Service Board.
- Collaboration – This report supports collaborative working with other Local Authorities and partners to effectively scrutinise the PSB.
- Involvement – The joint arrangements will enable effective scrutiny of the wellbeing assessment, plan and progress and promote the involvement of stakeholders, partners in scrutiny activity.

5.2 The proposed arrangements will assist 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

LINKS TO PUBLIC SERVICE BOARD WELL-BEING OBJECTIVES

5.3 The recommended approach set out supports the Public Service Board Well-being objectives by ensuring progress of the Joint Overview and Scrutiny Committee is robustly scrutinised by the Committee, the public and others with a vested interest.

5.4 The proposed approach will also support the requirements set out in the 'Statutory guidance on the Well-being of Future Generations (Wales) Act 2015' which states:

- Effective involvement of people and communities in decisions that affect them is at the heart of improving well-being currently and in the future; and it is vital to factor people's needs; ensuring engagement is meaningful and effective.

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. Recommendations

9.1 Subject to approval of the proposed joint scrutiny arrangements and the attached Terms of Reference by Council on 19 July 2023, the Committee is requested to:

- a) Note the joint scrutiny arrangements for the Cwm Taf Morgannwg Public Services Board and the Terms of Reference, following the transition to a single Public Services Board (PSB) for Cwm Taf Morgannwg;
- b) Nominate **five** Members from the Committee (as the Scrutiny Committee designated to scrutinise the work of the PSB as required by the Well-being of Future Generations (Wales) Act, 2015) and based on the political balance of this Committee, as far as practical, to the Cwm Taf Morgannwg Public Service Board Joint Overview and Scrutiny Committee (JOSC), and;
- c) Nominate **one** substitute Member to attend the JOSC when one of the core Members are not available.

Background documents

None.

TERMS OF REFERENCE: CWM TAF MORGANNWG PUBLIC SERVICE BOARD JOINT OVERVIEW & SCRUTINY COMMITTEE

Introduction

1. Statutory Provisions.

- a) The joint overview and scrutiny committee (JOSC) has been established in accordance with the following legislation:-
- The Local Government (Wales) Measure 2011 (Sec 58 – Joint Overview and Scrutiny Committees);
 - The Local Authorities (Joint Overview and Scrutiny Committees) (Wales) Regulations 2013; and,
 - Well-being of Future Generations (Wales) Act 2015 (Part 4, Chapter 1, Sec 35 - Overview and scrutiny committee of local authority)
- b) The conduct of the JOSC and the arrangements for joint scrutiny shall be subject to the legislative provisions in a) above, and any regulations or guidance made in accordance with the legislation; and in the event of any conflict between the Act and/or Regulations and any joint arrangements, the requirements of the legislation will prevail.

2. Name of Overview and Scrutiny Committee

- a) The appointing Authorities are Rhondda Cynon Taf County Borough Council, Bridgend County Borough Council and Merthyr Tydfil County Borough Council.
- b) The title of the JOSC between the three Authorities shall be the “Cwm Taf Morgannwg Public Services Board Joint Overview and Scrutiny Committee” (*The JOSC for the purpose of this document*).

3. Purpose of the Joint Scrutiny Committee (JOSC)

- a) The overall aim of the JOSC is to scrutinise the overall effectiveness of the Cwm Taf Morgannwg Public Services Board (the Board).
- b) The core statutory functions of the JOSC are:-
- To carry out functions in relation to the Board that are imposed on it by the Well-Being of Future Generations (Wales) Act 2015, including in particular as a statutory consultee upon the:
 - PSB Well-being Assessment;
 - PSB Well-being Plan, and;
 - To receive an Annual Report detailing the progress made towards meeting local Well-being objectives in the Well-being Plan
 - To review or scrutinise the decisions made or actions taken by Board;
 - To review or scrutinise the Board’s governance arrangements;
 - To make reports or recommendations to the Board regarding its functions or governance arrangements;
 - To consider matters relating to the Board as the Welsh Ministers may refer to it and report to the Welsh Ministers accordingly; and

- c) In addition to these functions the JOSC's Lines of Inquiry can include (but not be limited to), the following:
- The effectiveness of the Wellbeing Assessment;
 - The effectiveness of the Wellbeing Plan;
 - The effectiveness of performance measurement arrangements;
 - The level of commitment from individual partners to the work of the Public Services Board;
 - The effectiveness of the Public Services Board in communicating its work, objectives and outcomes to its stakeholders; and,
 - The effectiveness of the Public Services Board in addressing the issue of pooled funding to tackle priorities
- d) The remit of the JOSC includes only the activities of the Cwm Taf Morgannwg Public Services Board as a partnership and excludes scrutiny of individual partner organisations (see also para 5).
- e) Existing legislation excludes any matter which could be considered by an Authority's Crime and Disorder Committee (sections 19 and 20 of the Police and Justice Act 2006) from the work programmes of all other scrutiny committees, sub-committees and JOSCs.

4. Intended outcome(s) of the joint overview and scrutiny committee

- a) Ensuring that the JOSC achieves the following benefits:-
- **Effective challenge** is provided to the Cwm Taf Morgannwg Public Service Board and that it is achieving the desired aims.
 - **the focus is on outcomes for people not organisations:** shifting the perspective from inputs to delivering results;
 - **the JOSC acting as a unifying force:** helping partners address the complex needs of citizens across different political, organisational and geographical boundaries;
 - **Accountability:** clarifying different organisations' contributions to delivery;
 - **Efficiency:** maximise resources;
 - **Innovation:** identifying new insights and solutions.

5. Accountability Framework

- a) The parameters for the JOSC as defined within the Future Generations Act are as follows:
- The act allows for scrutiny of the PSB as a 'corporate body', not the individual partners comprising the PSB. Paragraph 180 of the Future Generations guidance states that; "**The committee can require any member of the board to give evidence, but only in respect of the exercise of joint functions conferred on them as a member of the board under this Act.**" This includes any person that has accepted an invitation to participate in the

activity of the PSB. The JOSC will therefore scrutinise the work of the PSB and not the individual activities of PSB partners.

- Whilst the joint actions of the PSB will demonstrate the impact and outcomes achieved, the JOSC may choose to probe individual partners as to how they intend to exercise their well-being duty in line with the PSB's wellbeing plan. Section 36 (1) (c) of the Act (in defining the PSB's well-being duty) refers to; **"The taking of all reasonable steps by members of the board (in exercising their functions) to meet those objectives."**
- Furthermore, the JOSC can exercise its existing power under S21 (2) (e) of the Local Government Act 2000 to; **"Make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area."**

6. Elected Member Membership (Councillors)

- a) There will be an equal number of Elected Members from each appointing authority and no executive members may be on the committee.
- b) The JOSC will comprise fifteen Elected Members; that is five non-executive Elected Members from Rhondda Cynon Taf County Borough Council, five non-executive Elected Members from Bridgend County Borough Council and five non-executive Elected Members from Merthyr Tydfil County Borough Council.
- c) Each local authority will determine and nominate its Elected committee Members in accordance with its own arrangements from within each Council's Overview and Scrutiny Committee. The term of office of the nominated Elected Members shall be a matter for each nominating local authority.
- d) The Membership will allow for **one** substitute Member to be made available to attend the JOSC when one of the core Members are not available. This nomination for a substitute member will be made in accordance with each Authorities own arrangements.

7. Quorum

- a) A quorum of one third of Elected Members of the JOSC will be required to enable a meeting to proceed.

8. Duration of the JOSC and procedures for withdrawal

- a) The duration of the JOSC will be until such time as there is written notification from the Chief Executive and the Leader of either of the three participating local authorities to the Chief Executive and the Leader of the other, advising of the decision to withdraw that Authority from the JOSC arrangements.

9. Co-opted Members

- a) The JOSC may invite additional members to serve on the JOSC as co-opted members subject to:-
 - the appointment being approved by a majority of the members of the JOSC;

- the person co-opted to serve on the JOSC is not entitled to vote at any meeting of the JOSC on any question which falls to be decided at that meeting;
 - the person not being an elected member of a local authority, whether that authority is one of the appointing authorities or otherwise;
 - the membership of a person co-opted to serve on the JOSC being withdrawn by a majority vote at any time by the JOSC or sub-committee; and,
 - the number of co-opted members on the JOSC not exceeding the number of elected members that sit on the JOSC.
- b) The JOSC may invite the PSB Statutory Members (non-executive) from the following organisations to serve as co-opted members on the JOSC :-
- Cwm Taf Morgannwg University Health Board
 - South Wales Fire and Rescue Service
 - Natural Resources Wales
- and
- c) The JOSC may invite `invited participants` as defined in the Act¹ to serve as co-opted members on the JOSC. These “invited participants” will be invited to participate as and when required.
- d) The JOSC may appoint three “Independent Co-opted Members” by public advertisement to serve as co-opted members on the JOSC i.e. a resident from each of the three local authority areas.

10. Termination / suspension of membership of the JOSC

- a) If an Elected Member appointed to the JOSC ceases to be a member of the appointing authority, then that person also immediately ceases to be a member of the JOSC.
- b) If a person appointed as a member of a JOSC is suspended from being a member or a co-opted member of one of the appointing authorities, that person may not serve as a member of the JOSC for the duration of the suspension.
- c) If a co-opted member appointed to the JOSC ceases to be an employee of the organisation he/she was appointed from, then that person immediately ceases to be a member of the JOSC.
- d) Each Statutory Co-opted Member term of office will be for a period of four years from date of appointment. The Statutory Co-opted Member may serve for two terms.

¹ Well-being of Future Generations (Wales) Act 2015 - Part 4, Chapter 1, Para 30.

- e) Each Independent Co-opted Member term of office will be for a period of four years from date of appointment. The Independent Co-opted Member may serve for two terms.
- f) If an Independent Co-opted Member moves away from the local authority area he/she was appointed from, then that person immediately ceases to be a member of the JOSC.

11. Voting rights

- a) All Elected members may vote on any question that falls to be decided at that meeting
- b) Where there is an equality of votes at a meeting of a JOSC, the chair has a second or casting vote.
- c) A person co-opted to serve on the JOSC is not entitled to vote at any meeting of the JOSC on any question which falls to be decided at that meeting (also see Co-opted Members above).

12. Sub Committees of the JOSC

- a) The JOSC can establish sub-committees in order to operate in a more streamlined and flexible manner to undertake its statutory functions.
- b) Any sub-committees appointed by the JOSC will comprise at least six Elected Members, together with any co-opted members as agreed when establishing the sub-committee.
- c) A sub-committee is to comprise an equal number of Elected Members of each of the appointing authorities.
- d) Any report or recommendations made by a sub-committee of the JOSC is subject to approval by a resolution of the JOSC.
- e) Any sub-committee can only exercise the functions conferred upon it by the JOSC.

13. Political Balance

- a) Each appointing authority must ensure that, as far as practicable, the members of the JOSC reflect the political balance of each of the appointing authority.

14. Appointment of Chair and Vice Chair

- a) A JOSC must appoint a chair of the committee from within its Elected Member membership.
- b) A JOSC may appoint a vice-chair and this must be from within its Elected Member membership.
- c) The appointment of the Chair and Vice Chair is taken forward on an annual basis, although for greater consistency of the leadership of the JOSC, it is

proposed that there is no requirement for an annual rotation of appointment between Authorities and a current Chair and Vice Chair could be re-appointed.

- d) The appointment of the Chair and Vice Chair cannot be from the same Authority. Due to legal requirements, a co-opted Member could not be considered for the role of Chair or Vice Chair.

15. Access to meetings and documentation etc.

- a) The JOSC is to be treated as a committee of a principal council for the purposes of Part VA of the Local Government Act 1972(1) (access to meetings and documents of certain authorities, committees and sub-committees).

16. Resolving disagreements

- a) All members of the JOSC have a duty to act assertively and proactively to resolve disagreements.
- b) Initially, the JOSC will utilise a collaborative-style methodology to resolve any conflict(s) or disagreements. The collaboration style involves parties working together to resolve issues, with a 'win-win' attitude clearly focused on making a positive difference to the lives of people who live in the County Boroughs of Bridgend County Borough Council, Merthyr Tydfil and Rhondda Cynon Taf. If necessary other ways of resolving disputes, such as mediation, will be used. Where mediation is used the parties must agree on the final, binding resolution.

17. Meetings of the JOSC

- a) Meetings will initially be held on a quarterly basis with a schedule of meeting dates circulated and agreed at the start of each Municipal year. Extra meetings may be called following the agreement of the Chair.

18. Work programme (Forward Plan)

- a) The JOSC should formulate a forward plan to identify what issues the JOSC intends to focus upon during the course of the year.
- b) The terms of reference of the JOSC are to be reviewed on an annual basis and to be incorporated into the Committee's Work Programme.
- c) The forward plan should provide a clear rationale as to the purpose of considering a particular topic, and to the methods by which it will be investigated.
- d) The JOSC must have regard to The Local Government (Wales) Measure 2011 and guidance, which places a requirement to engage with the public.
- e) The forward plan will be published on all three Authorities' websites to allow interested groups and individuals to provide comment and offer their views.

19. Invitations to the Cwm Taf Morgannwg Public Service Board

- a) The JOSC shall review and scrutinise the performance of the PSB, and in exercising its powers, may require members of the PSB to attend a meeting of

the JOSC. This includes any person that has accepted an invitation to participate in the activity of the PSB.

- b) The JOSC shall review and scrutinise the performance of the PSB, and in exercising its powers, may invite Officers and Cabinet Members to attend its meetings when appropriate.
- c) The JOSC may request invitees to give account for their activities and their performance on matters within the JOSC's remit, particularly relating to:-
 - Any particular decision
 - The performance of partners in delivering shared objectives
- d) When the JOSC wishes to invite members of the PSB, officers, Cabinet Members or another individual to a meeting, it will:-
 - Offer a minimum notice of 6 weeks' notice;
 - Clearly outline the reason and the likely areas for questioning;
 - Identify whether any paperwork is to be produced.
- e) Where individuals attend before the JOSC, the Chair shall ensure that they are treated with courtesy and respect. Following the meeting, attendees will be provided with feedback and clarification as to whether further information is required as part of the Scrutiny process.

20. Access to information rules

- a) Meetings of the JOSC will be subject to the same access to information rules as other public meetings of the councils.
- b) The Chair will adhere to the access to information rules of his/her respective Authority.

21. Rules of Procedure

- a) Members of the JOSC and the public must have regard for the Chair who will have the authority to determine on any rules of procedure during meetings of the JOSC.
- b) The Chair will adhere to the rules of procedure of his/her respective Authority.

22. Declarations of Interest

- a) All Elected Members shall observe the Code of Conduct in force for their respective Authorities, whilst co-opted members shall observe the Code of Conduct of the Authority of the Chair of the JOSC at the time the co-opted member was appointed.
- b) Members of the JOSC must declare any interest during meetings of the JOSC (and withdraw from the meeting if necessary) in accordance with the paragraph above.

23. Confidentiality of Information

- a) In accordance with Members' respective Authority's Code of Conduct, members (Elected Members and Co-opted Members) of the JOSC must not disclose any information considered 'exempt' in accordance with Section 100A (4) of the Local Government Act 1972.

24. Administrative arrangements

- a) Rhondda Cynon Taf Council take forward the support arrangements for the newly merged Joint Overview and Scrutiny Committee and this arrangement will be taken forward for a 2 year period, commencing from the beginning of the 2023/24 Municipal Year before a review of the arrangements is undertaken. The function includes:
- Arranging regular meetings of the JOSC - meetings are held within appropriate timescales following meetings of the Cwm Taf Morgannwg Public Services Board.
 - Preparing agendas and commissioning papers for meetings - Agendas and commissioning papers are prepared and distributed in a timely manner.
 - Inviting participants
 - Managing attendance
 - Provision of meeting venues
 - Minute taking
 - Preparing evidence for Scrutiny
- b) The terms of reference of the JOSC are to be reviewed on an annual basis and to be incorporated into the Committee's Work Programme.

25. JOSC meeting procedures (including sub-committees)

- a) Main agenda items will be identified at the previous meeting in line with the agreed work programme. At this point potential witnesses and broad themes should be considered.
- b) Prior to the meeting all JOSC Members should be engaged in raising and discussing possible questions by email. The JOSC Chair will facilitate this process.
- c) A pre-meeting for all JOSC Members will be held for 30 minutes immediately before each JOSC meeting. The purpose is to ensure that members are fully prepared for the JOSC meeting and that the questioning strategy is clear.
- d) During the meeting, the JOSC Chair will be responsible for ensuring that questioning is effective and that the JOSC achieves its objective.
- e) Those invited to attend for a particular agenda item shall not be expected to remain at the meeting.
- f) At the close of the meeting, witnesses will be asked to leave to enable JOSC Members to discuss their conclusions and any recommendations arising from the meeting. These conclusions and recommendations will be reported to the PSB and relevant Cabinet Member(s) in the form of a Chairs' Letter. This part of

the meeting should review the effectiveness of the meeting and identify ways that future meetings could be improved

26. Responding to the JOSC recommendations

- a) The JOSC will agree outcomes of its meetings and detail the conclusions and any recommendations arising from a JOSC meeting.
- b) The JOSC may recommend amendments to a strategy or policy at their meeting which will be formally minuted. The Chair will formally make recommendations via a Chairs Letter to the PSB Members and will send a copy to the Future Generations Commissioner, the Welsh Ministers, and the Auditor General for Wales (see 27 below) following each meeting.
- c) Where recommendations have been made to the PSB and/or the Cabinet Member(s), a written response would be expected within one month, indicating whether the recommendation is to be accepted and what action (if any) will be taken in response.
- d) Where the JOSC makes a report or recommendations to any of the appointing authorities or their executives the JOSC:-
 - may publish the report or recommendations
 - may require the appointing authority or authorities, or the executive or executives—
 - to consider and respond to the report or recommendations indicating what (if any) steps it proposes, or they propose, to take; and
 - if the JOSC has published a report or recommendations, to publish the response.
 - Where the JOSC has provided a copy of the report or recommendations to a member of an appointing authority who has referred a matter to the JOSC or sub-committee, it must provide the member with a copy of the response.

27. Reports of the JOSC

- a) When making reports or recommendations to the PSB with respect to the board's functions or governance arrangements, the JOSC must send a copy of any report or recommendation to:-
 - the Welsh Ministers;
 - the Future Generations Commissioner;
 - the Auditor General for Wales.
- b) Any reports or recommendations will be made on behalf of the JOSC, not the local authorities, and therefore there is no requirement for an executive or full council of the three Authorities to endorse the report. However it would be appropriate to share copies of reports with Executives of the participating local authorities in the interests of effective communication and good governance.

28. Evidence Gathering

- a) The JOSC is entitled to gather evidence in connection with any review or inquiry it undertakes as part of their agreed work plan.
- b) The JOSC shall adopt methods of gathering evidence to inform its deliberations. These include, but are not limited to, task and finish groups, holding enquiries, undertaking site visits, conducting public surveys, holding public meetings, commissioning research, hearing from witnesses and appointing advisors and assessors. The knowledge of Members is also a valuable source of evidence and should be considered as part of each inquiry.

29. Setting the agenda

- a) Individual agenda items, other than standing items, are to be determined in the first instance by the Work Programme which is to be established and agreed by the JOSC. The decision to consider additional items or defer planned items will be a matter for the discretion of the Chair.
- b) Any matter that is referred to the JOSC or a sub-committee by any member of the JOSC or a sub-committee will be included on the agenda for, and discussed at, a meeting of the JOSC or the relevant sub-committee. See “Reference of matters to joint overview and scrutiny committee, etc” below

30. Reference of matters to joint overview and scrutiny committee, etc

- a) Any member of the JOSC can refer to the committee any matter which is relevant to its functions.
- b) Any member of a sub-committee of the JOSC can refer to the committee any matter which is relevant to its functions.
 - Any member of any of the appointing authorities can refer to the JOSC any local government matter which is relevant to the functions of the JSOC.
- c) Any referral as per above will be included on the agenda for, and discussed at, a meeting of that committee or sub-committee.
- d) Where the JOSC makes a report or recommendations in relation to a matter referred to it by that member, it must provide the member with a copy of the report or recommendations.

31. Public Engagement / Public Question Time

- a) Meetings of the JOSC and sub-committees are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.
- b) All persons who live or work in the three local authority areas can bring to the attention of the committee their views on any matter under consideration by the committee; and the committee must take into account these views.
- c) The JOSC will seek to gather evidence from the public as an ongoing aspect of its work.

- d) Meetings of the JOSC will be open to the public to observe and an item for public questions will be included on each agenda if received.
- A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Head of Democratic Services of the administrative Council no later than 10 days before the date of the meeting.
 - At any one meeting no person or organisation may submit more than one question and no more than one such question may be asked on behalf of one organisation.
 - A maximum of 15 minutes will be allowed at the meeting for public questions unless otherwise agreed at the meeting.
 - Each question must give the name and address of the questioner.
 - The Chair will invite the questioner to put the question to the meeting. If the questioner is unable to be present, the Chair will put the question and a written response will be provided to the questioner.
 - A questioner who has put a question in person may also put one supplementary question without notice to the meeting.
- e) Letters and agenda packs will be published via each Authority's agenda publications pages.

32. Training and Development

- a) Training will be provided to members of the JOSC as and when required / appropriate.

33. Expenses, Allowances and Salaries

- a) The JOSC will not be responsible for or pay any expenses or allowances.
- b) The remuneration of Chair of the JOSC (or a Sub-Committee of the JOSC) is prescribed by the Independent Remuneration Panel for Wales and is a matter for the constituent local authorities to decide whether such a post will be paid.
- c) All Elected Members and Co-opted Members will need to apply to their respective Authority or Organisation for any payment of expenses etc.

34. Meeting Venue / time

- a) The JOSC will decide on an annual basis how the meetings will be taken forward, whether through a mix of hybrid meetings supported by each of the Local Authorities, where provision is available or whether a proportion of the meetings are held on a purely virtual basis.
- b) Meeting times of the JOSC or any sub-committees will be agreed by the JOSC Elected Member membership. A survey of Members as to the most convenient date and time will be taken forward as well as consideration of the supporting Authorities arrangements.

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Agenda Item 9

Meeting of:	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
Date of Meeting:	24 JULY 2023
Report Title:	FORWARD WORK PROGRAMME UPDATE
Report Owner / Corporate Director:	CHIEF OFFICER – LEGAL & REGULATORY SERVICES, HR & CORPORATE POLICY
Responsible Officer:	MERYL LAWRENCE SENIOR DEMOCRATIC SERVICES OFFICER – SCRUTINY
Policy Framework and Procedure Rules:	<p>The work of the Overview & Scrutiny Committees relates to the review and development of plans, policy or strategy that form part of the Council’s Policy Framework and consideration of plans, policy or strategy relating to the power to promote or improve economic, social or environmental wellbeing in the County Borough of Bridgend. 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>
Executive Summary:	<p>The Council’s Constitution requires the Corporate Overview and Scrutiny Committee to develop and implement a Forward Work Programme for the Committee.</p> <p>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.</p> <p>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.</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 3.6 of this report;
- d) Present the Recommendations Monitoring Action Sheet (**Appendix B**) to track the outstanding responses to the Committee's recommendations made at previous meetings in 2022-23;
- e) Present the Recommendations Monitoring Action Sheet for 2023-24 (**Appendix C**) to track responses to the Committee's recommendations made at its previous meeting;
- f) 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;

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 in 2022-23 is attached as **Appendix B**.
- 3.12 The Recommendations Monitoring Action Sheet for 2023-24 to track responses to the Committee's recommendations made at previous meetings is attached as **Appendix C**.
- 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 the outstanding responses to the Committee's recommendations made at previous meetings in 2022-23;
- e) Consider the Recommendations Monitoring Action Sheet for 2023-24 in **Appendix C** to track responses to the Committee's recommendations made at its previous meeting; and
- f) 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.

Background documents

None.

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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><u>All Cabinet Members</u></p> <p><u>Officers</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</p>
Draft Corporate Plan Delivery Plan 2023-24		<p><u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing;</p> <p><u>Officers</u> 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><u>All Cabinet Members</u></p> <p><u>Officers</u> 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
Quarter 4 Performance 2022-23		As above and Corporate Policy and Public Affairs Manager.
Corporate Self-Assessment 2022-23		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; <u>Officers</u> Chief Executive; and Corporate Policy and Public Affairs Manager
Proposals for the Joint Overview and Scrutiny Arrangements following Transition to a Single Public Services Board (PSB) for Cwm Taf Morgannwg		NA

Monday 4 September 2023 at 10.00am

Report Topics	Any Specific Information Requested	Invitees
Director of Social Services Annual Report 2022/23		<u>Cabinet Members</u> Deputy Leader of Council and Cabinet Member for Social Services Health; Cabinet Member for Community Safety and Wellbeing; <u>Officers</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; Head of Adult Social Care; Head of Children’s Social Care; Group Manager - Sports and Physical Activity; and Group Manager - Commissioning
Scrutiny Annual Report		NA
Scrutiny Methodology and Key Performance Indicators		NA
Cabinet Committee Corporate Parenting (Information) Update	For the nominee from the Committee to Cabinet Committee Corporate Parenting to update the Committee on the information shared at the meeting of 20 July 2023.	NA

APPENDIX A

Monday 23 October 2023 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Budget Monitoring 2023-24 – Quarter 2 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</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
Performance Management Improvement Plan Monitoring		As above and Corporate Policy and Public Affairs Manager

Thursday 14 December 2023 at 10.00am		
Report Topics	Any Specific Information Requested	Invitees
Draft Medium Term Financial Strategy 2024-25 to 2027-28 and Budget Proposals*		<u>Cabinet Members</u> <u>Officers</u>
Q2 Performance Report 2023-24		<u>All Cabinet Members</u> <u>Officers</u> 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
Workforce Strategy Monitoring Action Plans		<u>Cabinet Members</u> Leader of the Council; Deputy Leader of Council and Cabinet Member for Social Services and Health; Cabinet Member for Finance, Resources and Legal; <u>Officers</u> 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
Scrutiny Recommendations on Medium Term Financial Strategy 2024-25 to 2027-28 and Draft Budget Consultation Process		<u>Cabinet Member</u> Cabinet Member for Finance, Resources and Legal; and <u>Officer</u> Chief Officer - Finance, Performance and Change
Capital Strategy 2024 – 25 onwards		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; <u>Officers</u> Chief Officer Finance, Performance and Change; and Group Manager – Chief Accountant
Budget Monitoring 2023-24 - Quarter 3 Revenue Forecast		<u>All Cabinet Members</u> <u>Officers</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
Corporate Plan Delivery Plan (refreshing PI targets)		<u>Cabinet Members</u> Leader of the Council; Cabinet Member for Finance, Resources and Legal; Cabinet Member for Community Safety and Wellbeing; <u>Officers</u> Chief Executive; Chief Officer Finance, Performance and Change; and Corporate Policy and Public Affairs Manager
Q3 Performance Report 2023-24		<u>All Cabinet Members</u> <u>Officers</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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Reports to be Scheduled		
Report Topics	Any Specific Information Requested	Invitees
Cessation of Ukrainian Refugee Host Sponsorship		<u>Cabinet Members</u> <u>Officers</u> <u>External</u>
Digital Strategy Review		<u>Cabinet Members</u> <u>Officers</u> Chief Officer - Finance, Performance and Change <u>External</u>
Cyber Security		<u>Cabinet Members</u> <u>Officers</u> <u>External</u>
Lessons Learned from Redevelopment of Maesteg Town Hall		<u>Cabinet Members</u> <u>Officers</u> Corporate Director – Communities <u>External</u>

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CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2022-23

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
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.
27 October 2022	Budget Monitoring 2022-23 Q2 Revenue Forecast	<p>The Committee requested a written response from the Corporate Director -Social Services and Wellbeing on the following:</p> <ul style="list-style-type: none"> a. The reliability of agency workers and providers; b. The cost difference between an agency worker compared to a full time Social Worker; 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. 	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
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 – Social Services and Wellbeing	Recommendations circulated requesting response - to be provided. Information being collated.

CORPORATE OVERVIEW AND SCRUTINY COMMITTEE - RECOMMENDATIONS MONITORING ACTION SHEET 2023-24

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Council Wide</u> The Committee recommended that all national legislative commitments and statutory services need to be fully funded by central Government and that the Committee fully support Cabinet in lobbying Westminster and Welsh Government to provide adequate funding to ensure a sustainable funding model in the future.</p>	Scrutiny / Cabinet	
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Council Wide</u> The Committee recommended that in order to manage the expectations of the public regarding future service provision, that there be a proactive corporate communications strategy setting out clearly the pressures within services, what can and cannot be achieved/maintained and what is funded by Council tax and what is funded by central UK funds through the Revenue Support Grant.</p>	Scrutiny / Chief Officer – Finance, Performance and Change	

APPENDIX C

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
3 July 2023	Revenue Budget Outturn 2022-23	<u>Council Wide</u> The Committee recommended that consideration be given to how the information in Recommendation 2, above, be effectively communicated to the public, including consideration of putting the information on the Council website and in a newsletter accompanying Council Tax Demand letters.	Scrutiny / Chief Officer – Finance, Performance and Change	
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee expressed concern regarding the Council-wide issue of recruitment and retention and acknowledged that whilst Directorates were working on this in isolation, felt that it required a corporate approach focussing on the 7 Principles contained in the Corporate Plan. The Committee therefore recommended that an overarching workforce plan is needed to address the reasons for the Council not being commercially competitive and its inability to successfully recruit and retain staff.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	

APPENDIX C

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee recommended that consideration be given to more integrated working between Human Resources and Directorates to avoid Directorates trying to address the issue of recruitment in isolation/in silos and to holistically strengthen the HR functions and achieve the objectives of the overarching Corporate Plan.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee recommended that the Council work with schools to inform students, before they choose their GCSE and A Level options, regarding the career prospects of working for the Local Authority, across a wide range of professions and specialisms and likewise work with Welsh-medium schools, given the shortage of Welsh speaking staff in the Authority. It was also recommended that the Council establish links with universities in order to secure graduate employees and to drive	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy / Corporate Director – Education and Family Support	

APPENDIX C

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		forward recruitment for the Authority.		
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee recommended that there should be an agreed National level of salaries and terms and conditions for all positions in local government in order to ensure that the Council has an equal footing in terms of competitiveness with other local authorities and the private sector.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy / Cabinet	
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee recommended that a review be undertaken regarding the need to advertise in national newspapers for jobs over a certain grade and whether these roles would attract more applicants if alternative and, possibly more local, advertising was pursued.	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	
3 July 2023	Revenue Budget Outturn 2022-23	<u>Recruitment</u> The Committee expressed concern regarding the loss of successful candidates due to the delay in obtaining a Disclosure and Barring Service check and queried the reason for the delay and whether there was anything	Scrutiny / Chief Officer – Legal & Regulatory Services, HR & Corporate Policy	

APPENDIX C

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		that could be done to reduce the waiting time to stop candidates finding work elsewhere.		
3 July 2023	Revenue Budget Outturn 2022-23	<u>EFS</u> That the Committee recommended that they write to the Welsh Government expressing their concerns that any further cuts to the education budget would be unacceptable, given the 2% efficiency saving in 2023-24 and further annual 1% reductions predicted for forthcoming years.	Scrutiny / Chair of COSC	
3 July 2023	Revenue Budget Outturn 2022-23	<u>EFS</u> The Committee acknowledged the difficulties of recruitment within catering services and the impact on the provision of breakfast clubs and requested an update on what was being done to ensure that vulnerable children were receiving breakfast before school.	Scrutiny / Corporate Director – Education and Family Support	
3 July 2023	Revenue Budget Outturn 2022-23	<u>EFS</u> The Committee requested an update on when the Welsh Government review regarding home to school transport would realistically be published, given	Scrutiny / Corporate Director – Education and Family Support	

APPENDIX C

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		that no changes would be considered until the conclusion of the review		
3 July 2023	Revenue Budget Outturn 2022-23	<p><u>Communities</u> The Committee recommended that consideration be given to there being a dedicated resource to support the Communities Directorate in processing and responding to Member Referrals and that consideration be given to ways in which to make the Member's Portal more effective and efficient in keeping Members updated with the status of referrals.</p>	Scrutiny / Chief Officer – Finance, Performance and Change / Head of Partnership Services	
3 July 2023	Corporate Plan Delivery Plan 2023-24 and Draft Performance Framework	The Committee recommended that consideration be given to how the roles as set out in the 'I am a ...' section of the draft Performance Framework may be effectively cascaded and communicated to all staff and the public.	Scrutiny / Chief Executive	
3 July 2023	Corporate Plan Delivery Plan 2023-24 and Draft Performance Framework	The Committee recommended that future reports regarding performance be developed to include a holistic overview in the form of an executive summary to succinctly summarise	Scrutiny / Chief Executive	

APPENDIX C

Date of Meeting	Agenda Item	Action	Responsibility	Outcome
		performance as measured against the Corporate Plan. The Committee expressed concern regarding Officer time and effort required to present complex data and welcomed concise and proportionate information which could be more sustainable and influential.		

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